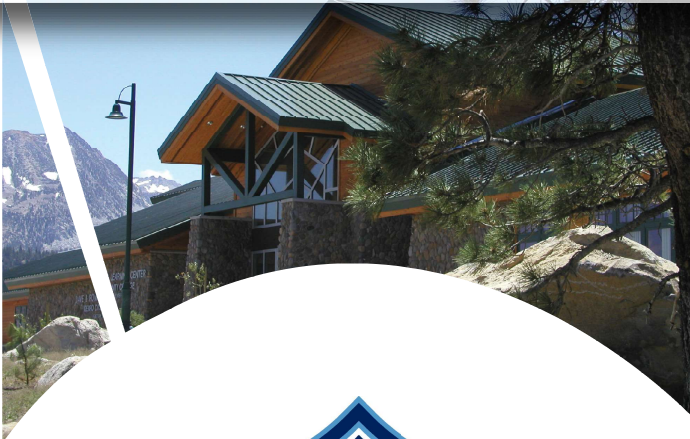


Cerro Coso Community College



Facilities Master Plan 2024-2029

CONTENTS

- I. President's Letter**
- II. Introduction**
- III. Cerro Coso Facilities Today**
- IV. Anticipated Facilities Needs**
- V. Appendix**

PRESIDENT'S LETTER



A Facilities Master Plan (FMP) is a roadmap to guide Cerro Coso Community College in creating and caring for spaces that foster learning, collaboration, and community. This plan takes its lead from our most recent Education Master Plan which addresses the distinct academic needs of each of our communities. The FMP describes the anticipated facilities-related demands at each of our campus sites over the next five years. Some needs are common across all sites, and many are specific to each location. We have attempted to provide a realistic assessment of improvements or additions anticipated at each site that can be addressed over the course of this planning period.

The plan is guided by our mission to improve the life of every student we serve by prioritizing equity and supporting the attainment of educational goals. It also incorporates our vision that Cerro Coso Community College will be the first choice in higher education and workforce training for the Eastern Sierra region. It was developed as part of an integrated planning process that builds upon our Educational Master Plan and incorporates our core mission, vision, and values.

With facilities spread over broad distances spanning approximately 18,500 square miles, disparate physical climates, and a variety of educational programs provided at each site, our facilities-related needs are varied and complex but remain grounded in a common purpose. This plan is designed to ensure that each of our campus sites is equipped to provide the highest quality education and resources.

The development of the plan was a collaborative and inclusive process, with contributions from a diverse array of voices. I would like to extend my gratitude to our faculty, staff, and students, whose insights and feedback were critical to the formation of this plan. I wish to acknowledge the input from our local business and government communities, whose perspectives are crucial in ensuring that our plan not only meets the educational needs of our students but also aligns with the workforce demands of our region. This synergy is vital for creating pathways to meaningful employment and economic development.

We also acknowledge that as we look to future growth, in particular at the Tehachapi campus, our facilities-related needs are expanding as our student population grows. Not all of these needs can be addressed comprehensively during the five-year horizon of this planning period. Our facilities planning will likely involve a multi-phased approach with shorter-term solutions to alleviate immediate space constraints while remaining mindful of the need to develop longer-term solutions to fully accommodate the needs of our students, faculty, staff, and the community at large.

As we look to the next five years, we remain committed to maintaining the vibrancy of our campuses within our local communities and ensuring our facilities are well-positioned for the future. Thank you for your continued support and dedication to Cerro Coso Community College.

Sean C. Hancock, Ed. D.
President

INTRODUCTION

This Facilities Master Plan (FMP) outlines the current and anticipated future facilities needs of Cerro Coso Community College over the next five years. It addresses the physical space needs of the College campuses as well as the virtual and digital facilities and infrastructure needed to support student learning and College administration and activities so critical to serving Cerro Coso’s students.

Context and Purpose

The purpose of the FMP is to ensure that the college’s facility resources align with its academic and student support plans over the designated five-year planning period. As such, this FMP was developed in alignment with the goals, objectives, and growth opportunities described in Cerro Coso’s Educational Master Plan (EMP). The EMP outlines the educational vision and growth areas for the College, and the FMP details the facility resources to support that vision.

The EMP identified program growth opportunities during the five-year planning period. These include existing CTE, associate, and transfer programs that are attracting more students and possible new programs needed to address growing student and employment demand in Cerro Coso’s service area.

Expansion of these and other programs will have implications for facilities needs - either in the form of reorganization or repurposing of existing spaces to accommodate changing space requirements or the addition of new spaces or facilities.

Educational Master Plan Programmatic Areas of Growth	
Current Programs	New Program Areas
Digital Media and Marketing	Aviation
Cyber Security Tech	Communications
Emergency Medical Services	Data/Artificial Intelligence
Welding	Healthcare
Administration of Justice	Cannabis Studies
General Sciences	Bachelor’s Programs (e.g. Cyber Security, Applied Fire Mgmt, Cloud Computing, Security-Related)

Effective development, oversight, use, and maintenance of facilities does not happen without other resource considerations. While outside the scope of a facilities master plan, these areas should be noted as needs related to Cerro Coso’s facilities:

- ❖ Sufficient staffing to keep pace with current facility capacity and facilities improvements
- ❖ Availability of utilities (electric power, water, gas) for any space expansions, upgrades, or repairs
- ❖ Increased community access to college facilities to further embed the College as a part of its community and maximize use of facilities investments

Alignment between the FMP and the EMP will allow Cerro Coso to prioritize budgetary allocations and make informed decisions on capital investments to ensure its physical resources support its educational mission.

Unique Considerations

Cerro Coso Community College (Cerro Coso) is one of three colleges in the Kern Community College District. Cerro Coso's service district is the largest of all California Community Colleges, encompassing 18,200 square miles in the Eastern Sierra region of Southern California.

The service area encompasses diverse climates ranging from the arid conditions of the Mojave Desert to the mountainous terrains of the Eastern Sierra. The size, geographic, and climatic diversity of this service area has important implications for Cerro Coso's facilities requirements, including the need for multiple campuses and sites, site-specific requirements based on local geographies and communities, and the ability to provide robust, secure, and uninterrupted distance education.



Multiple Campuses and Sites

The expansive size of Cerro Coso's service area requires the College to maintain several campuses and sites to be accessible to students living throughout the large area. However, even with these multiple locations, distances to and between campuses for students and faculty can be long.

The College maintains four large campus centers and sites:

- ❖ Indian Wells Valley (IWV) Campus in Ridgecrest
- ❖ Eastern Sierra College Center (ESCC) with locations in Mammoth Lakes and Bishop
- ❖ East Kern Center with a campus in Tehachapi and small sites in Lake Isabella and Edwards Air Force Base

Site-Specific Facilities Requirements

In addition to its extensive land area, Cerro Coso's service area encompasses a variety of geographic topologies, climates, communities, and industries, all of which have implications for facility needs at each location.

In the north, the ESCC Mammoth Lakes campus site sits at an elevation of over 7,800 feet and is surrounded by forests and mountains. Mammoth Lakes experiences warm, dry summers and very snowy winters. The community averages over 200 inches of snowfall each year. In 2022-2023, Mammoth Lakes experienced record-breaking snowfall with over 700 inches of snow (over 900 inches at the summit of Mammoth Mountain), which had far-reaching impacts on the site's operations. The local economy is heavily focused on outdoor recreation and tourism.

39 miles driving distance to the south, the ESCC Bishop campus site, located in Bishop, California, is characterized by a high desert environment at an elevation of 4,500 feet. The area experiences significant daily and seasonal temperature fluctuations and is known for dry conditions with hot summers and cold winters. The geography is remote and rural with significant distances between small population centers.

Located 144 miles driving distance to the south of Bishop, the Indian Wells Valley (I WV) campus in Ridgecrest is situated in the Mojave Desert and features a desert climate with very hot summers, mild winters, and low humidity. Indoor spaces require air conditioning most of the year and outdoor spaces need shelter from the sun and wind. Prominent industries in the area include agriculture, healthcare, energy, education, and defense, with the Naval Air Weapons Station China Lake located nearby.

73 miles driving distance southwest of Ridgecrest, the Tehachapi campus is located in Tehachapi, which lies between the San Joaquin Valley and the Mojave Desert and is known colloquially as the “land of four seasons”. The climate presents a wide range of temperatures throughout the year. The area has experienced growth in recent years, especially in the aerospace Industry and logistics operations, including the Mojave Air and Space Port and proposed plans to build the Mojave Inland Port.

Equity Across Campuses

One of Cerro Coso’s core values is ensuring equity across its campuses. The resources and services it provides at one campus or site should be available to students and staff across all sites. The facilities requirements identified in this plan are considered in this context.

Distance Education

The vast size of its service area also has implications for educational delivery at Cerro Coso. In addition to distance, some communities within the service area are in remote locations with climates prone to weather-related and internet connectivity disruptions. To ensure students in these communities have access to higher education, Cerro Coso has been providing distance education options since 1998.

As one of the earliest adopters of distance education in California, Cerro Coso has a large population of online learners from both within and outside of its service area. In the fall of 2023, over 3,300 students took distance education classes. Supporting this large population of online learners, and the faculty and staff who serve them requires digital capabilities and infrastructure that need to be considered in this FMP. The College is dependent of the District for much of the IT infrastructure used for distance education delivery, but each campus has requirements as well.

Physical Infrastructure Constraints

The infrastructure in some of the geographies and landscapes within Cerro Coso’s service area can be a limiting factor in facilities expansions or renovations. As it considers any space expansions, facility upgrades or repairs, Cerro Coso will need to coordinate with local utility providers to ensure an adequate supply of electric power, potable water, gas, or other utilities that are needed.

Facilities Needs Assessment Approach

This Facilities Master Plan was developed by Gray Decision Intelligence (Gray DI) in conjunction with Cerro Coso Community College. During the discovery phase, Gray DI collected information about the College's current facilities and their usage, perceived constraints, and future needs. To identify any changes to future capacity requirements, Gray DI forecast future enrollment at each of the campuses and then modeled the facilities capacity required to serve this enrollment.

Site Visits: Gray DI conducted site visits at Cerro Coso's four main campus sites. The team from Gray DI was accompanied by senior administrators, site directors, and maintenance and operations directors from Cerro Coso. The site visits included tours of campus buildings and grounds, including classrooms, labs, studios, storage areas, and student and community meeting spaces.

Leadership Input: During the site visits and scheduled meetings, Gray DI met with senior administrative leaders to understand operational requirements, current facilities usage, identified constraints, future needs, and other relevant elements for consideration in the Facilities Master Plan.

Stakeholder Input: Cerro Coso facilitated meetings and focus groups with Gray DI and administrative leaders, faculty, staff, and students at each of the campus sites. The objective of these site visits was to understand how facilities are currently being used, their perceived strengths and weaknesses, and to identify facilities-related needs not currently addressed.

Business Community Input: The Gray DI and Cerro Coso teams also met with local community and business leaders to understand their perspectives on the College's role in the community, educational needs as they saw them, and any facilities-related enhancements that could be of mutual benefit.

Enrollment Forecasts: Gray DI worked with Cerro Coso's Director of Institutional Research and senior administrators to document current student headcounts and course enrollments by academic program at each campus site. Using Cerro Coso's fall 2023 program enrollment data as a baseline*, Gray DI modeled future enrollment over the five-year planning period by academic program at each campus site. For current academic programs, the enrollment forecasts were developed using a weighted average (CAGR) of program enrollment in California over the past four years, five-year market growth in program completions in California, Cerro Coso's two-year program completions growth, and projected county population growth through 2029 for Cerro Coso's service areas.

The model also included new programs identified in the Educational Master Plan. Enrollment forecasts for new programs were developed using Gray DI's Predict Program Size machine learning models that forecast completions at maturity. The completions were then converted to enrollment estimates using Cerro Coso's graduation and retention rates.

Capacity Modelling: Using the enrollment model outputs and data on current facilities capacity at each campus site, Gray DI calculated the future capacity needed to deliver educational programs at each site over the next five years.

The overall analysis suggests that the current facilities at Indian Wells Valley, Bishop, and Mammoth Lakes are sufficient to meet the forecast enrollment during this planning period, including the addition of new programs identified in the Educational Master Plan, although reconfiguration of existing spaces is likely needed. The capacity of the current facilities at the Tehachapi campus will need to be expanded to meet future needs.

**For programs with no enrollments in fall 2023, data for spring 2023 used as a baseline.*

CERRO COSO FACILITIES TODAY

To identify future facilities needs, it is important to first assess the College's existing facilities. A team from Gray Decision Intelligence (Gray DI) conducted visits to Cerro Coso's four major campus sites located in Mammoth Lakes, Bishop, Ridgecrest, and Tehachapi.

The team from Gray DI was accompanied by senior administrators, site directors, and maintenance and operations directors from Cerro Coso. The site visits included tours of campus grounds and buildings and meetings with administrative leaders, faculty, staff, and students. The objective of these site visits was to understand how facilities are currently being used, their perceived strengths and weaknesses, and to identify facilities-related needs not currently addressed.

In addition, the Gray DI and Cerro Coso teams met with local community and business leaders to understand their perspectives on the College's role in the community, educational needs as they saw them, and any facilities-related enhancements that could be of mutual benefit.

The following pages describe the current facilities today at each of Cerro Coso's four main campus sites, including:

- ❖ Indian Wells Valley (IWV) / Ridgecrest
- ❖ Eastern Sierra Campus Center: Mammoth Lakes
- ❖ Eastern Sierra Campus Center: Bishop
- ❖ East Kern Center: Tehachapi

In addition to the sites described on the following pages, Cerro Coso maintains physical offices in Lake Isabella* and on Edwards Air Force Base. These facilities are important assets to the College and local communities, and at this time Cerro Coso does not foresee additional needs at these locations during this planning period.

Further, the College provides educational programs to incarcerated students at the California Correctional Institution in Tehachapi and serves a small number of incarcerated students at the Owens Valley Conservation Camp in Bishop.

Classes are taught on-site at the prison facilities. Except for installing portable classrooms at the California Correctional Institution, the College anticipates no additional needs regarding incarcerated student teaching facilities. Needs related to the administration of the incarcerated student program are included in the section describing facilities needs at the Tehachapi campus.



Mammoth Lakes



Bishop



Tehachapi



IWV/Ridgecrest

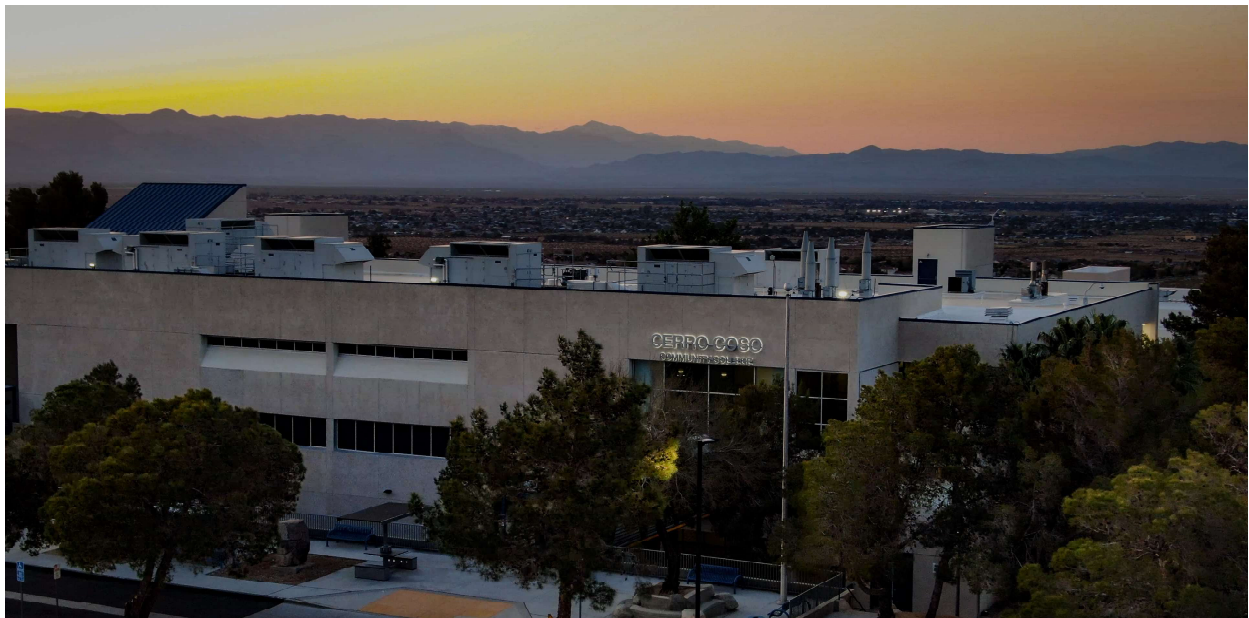
* The Kern River Valley (Lake Isabella) campus was closed and relocated to a 1,000 square foot office space in 2020.

Indian Wells Valley Campus

The Indian Wells Valley (I WV) campus is located in Ridgecrest, California and is the largest of Cerro Coso's campuses. It encompasses 320 acres situated in the upper Mojave Desert. At an elevation of 2,800 feet the campus has views of the Sierra Nevada, Coso, Panamint, and Argus mountain ranges. The I WV campus is located at the end of a long access road, College Heights Boulevard. Students either drive to campus or use the local bus transit system. There is no student housing on campus.

With the exception of the Child Development Center, all academic and administrative buildings are located on the east side of the campus and athletic fields and facilities are on the west side of the campus. The campus houses the majority of the College's faculty and administrative staff and provides transfer and CTE educational programs to students in the region. I WV is the home campus for Cerro Coso's student-athletes, many of whom procure housing in the local community to attend Cerro Coso.

The Main Building is a three-story building that houses classrooms, lecture halls, labs, offices for student services, faculty, and administration, a large student center with a small café and CC MarketPlace. The establishment of the café along with the large dedicated student space was noted by students as a popular addition that alleviates the need to leave campus for meals and promotes a deeper sense of community and engagement on the campus.



Attached to the main building are the East and West Wings. The East Wing building houses classrooms, most of which are used for educational delivery, with some currently used for storage. The West Wing building houses additional classrooms, office and storage spaces, an expansive industrial arts shop, and rooms and equipment for studio arts programs.

The Learning Resource Center (LRC) is a two-story building that houses the college library, student meeting rooms, support and other staff offices, and storage spaces. The LRC is the second-largest building on the campus and includes a large open area with expansive views.



The College's athletics facilities are located on the other side of the access road. Facilities include a large gymnasium, baseball and softball fields with dugouts, a press box, a large track, and tennis courts. The Child Development Center, which houses spaces for the college's child development program, is also located on the west side of campus near the athletic fields.



The IWV campus also has facilities for maintenance and operations offices and storage, sheds for groundskeeping equipment, a large parking lot, a solar field, and an observatory. The grounds include outdoor student spaces directly off the student center and a sculpture garden that is frequently accessed by members of the community.

The College recently made renovations to many of its academic buildings, added to, refreshed, and upgraded outdoor gathering spaces for students, and is currently improving and expanding athletic facilities by adding a soccer field and renovating the tennis courts.

Eastern Sierra Campus Center

The Eastern Sierra Campus Center (ESCC) serves students in the northern regions of Cerro Coso's service area. ESCC has two physical sites, the northern most in Mammoth Lakes and a site about 39 miles to the south in Bishop. Each site is comprised of a single building and surrounding grounds.

ESCC - Mammoth Lakes

The Mammoth Lakes campus facility is a one-story building that was secured by the Mammoth Lakes Foundation, which has a strong relationship with the College and provides financial support to many students. The building is 20,128 square feet with 12,357 square feet of assignable space. It houses classrooms and labs for face-to-face instruction for general education courses and select degree programs. It also has classrooms used for online synchronous instruction, administrative and faculty offices, a computer lab, library, and mechanical, electrical, and computer equipment storage areas. Fall 2023 headcount at Mammoth Lakes was 83 students; 112 students were enrolled at the campus the previous fall.

The campus site is situated near the center of the town of Mammoth Lakes. Bus transportation to and from campus is available to students. Those who drive to campus have access to a large parking lot maintained by the College.

This is the only Cerro Coso site with campus housing for students. 17 units are available to students in an apartment building located across the parking lot. This housing is owned and managed by Mammoth Lakes Foundation. The Foundation is currently building a theatre and arts center adjacent to its current building on the other side of the campus parking lot. Cerro Coso and its students will likely have access to this building once built.



Eastern Sierra Campus Center

ESCC - Bishop

The Bishop campus facility is one-story building owned by Cerro Coso. The building is 32,037 square feet with 21,053 square feet of assignable space. It houses classrooms and labs for face-to-face instruction for general education courses and healthcare-related programs, as well as classrooms for synchronous online instruction.

The facility also houses student services, administrative, and faculty offices, a library, a student lounge, and a large assembly/meeting room. The lobby is spacious and runs the length of the building and is furnished with tables and chairs. In fall 2023, 144 students were enrolled in face-to-face classes at the Bishop site.

The Bishop campus site is located in a relatively isolated area, about five miles from the town center. There are no on-campus or nearby food service options other than vending machines.



East Kern Center: Tehachapi

The East Kern Center's Tehachapi campus center is located in Tehachapi on space leased from the Tehachapi Union School District. The site consists of 10 classrooms. In addition, the College uses an Art classroom in the adjoining building. The campus serves Cerro Coso students from the surrounding Tehachapi regions as well as students enrolled at other local colleges that opt to take some classes at Cerro Coso's Tehachapi campus. The site has a very small parking lot and an outdoor courtyard.

Cerro Coso also provides educational programs to incarcerated students at the California Correctional Institution (ISEP program). Those classes are delivered on-site at the prison, but faculty and staff who administer the ISEP program maintain offices at the Tehachapi campus. The 10 classrooms currently available are used for educational delivery, administrative and faculty offices, and storage.

Room	Usage	ASF
Room 12	Administration (Admissions, counseling, student services)	917
Room 13	Administrative offices, storage, conference room	913
Room 14	Faculty offices	911
Room 15	Dedicated Police Academy classroom	903
Room 16	Dedicated classroom for Allied Health programs	919
Room 17	Multi-purpose classroom	919
Room 18	Dedicated Gym for Police Academy	921
Room 19	Art & Science Classroom/Lab	899
Room 20	Multi-purpose classroom	908
Room 21	Library Resource Center, Student Lounge	910
Art Room (adjoining building)	Art classes	N/A

The current space is insufficient to provide the scale of educational and student services needed. Some students who want to attend in-person classes in are limited in their ability to do so; once in-person course registrations fill, remaining students must register for online courses instead. Enrollment in programs that can only be delivered in-person, such as Police Academy and EMT, are limited in the number of in-person spaces available.

The current lease for this space ends in June 2025. The College does not anticipate renewing the lease for the long term, although a short-term bridge lease is possible depending on what other site options become available and when.

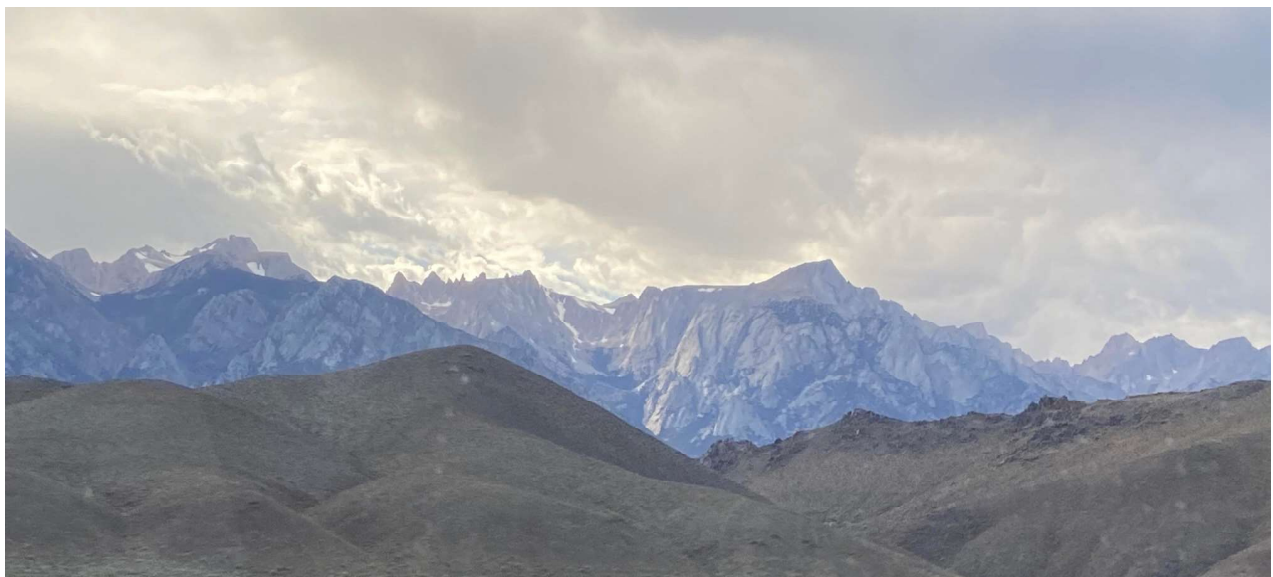


CC Online

In addition to in-person learning, Cerro Coso offers most of its programs online through CC Online. By necessity, Cerro Coso was an early adopter of distance education due to the expansive and remote nature of its service area. The College has been delivering high-quality online classes and programs since 1998, long before distance education became as prevalent as it is today. CC Online has a wide draw, attracting students from across the state of California in addition to students within its own service area.

While many students enroll exclusively in online classes and programs, others enroll in a mix of on-campus and online classes, often depending on personal preferences or class availability. Even as more students are returning to in-person learning post-pandemic, CC Online will continue to be a critical aspect of Cerro Coso's educational delivery, and as such is included in this Facilities Master Plan.

Instructional systems and network services that support Cerro Coso students and faculty are provided, managed, and maintained by the District Office Facilities Team. However, virtual and digital infrastructure still requires physical support resources for delivery and utilization. Those components, such as dealing with power, wiring, equipment room climate control, and other elements, are part of this FMP as the local campus sites have responsibility to care for the functioning of the IT resources.



ANTICIPATED FACILITIES NEEDS

The College is experiencing significant changes in demand at some of its campus sites and anticipates a continued return to more in-person learning with the normalization of operations following the COVID-19 pandemic. Cerro Coso will need to identify fluid alternatives to solve identified space needs that maximize the existing capacity of its buildings and grounds. It must also be poised to respond quickly to market opportunities as they arise to address the need for larger facilities in Tehachapi, as the College will be competing against other entities seeking to procure space and facilities in the area.

Generally, at the IWV and ESCC Bishop and Mammoth Lakes campuses, the current educational facilities are adequate to meet future needs based on current and forecast enrollment through this planning period. Some improvements and upgrades will be necessary to address identified issues, and existing spaces will need to be reconfigured to better support educational delivery based on anticipated changes in programmatic demand. At IWV, there are additional facilities needs related to the new athletic field installations and the need for student housing.

The facilities at the Tehachapi campus, however, are inadequate to meet the needs of even the current student body. The campus needs more square footage of building space to properly deliver in-person education. Additionally, the student body is likely to grow over the next five years based on historic and forecast growth in demand for the programs offered here, anticipated new program launches, and projected demographic growth in the region.

This section of the Facilities Master Plan describes Cerro Coso's future facilities needs and related infrastructure and equipment improvements. It includes needs that are common across all campuses and sites, requirements specific to each campus location, and digital capabilities and infrastructure needed to support Cerro Coso's distance education delivery through CC Online.

Common Needs Across All Campuses

Looking ahead over the next five years, Cerro Coso has identified certain facilities and related needs that are common across its four main campus sites.

Note: While some of these may not be applicable or feasible to implement at the current campus site in Tehachapi, they will need to be addressed at any future site that houses the Tehachapi campus.

Common Needs Across All Campuses

Backup Power Generation

Zoom Rooms

Outdoor Beautification

Soundproofing

Sustainability Compliance

Campus Roads and Parking Lots

Flexible Room Designs

Classroom Monitoring Technology

Storage

Backup Power Generation

All campus sites need to be equipped with power backup systems in cases of electrical outages. Power outages can disable heating and cooling systems, lighting, security cameras, and communication systems, potentially compromising the safety and security of students, faculty, and staff on campus. Outages are more common on some campuses, such as Mammoth Lakes, which is prone to weather-related disruptions, especially heavy snowfall, and power shut-offs during fire season. But the need exists at all campuses and sites.



Backup power systems are critical to ensuring educational and operational continuity. Cerro Coso's daily operations are heavily reliant on technology. Power backups ensure that computer labs, online learning platforms, and digital resources remain operational during outages. The College also needs to maintain administrative functions such as registration services, payroll, and communication systems. Additionally, backup power generators would allow the college to serve as shelters or resource centers during community-wide emergencies.

Zoom Rooms

Many of Cerro Coso's courses are taught using a combination of in-person and online modalities, with teachers and students physically together in a classroom at one site while other students attend the same class virtually through an asynchronous online connection in a classroom at another site. This is especially true for classes and programs offered at the Mammoth Lakes and Bishop sites, with faculty alternating weeks teaching courses at one site and then the other. However, the need for synchronous on-site and remote educational delivery exists for all campuses and sites.

Cerro Coso is transitioning to "Zoom Rooms" as the preferred classroom technology to enable this synchronous in-person and online learning. Zoom Rooms are a sophisticated upgrade from the standard Zoom video conferencing software, designed to enhance real-time interaction between in-person and remote participants. They are significantly less expensive than the current ITV systems the College uses now but will require investments in Zoom Room licenses and associated hardware and equipment at all campus sites.

Zoom Rooms require a computer to run the Zoom Room software and equipment like televisions or video displays, speakers, cameras, and microphones. The College is in the process of configuring a limited number of Zoom Rooms but will need to expand these installations significantly in the coming years at all campus locations as the ITV technology is phased out.



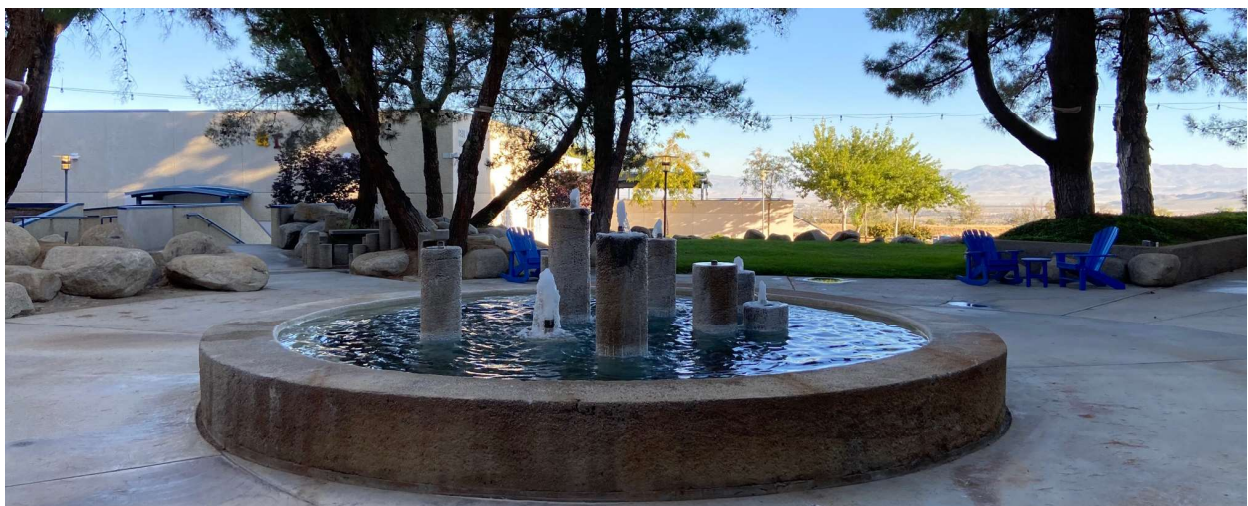
Outdoor Beautification

Cerro Coso has opportunities at each campus site to leverage the natural beauty of the surrounding landscapes by defining and improving outdoor spaces. Outdoor beautification creates inviting and conducive environments for learning, fosters social interaction and mental well-being among students, improves recruitment and retention, demonstrates environmental stewardship, and engages the local community, enhancing the overall student experience, College's visibility within the community, and maximizes use.

The extent of outdoor beautification needs vary by campus. The College has created two large outdoor student gathering spaces at the IWV campus directly outside of the student center. Given the campus' desert environment, an opportunity exists to add additional space that would be sheltered from sun and wind, possibly using the vacant space under the East Wing building.

Outdoor spaces with furniture have been created at the Bishop and Mammoth Lakes sites, but these could be better defined and improved with shade and other shelter structures and additional furnishings. All outdoor spaces will need to be equipped with proper lighting.

Little in the way of defined outdoor spaces are available at the Tehachapi campus. These will need to be considered in any future campus site. Students especially expressed great interest in having a variety of outdoor spaces available for general use.



Soundproofing

All campus sites need private and sound-proofed spaces to allow for protected discussions and conversations as required by financial aid, mental health counseling, counseling resources, and other advising protocols, without fear of being overheard. Currently, most offices and spaces used for these purposes are in high-traffic areas, have physical space openings that transmit sound, and are not equipped with soundproofing. Providing private, sound-proofed spaces and offices is crucial to maintaining the confidentiality of student discussions consistent with proper protocols and compliance with privacy laws.

Sustainability Compliance (CA Net Zero)

As Cerro Coso considers improvements to current facilities and potential new spaces for the Tehachapi campus, it should actively seek solutions that adhere to the tenets of the Net Zero initiative.

The California Net Zero initiative is the state's comprehensive approach to achieving a carbon-neutral future. The 2022 Climate Change Scoping Plan targets a 40% reduction in greenhouse gas emissions below 1990 levels by 2030, and achievement of carbon neutrality by 2045. It promotes strategies for increasing renewable energy and storage capabilities and integrating natural landscapes for carbon storage to provide residents with clean energy options that address climate change, improve air quality, and support economic growth.

The federal government has set aside grant funds to support initiatives in this area, and this could be a funding source for some of Cerro Coso's needs.

Campus Roads and Parking Lot Maintenance

Cerro Coso has varying degrees of responsibility for maintaining the access roads and parking lots at each of its campuses. This includes regular maintenance of the surfaces [e.g., filling cracks, recurring), resurfacing the roads and parking lots every 5-7 years, and removing snow and other debris in the event of storms or weather events. (Note: while not a current consideration at the Tehachapi campus, it may need to be considered at any future campus site)

The condition of access roads and parking areas contributes to the first impression of the College for prospective students, parents, and staff. Well-maintained roads and parking lots are critical to the safety of pedestrians and vehicles, reducing the risk of accidents and injuries. Proper maintenance ensures that all individuals, including those with disabilities, have unobstructed access to college facilities.

Regular maintenance also prevents larger, more disruptive, and expensive issues that can affect the daily operations of the college. Lastly, well-maintained surfaces can manage water runoff better, contributing to the sustainability efforts of the campus.

Flexible Room Designs

At all campus sites, it is critical for Cerro Coso to adopt flexible room designs that support multi-purpose learning. Flexible spaces will allow the College to cater to a variety of learning styles and pedagogical approaches, from traditional lectures to collaborative projects and technology-enhanced learning. Dynamic room configurations can enhance student and faculty engagement by creating environments that are more conducive to interaction, participation, and active learning.

As educational needs and technologies evolve, flexible room designs will enable Cerro Coso to adapt without significant overhauls to existing spaces, ensuring the longevity and relevance of the educational spaces. Multi-purpose rooms also reduce the need for specialized rooms that are only suitable for a single purpose, leading to cost savings in maintenance and infrastructure.

Classroom Monitoring Technology

Classroom technology designed for monitoring occupancy, temperature, and utilization is becoming increasingly essential in modern education environments. These systems serve a variety of purposes, from enhancing student and staff comfort to improving space management and optimization, increasing energy efficiency, and reducing operational costs.

Occupancy sensors detect motion to recognize when a person enters a room. They are often mounted on ceilings and integrated with the building's management systems. The systems can monitor and adjust temperature controls to maintain optimal room conditions based on occupancy and minimize energy consumption.

The data collected by these sensors enables a data-driven approach to managing classroom environments, ensuring that spaces are used efficiently and comfortably, creating an adaptive learning environment that responds to the actual usage patterns of students and staff. The data collected by these sensors can lead to better decision-making regarding space planning, facility management, and even scheduling. Further, the classroom monitoring technology's ability to reduce energy consumption aligns with the state's Net Zero initiative.

Storage

One common space need noted by faculty and staff at all campus sites is for storage of educational materials and equipment. Many of Cerro Coso's programs, including Health programs, EMT, Administration of Justice, and fire management, require specialized equipment for instructional use during classes. These include simulation dummies, hospital beds, other types of medical equipment, and Police Academy and fire fighting equipment. This equipment can be fragile, bulky, and is significantly expensive. For example, a single simulation dummy can cost over \$100,000. All campuses and sites need storage space to properly store this equipment in a safe and secure manner. This storage needs to be located in proximity to the classrooms in which the equipment is used. Additionally, some of the Police Academy equipment is required to be kept in a space that is locked when not in use.

Storage is also needed for science lab equipment, art supplies, and other types of materials used for CTE and Arts & Sciences programs. As noted above, these storage spaces need to be secure and located in areas that are readily accessible to the classrooms where the equipment is used. In some cases, environmentally-controlled storage may be needed.

Anticipated Campus-Specific Facilities Needs

Aside from common facilities-related needs across all Cerro Coso campuses, each campus has its own site-specific needs. These are described in this section of the Facilities Master Plan.

East Kern Center: Tehachapi

Cerro Coso's most pressing facilities need over the next five years is to secure adequate space, including buildings and grounds, for its campus in Tehachapi. The student population in Tehachapi is growing and there are plans for program expansion. Students here are heavily invested in the Tehachapi campus, as are local community and business leaders. All have expressed a great interest in creating a Cerro Coso campus in Tehachapi that is highly visible and impactful in the community and supports the growing demand for wider range of educational programs.

Current campus facilities are not large enough to accommodate the students who presently attend in-person classes and the faculty and staff who support them. Further, the lack of space is limiting enrollment in some programs and forcing students to register for online classes because in-person classes are at capacity. Over the next five years, the student headcount is expected to grow, making space constraints even more pressing.

In addition to demand for the current programs offered at Tehachapi, the Educational Master Plan expects new program additions or expansions in career and technical education that will require unique facilities. While not limited to these, the EMP currently includes the following new programs under consideration within the five-year planning horizon:

- ❖ Dental Assisting
- ❖ Radiologic Tech
- ❖ Airframe, Machining, Fabrication
- ❖ Avionics Tech
- ❖ Pilot Training
- ❖ Building Inspector
- ❖ Nursing and Allied Health

As noted earlier, the lease at the current site is ending in June 2025, and the College is examining options for a future facility. These options include purchasing land and installing modular classrooms or building a new facility from the ground up, or leasing or purchasing existing facilities should something feasible become available.

This section describes specific needs to be considered for a future Tehachapi campus facility, with the understanding that addressing all of these needs is not likely feasible within the timeframe of this Facilities Master Plan. Determining the future of a campus in Tehachapi is an evolving process and will likely require a multi-phased approach that may involve short-term and long-term implementation plans.

East Kern Center: Tehachapi *(continued)*

Classroom Space

A campus in Tehachapi needs to provide adequate classroom space for instructional delivery for Arts & Sciences and CTE programs. These include:

- ❖ General or multi-purpose classrooms for lectures and general education classes.
- ❖ Science labs with access to gas lines
- ❖ Art classrooms that include a wet room and display spaces
- ❖ Specialized classrooms and labs for health and other CTE programs
 - Health programs require specially equipped classrooms and labs to accommodate hands-on instruction with medical equipment, such as pressurized air and gas lines for medical simulations.
 - The Police Academy program needs dedicated and secured classrooms that comply with state mandates.
 - Fire Fighter Training program needs classrooms need to comply with mandated specifications.
- ❖ Classrooms and labs to accommodate potential new programs launched during the planning period. These might include aviation-related programs, additional nursing programs, and new health programs (e.g., Dental Assisting, Radiological Tech). Each of these programs would require specialized equipment in the classrooms.
 - Aviation-related programs may be able to use lab space at nearby facilities (e.g., Mojave Air and Space Port), but would still require facilities on campus.

Administration Facilities

Faculty and staff working in Tehachapi need offices and meeting spaces to administer educational programs and support students. The following facilities need to be available at the Tehachapi campus:

- ❖ Faculty offices, including those for ISEP instructors and preceptors for the Addiction Studies program
- ❖ Administrative staff offices, with privacy protection for student counseling, financial aid, and other confidential services
- ❖ Conference room(s) or other spaces large enough to support administrative and community meetings
- ❖ Faculty and staff break room

East Kern Center: Tehachapi *(continued)*

Student Support Facilities

At a minimum, facilities for student services currently supported at the Tehachapi campus will need addressed at any future site. It is possible that student support services will need to be expanded to accommodate the growing student population, and if so, facilities needs will expand as well.

- ❖ Offices for student support staff
- ❖ Rooms that support private conversations between staff and students
- ❖ Centralized student support center: If student support services are expanded at the Tehachapi, there may be a need for a dedicated student support center, possibly aligned with the One-Stop model used at the IWW campus.

Library Resource Center

Students need access to dedicated library and study space and a computer lab. Ideally a computer lab would provide access to loanable laptop computers, the need for which was expressed by students during the site visits.

Student Center or Lounge

- ❖ Students voiced a strong desire for a dedicated gathering space to use while on campus to build community and have a comfortable place to gather and study between classes. Ideally this space would have a food preparation area or access to food options so students can stay on campus for meals.
- ❖ Police Academy students need access to a break room with refrigeration during weekends

Storage Space for Instructional Equipment

Many of the programs provided at the Tehachapi campus have specialized equipment that requires secure storage in proximity to classrooms. These programs include the Police Academy, Fire Fighter Training, nursing and allied health programs, and studio arts.

Specialty Spaces

- ❖ Gym space with necessary equipment to meet the needs of the Police Academy and Fire Fighter Training program needs. Students in other programs expressed a desire for access to this gym space as well
- ❖ Locker rooms for Police Academy and Fire Fighter training programs
- ❖ Art studio for studio and fine arts programs with appropriate temperature and humidity controls
- ❖ Industrial Arts shop spaces if these programs expand and cannot find alternate spaces at the local high schools
- ❖ Possible Daycare: Students expressed a desire for on-site daycare facilities. This has many additional implications for the College should it be the entity to provide it, and may not be the correct solution, If the site can find a contractor, they may wish to lease space from the College to provide this service to students.

East Kern Center: Tehachapi *(continued)*

Transportation and Parking

- ❖ Public Transportation : The location chosen for a campus in Tehachapi needs to be accessible by the local public bus transportation system. The current bus route passes the campus but does not have a stop there; at a minimum this should be requested for however long the College remains at this location.
- ❖ General Use Parking Lot: Students, faculty, and staff who drive to campus will need adequate parking spaces.
- ❖ Police Academy and FFT Parking: Parking facilities need to include dedicated parking spaces for vehicles used by the Police Academy and Firefighting Training programs.
- ❖ Police Academy Training: The parking lot will need to include a 1500ft x 1500ft driving area (without obstacles) for the Police Academy program

Outdoor Spaces

- ❖ General: The campus will need to have sheltered outdoor spaces and places for students to gather, work, or eat while not in a classroom.
- ❖ Police Academy: The Police Academy has mandated requirements for outdoor training spaces that include an obstacle course (approximately .25 miles long) and a running track or space (1.25 miles).
- ❖ Fire Fighter Training: The FFT program requires a one-mile track space for the 3-mile test, ideally with access to a sloped are. It also requires a 1000 ft x 1000 ft open space for log storage and chain saw classes.

ADA Compliance

All facilities at any future campus site must adhere to ADA compliance requirements.

Immediate Maintenance Needs

With the current lease in place through July 2025, two immediate maintenance items need to be addressed at the present Tehachapi campus:

- ❖ Fixing the stall doors in the men's restroom
- ❖ Repairing the AC system to work properly without excess noise

East Kern Center: Tehachapi *(continued)*

Anticipated Facilities Needs Through 2029: Tehachapi Campus (and Offsite Facilities)

Site	Room Type	Description	Rooms Needed	Room Square Footage	Total Square Footage
Tehachapi	Classroom	Allied Health	1	900	900
Tehachapi	Classroom	Art Studio	1	1,200	1,200
Tehachapi	Classroom	Ceramics	1	1,200	1,200
Tehachapi	Classroom	General Use Classrooms	3	900	2,700
Tehachapi	Classroom	Computer Lab	1	900	900
Tehachapi	Classroom	Police Academy	1	2,000	2,000
Tehachapi	Classroom	Firefighter Tech	1	2,000	2,000
Tehachapi	Lab	Allied Health	3		
		<i>Nursing</i>	1	900	900
		<i>Dental</i>	1	900	900
		<i>Radiology</i>	1	1,500	1,500
	Subtotal		12		14,200
				Classroom Total	10,900
				Lab Total	3,300

Site	Room Type	Description	Rooms Needed	Room Square Footage	Total Square Footage
Tehachapi	Faculty Offices	Faculty			2,000
Tehachapi	Admin Offices	Admin, Student Svcs, ISEP			4,000
Tehachapi	Weight Room	Students/Police/Fire			2,000
Tehachapi	Break Room	For Faculty/Staff			500
Tehachapi	Student Lounge				1,000
Tehachapi	Learning Resource Ctr				1,500
Tehachapi	Storage	ISEP Teaching Materials			500
Tehachapi	Storage	Police Academy			600
Tehachapi	Storage	Firefighter Tech			500
Tehachapi	Storage	Allied Health			500
	Subtotal				13,100

Tehachapi Campus Total					27,300
-------------------------------	--	--	--	--	---------------

Site	Room Type	Description	Rooms Needed	Room Square Footage	Total Square Footage
Offsite	Offsite Airframe Lab	Offsite Airframe Lab	1	5,000	5,000
Offsite	Offsite Avionics Lab	Offsite Avionics Lab	1	5,000	5,000
Offsite	Offsite Pilot	Offsite Pilot	1	5,000	5,000
	Total	Total	3	15,000	15,000

Sources: Gray Decision Intelligence analysis of Cerro Coso Enrollment and Headcount data, market growth rates from Gray DI's Program Evaluation System and Program Enrollment Dashboard, county population projections prepared by Demographic Research Unit, California Department of Finance, July 2023

Eastern Sierra Campus Center

As noted, the Eastern Sierra Campus Center has campus sites in Mammoth Lakes and Bishop. Before describing facilities-related needs at each of these sites, it is important to understand the context in which these sites operate. While outside of the scope of this Facilities Master Plan, these considerations place constraints on facilities usage and operational efficiencies.

Staffing constraints limit facilities usage and optimization

Current staffing levels limit the operating hours for both ESCC sites to four days per week - Monday through Thursday - for 10 hours each day. The sites are closed Friday through Sunday. Increased staffing could allow facilities to be open for classes five days a week or more and enhance security by ensuring there is always more than one staff person in the building during operating hours. College and local business leaders also expressed a desire for increased community access to the College buildings for events and continuing education.

An important barrier to attracting and retaining faculty and staff, especially at the Mammoth Lakes campus, is a lack of affordable housing available within the community. The area is a high-end resort destination and housing costs are extremely high. None of the faculty who currently teach at Mammoth Lakes currently live in the town. If budgets allow for staffing increases in the future, the College may need to find solutions that ease this barrier. Community and business leaders in Mammoth Lakes have expressed interest in working with Cerro Coso on this issue.

Geographic barriers to efficient employee support of school needs

The Eastern Sierra Campus Center is overseen by a single site director and a maintenance and operations manager who oversees the upkeep of the building and grounds at both locations. Additionally, some faculty alternate teaching in-person at Mammoth Lakes and Bishop every other week.

As a result, ESCC staff and faculty regularly travel between the Mammoth Lakes and Bishop sites for maintenance, administrative, and teaching duties. The sites are located approximately 40 miles apart; time spent traveling between the two sites hinders operational and support efficiencies.

It also presents a hardship for faculty and staff who use personal cars for this travel at their own expense. In alignment with the state's Net Zero goals, the College is considering the purchase of electric cars and charging stations to provide faculty and staff with a sustainable and cost-effective means of transportation between the two sites.

ESCC Mammoth Lakes

The facilities-related needs described below were identified by College leaders, students, and staff to improve educational delivery, foster campus engagement, enhance security and accessibility, and ensure building safety and maintenance.

The most pressing facilities-related needs at the Mammoth Lakes campus site relate to the upkeep and maintenance of existing buildings and infrastructure improvements. Maintenance and upkeep are an ongoing concern with weather extremes routinely causing damage to the building and campus roads. While some issues identified here have been or are scheduled to be addressed, they remain an important focus and account for a significant portion of the annual maintenance budget.

As with the building at the Bishop campus, the Mammoth Lakes campus building provides adequate space for the College's needs, although some space reconfigurations may be needed to address specific requirements.

Power Conditioning

The electrical power feeding the Mammoth Lakes campus is often referred to as "dirty power", subject to abnormalities and disruptions such as spikes, surges, or dips. It can cause flickering lights, disrupt sensitive equipment, cause failures in computer systems, and lead to inefficient energy use.

Power conditioners are devices that improve the quality of power delivered to buildings and the electrical equipment inside by providing "clean" AC power to protect against abnormalities. Installing a power conditioner at the Mammoth Lakes campus would greatly reduce the disruptions and expenses associated with dirty power. It could also reduce energy consumption and costs in accordance with California's Net Zero initiative and goals.

Dedicated Student Gathering Space with Access to Food

Students and staff expressed a strong interest in creating a dedicated student gathering space. Students stressed the importance of gathering in person to build friendships and create a strong sense of community on campus. The main lobby of the building is currently equipped with tables and chairs for student use between classes, but students expressed concerns about disrupting staff and faculty when they congregate here because the lobby is a public space located directly adjacent to the main office and noise carries. They indicated a desire for a dedicated space to gather or study between classes without causing disruption to others.

Ideally, this space would have comfortable furniture and access to food or food storage. Students currently need to leave campus to get food; they would like to be able to stay on campus to eat, study, and engage with other students.

ESCC Mammoth Lakes *(continued)*

Improved/Expanded Spaces for CTE Programs

The EMT program needs improved teaching space with the availability of locked storage. Additionally, if more CTE programs, such as Fire Tech, are added at the campus, additional space will need to be configured or procured for teaching, mechanical shop training, and equipment storage.

Gas Lines for Science Labs

Gas lines are needed in science labs to support equipment that needs a source of heat and direct flame.

Entrance Door Upgrades

Entrance doors to the building need to be equipped with automatic door openers that can be activated by motion sensors, a push button, or other ADA accessible means.

Improved Space for CC Marketplace

The College provides food and other necessities to students through CC Marketplace. The current Marketplace is situated in a small room. Campus leaders would like more space to store and distribute supplies, including areas for shelving and ideally refrigeration equipment.

Parking Lot Snow Removal

Under an existing agreement with the Mammoth Lakes Foundation, Cerro Coso is responsible for the general maintenance and upkeep of the campus parking lot, while the Foundation pays for snow removal. College leaders indicated that this agreement is coming up for renegotiation, and with the cost snow removal reaching about \$250k last year, the Foundation is seeking to rework the arrangement. It remains unclear what the College's responsibilities will be under a new agreement.

Regardless of who pays for snow removal, the College needs to maintain enough open space on campus grounds to use for storing the snow removed from the parking lot. There is a large open space to the side and in back of the building that is used for this purposes that will need to be kept available for this use.



ESCC Bishop

The Bishop campus building provides adequate space for College operations, but classroom and other interior spaces may need to be reconfigured to address specific needs. Additionally, certain infrastructure and equipment upgrades and improvements are needed. The items identified by College leaders and students described below are driven by a desire to better support educational delivery, build community and student engagement on campus, and improve the security, accessibility, and operational efficiency of the building.

Access to Potable Water

Access to potable water on the Bishop campus is a high-priority need. The water in the building is currently not drinkable, forcing campus staff to buy and store bottled water in large quantities to have available to students and staff. This has been a long-standing issue on the site and is in the process of being addressed by the College. Until potable water is available in the building, however, certain other needs, such as access to food on-campus, cannot be met. Additionally, the campus is a designated (secondary) emergency evacuation location for the town of Bishop, so this remains an important issue.

Access to Food

The lack of potable water in the Bishop building means providing food services on campus is problematic, as no vendors can operate in the building. With the Bishop campus located almost five miles from downtown Bishop, students and staff need to leave campus to get meals, and any student attending class on-campus via bus transportation cannot easily leave during their school day. Providing on-campus food options, likely through a vendor, would be alleviate this need. Doing so would require a dedicated space be made available for food delivery and consumption.

Classroom and storage spaces to accommodate future program expansions

While current classroom space is adequate, the College may need to reconfigure how some existing spaces are used to accommodate future expansions of healthcare and fire services programs. These programs use specialized equipment and require space to securely store equipment in areas proximate to the classrooms in which it is used.

Entrance Door Upgrades

The entrance doors at the front and back of the building need to be equipped with automatic door openers that can be activated by motion sensors, a push button, or other accessible means. The locking mechanisms also need to be repaired or replaced to ensure the doors stay properly shut. At times, the doors currently fail to latch correctly and can swing open during windy conditions.

ESCC Bishop *(continued)*

Gas Lines for Science Labs

Active gas lines are needed in the science laboratories to support lab equipment that needs a source of heat or direct flame. The existing lines are not currently connected to the building's gas source.

Improved Space for CC Marketplace

As stated on its website, "It is Cerro Coso's belief that no student should have to learn on an empty stomach." The College provides food and other necessities to students through CC Marketplace. The current Marketplace is situated in the Sierra Lounge, a student lounge located off the lobby in the back of the building. It requires more space to store and distribute supplies, including areas for shelving and ideally refrigeration equipment.

Improvements to Sierra Lounge

The Sierra Lounge is a dedicated space for students to gather. It is located at the back of the building off the main lobby. The space currently provides little privacy and is in need of more comfortable furnishings.

Parking Lot Shelter Structure

A shelter structure is needed in the parking lot area for students who take the local transit bus to and from campus.

Reconfigure LRC/Community Meeting Space

The building has a large meeting room directly off the lobby. The LRC is adjacent to this room. There is currently a large open gate in the wall between the two rooms that allows sound to carry between them. This needs to be improved by replacing the gate with a solid wall.

In the LRC, two reconfigurations and improvements are needed. The first is to remove some or all of the workstations to free up desk space. Students bring their own laptops and rarely use the desktop workstations. Secondly, the counseling offices along the exterior wall are not fully private for voice conversations as the walls between them do not reach the ceiling. Bringing the walls up to ceiling height would improve soundproofing.

Address Main Corridor Lighting Fixtures

The lighting fixtures in the north and south hallways should be considered for changeout. While the fixtures are functional, they require a scissor lift to change the bulbs. As the campus does not have a lift on site, they need to borrow or rent one each time the lightbulbs need to be changed. Installing easily accessible light fixtures would alleviate this problem and save time and money in the future.

Indian Wells Valley Campus

In analyzing future facilities needs at the Indian Wells Valley (IWV) campus, College leaders expressed interest in maximizing the campus' attractiveness to draw new students from outside of its current reach and increase the College's profile and impact in the local community and the larger region.

With a few exceptions, most notably student housing, the existing buildings and facilities at the IWV campus contain adequate space and square footage for Cerro Coso's estimated needs over the next five years. The facilities and equipment requirements identified in this report can generally be accommodated by reconfiguring and upgrading existing spaces and equipment. As more students are returning to the campus post-COVID, they are using campus facilities in different ways than before, driving the need to rethink certain layout and configurations. Some programs and services are experiencing space constraints and may need to shift locations or claim underutilized spaces to accommodate their needs.

Student Housing

Cerro Coso is exploring options to provide student housing on the IWV campus. Securing housing in the local community can be difficult and expensive for students who do not live near enough to campus to reasonably commute each day, including many student athletes who attend Cerro Coso from outside of its service area. In a recent student survey, 44 percent of respondents reported that they had to find housing when they first attended Cerro Coso, and over half of those students found it difficult to find options within their budget. In addition, parents of out-of-town students have expressed safety concerns for their child because on-campus housing is not available.

The College has explored housing options in the past and will continue to do so over the next five years. Being able to provide on-campus housing options that are convenient and affordable would make the College more attractive to students for which housing is a barrier to enrollment and support retention and community-building efforts.

The College has identified potential sites on campus to locate student housing, with a focus on the open space behind the Main Building next to the LRC. This open space has much of the needed infrastructure (e.g., water and sewer hookups) already in place, and could accommodate an adequate number of housing units needed by the College. Student housing remains a priority need at the IWV campus.

Expanded and Improved Space for "One-Stop" Wraparound Student Services

The Student Success Team provides wraparound student services using a "One-Stop" model that physically locates services and supports in a central location to make them easily accessible to students. The One-Stop student services center is located at the front entrance to the Main Building on the second floor. As currently configured, the space is crowded and there is a concern the layout can be confusing for students to navigate. As at other campus sites, there is little privacy for student and staff conversations.



Indian Wells Valley Campus *(continued)*

To fully realize the benefits of the wraparound student services model, finding an alternative location for the One Stop student services center could provide the center with the space it needs to better support students. One possibility is relocating to the Learning Resource Center (LRC). The LRC has expansive spaces, offices that afford privacy, and the building itself, with its expansive views and attractive interior, would provide a welcoming environment conducive to the goals of the Student Success team.



Expanded and Improved Facilities for Allied Health Programs

Continuing and Technical Education (CTE) programs at Cerro Coso are growing, driving demand for expanded space to accommodate classrooms, labs, and storage needs. This is particularly true for Allied Health programs, with a new nursing program starting in fall 2024. Classroom and storage space for existing health programs is constrained and faculty stated a need for expanded and improved classroom and lab space. Specifically, pressurized gas/air for medical simulations needs to be added in the wall behind the beds used in the nursing lab and the programs need more secure space for the medical equipment, such as mannequins, used during labs. Additionally, as nursing and other health programs expand, the need for faculty offices is growing.

Expanded Break Rooms

Faculty and staff expressed the desire for a larger break room than the one that currently exists on the second floor of the Main Building. Additionally, the groundskeeping staff who work on the other side of campus from the Main Building rarely use the existing break room due to the time it takes to get from one side of campus to the other. They would benefit from a new break room space that is near or on side of the campus with the athletic facilities where they work.

Storage Sheds for Athletic Field Maintenance Equipment

With improvements and expansions being made to the athletic facilities, Cerro Coso needs additional storage sheds to house machinery and equipment used for field maintenance. The College is in the process of installing two new sheds but may need additional storage spaces once the improvements are complete.

Indian Wells Valley Campus *(continued)*

Greenhouse for Biology Garden

The Biology program maintains an outdoor garden located to the east of the East Wing building. Faculty expressed a desire for improve the garden with a greenhouse structure.

East Wing Power Outlets

The power outlets in the East Wing classrooms are located on the exterior walls, forcing students who need to plug in computers or other devices during class to sit along the edges of the classrooms. More power outlets are needed in the classrooms, ideally located in the floor on desktops, so all students have access to power supply during class.

Flexible Furniture for Teaching

Faculty and students have differing teaching and learning preferences. As with flexible room designs mentioned previously, furnishing classrooms with furniture that can flex and transform to accommodate different teaching and learning styles would improve educational delivery. As the College considers furniture purchases in the future, it should consider designs that provide as much flexibility as possible.

Updated Elevators

The elevators in the Main Building are old freight elevators that need to be updated and aesthetically improved.

West Wing Bridge Improvement

The slope of the concrete floor under the West Wing bridge needs to be adjusted or a drain installed to prevent water from pooling in the area and possibly entering the lower level of the building.



CC Online

Cerro Coso supports a large population of online students through CC Online, with over 3,300 students enrolled in distance education programs in fall 2023. Many of these students live in remote areas where "last mile" connectivity can be problematic.

To ensure that all online students have access to distance education classes, the College provides robust, secure, and consistent internet connectivity at each of its campus sites and at smaller sites, such as Lake Isabella and Edwards Air Force Base. Students who cannot access wifi at home can connect to their online classes at these sites. The College expanded wifi access to campus parking lots during the pandemic so students could continue to access online educational even when buildings were closed or had limited capacity for in-person attendance.

For planning purposes, the College needs to ensure that each campus and site continues to provide strong internet connectivity for online (and on-campus) students. The need for backup power generators mentioned earlier in this report is critical in this context. Each campus has short-term backup power for its digital infrastructure, but in the case of a prolonged power outage, each will need backup power generators that can run indefinitely so distance education and other digital operations are not interrupted.

Another important issue for Cerro Coso's digital infrastructure is WAN connectivity to the District Office. The District Office hosts most of the enterprise applications used by both online and on-ground students, as well as administrators and staff. These connections are critical to providing distance education services, and the general operations of the College. WAN provider options are limited in Cerro Coso's service area, again due to the remote nature of the population centers in its service area. To ensure redundancy in the event of a disruption, the College maintains primary and secondary WAN connections to the District office.

The District Office itself has moved from a server-based infrastructure to one that is hosted on the Cloud. The District maintains redundant WAN connectivity and has a backup power generator that can be powered by fuel to run during a prolonged power outage.

APPENDIX

Contents

- ❖ Methodology
- ❖ Cerro Coso Community College Campus Facilities
- ❖ Cerro Coso Community College Anticipated Facilities Needs

List of Tables

- ❖ Table 1: Student Headcount, Enrollment, and FTEs By Campus - Summer 2021 to Fall 2023
- ❖ Table 2: Fall Term Student Headcount By Campus and Site – Fall 2021 to Fall 2023 and Forecast for Fall 2029
- ❖ Table 2: Overview of Major Buildings at Cerro Coso Campus Sites
- ❖ Table 3: Overview of Major Buildings at Cerro Coso Campus Sites
- ❖ Table 4: East Kern - Tehachapi Room Inventory
- ❖ Table 5: Cerro Coso Community College Anticipated Facilities Needs
- ❖ Table 6: Anticipated Facilities Needs: Tehachapi Campus (and Offsite Facilities)

List of Figures

- ❖ Figure 1: Aerial View of IWV/Ridgecrest Campus
- ❖ Figure 2: IWV / Ridgecrest Capacity and Utilization
- ❖ Figure 3: IWV / Ridgecrest Main Building Utilization Floor Plan
- ❖ Figure 4: IWV / Ridgecrest East Wing Utilization and Floor Plan
- ❖ Figure 5: IWV / Ridgecrest West Wing Utilization and Floor Plan
- ❖ Figure 6: IWV / Ridgecrest Learning Resource Center Utilization and Floor Plan
- ❖ Figure 7: IWV / Ridgecrest Gymnasium Utilization and Floor Plan
- ❖ Figure 8: Aerial View of ESCC Mammoth Lakes
- ❖ Figure 9: ESCC Mammoth Lakes Floor Plan
- ❖ Figure 10: Aerial View of ESCC Bishop
- ❖ Figure 11: ESCC Bishop Floor Plan
- ❖ Figure 12: East Kern - Tehachapi Floor Plan

This Facilities Master Plan was developed by Gray Decision Intelligence (Gray DI) in conjunction with Cerro Coso Community College. During the discovery phase, Gray DI collected information about the College's current facilities and their usage, perceived constraints, and future needs. To identify any changes to future capacity requirements, Gray DI forecast future enrollment at each of the campuses and then modeled the facilities capacity required to serve this enrollment.

Site Visits: Gray DI conducted site visits at Cerro Coso's four main campus sites. The team from Gray DI was accompanied by senior administrators, site directors, and maintenance and operations directors from Cerro Coso. The site visits included tours of campus buildings and grounds, including classrooms, labs, studios, storage areas, and student and community meeting spaces.

Leadership Input: During the site visits and scheduled meetings, Gray DI met with senior administrative leaders to understand operational requirements, current facilities usage, identified constraints, future needs, and other relevant elements for consideration in the Facilities Master Plan.

Stakeholder Input: Cerro Coso facilitated meetings and focus groups with Gray DI and administrative leaders, faculty, staff, and students at each of the campus sites. The objective of these site visits was to understand how facilities are currently being used, their perceived strengths and weaknesses, and to identify facilities-related needs not currently addressed.

Business Community Input: The Gray DI and Cerro Coso teams also met with local community and business leaders to understand their perspectives on the College's role in the community, educational needs as they saw them, and any facilities-related enhancements that could be of mutual benefit.

Enrollment Forecasts: Gray DI worked with Cerro Coso's Director of Institutional Research and senior administrators to document current student headcounts and course enrollments by academic program at each campus site. Using Cerro Coso's fall 2023 program enrollment data as a baseline*, Gray DI modeled future enrollment over the five-year planning period by academic program at each campus site. For current academic programs, the enrollment forecasts were developed using a weighted average (CAGR) of program enrollment in California over the past four years, five-year market growth in program completions in California, Cerro Coso's two-year program completions growth, and projected county population growth through 2029 for Cerro Coso's service areas.

The model also included new programs identified in the Educational Master Plan. Enrollment forecasts for new programs were developed using Gray DI's Predict Program Size machine learning models that forecast completions at maturity. The completions were then converted to enrollment estimates using Cerro Coso's graduation and retention rates.

Capacity Modelling: Using the enrollment model outputs and data on current facilities capacity at each campus site, Gray DI calculated the future capacity needed to deliver educational programs at each site over the next five years.

**For programs with no enrollments in fall 2023, data for spring 2023 used as a baseline.*

Appendix: Methodology

Table 1: Student Headcount, Enrollment, and FTEs By Campus - Summer 2021 to Fall 2023

	Campus/Site	Summer 2021	Fall 2021	Spring 2022	Summer 2022	Fall 2022	Spring 2023	Summer 2023	Fall 2023
Headcount	Ridgecrest/IWV	31	327	260	33	452	532	31	623
	Bishop		83	57		59	115	6	144
	Mammoth Lakes		78	34		112	45		83
	Tehachapi	29	174	66		82	123		255
	Online	1,454	3,029	2,832	1,418	3,008	2,939	2,103	3,310
	ISEP	955	918	994	779	802	788	364	371
	ACAD		56	542	236	203	336	66	752
	Dual Enroll		636	572	18	880	770	15	1,216
	Other Off-Site Courses		36	100		26	33	5	29
Enrollment	Ridgecrest/IWV	31	678	411	33	972	885	33	1,298
	Bishop		205	103		180	208	6	267
	Mammoth Lakes		173	73		200	78		149
	Tehachapi	29	309	75		156	240		533
	Online	2,024	6,011	5,618	1,988	5,942	5,832	2,995	6,195
	ISEP	1,597	2,042	2,466	1,233	1,769	1,696	547	738
	ACAD		84	585	269	256	423	107	1,439
	Dual Enroll		867	652	18	1,229	956	17	1,831
	Other Off-Site Courses		37	123		27	42	5	43
FTEs	Ridgecrest/IWV	7.15	116.54	82.91	4.10	176.31	149.77	4.65	222.71
	Bishop		22.55	13.49		24.66	39.02	1.92	33.72
	Mammoth Lakes		24.50	8.89		29.23	11.66		19.56
	Tehachapi	38.74	109.06	9.31		28.93	28.57		50.69
	Online	235.35	747.59	683.02	227.18	670.33	646.79	354.58	710.47
	ISEP	162.93	216.97	250.38	118.88	190.65	196.24	57.40	85.95
	ACAD		2.13	13.62	33.12	60.37	59.70	51.39	87.74
	Dual Enroll		107.98	83.18	1.89	147.76	121.59	1.67	205.91
	Other Off-Site Courses		4.39	26.28		4.41	5.25	0.79	5.22
Headcount	Total	2,464	4,957	5,112	2,466	5,179	5,120	2,570	6,068
Enrollment	Total	3,681	10,406	10,106	3,541	10,731	10,360	3,710	12,493
FTEs	Total	444.17	1,351.70	1,171.07	385.17	1,332.67	1,258.58	472.40	1,421.98

Source: Cerro Coso Community College Office of Institutional Research

Table 2: Fall Term Student Headcount By Campus and Site – Fall 2021 to Fall 2023 and Forecast for Fall 2029
(Fall 2029 forecast includes new programs identified in Educational Master Plan)

Campus/Site	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Fall 2029
Ridgecrest/IWV	327	260	452	532	623	958
Bishop	83	57	59	115	144	168
Mammoth Lakes	78	34	112	45	83	94
Tehachapi	174	66	82	123	255	592
Online	3,029	2,832	3,008	2,939	3,310	

The table below provides an overview of the current facilities at each campus including major buildings, construction year, gross square footage, and assignable square footage.

The following pages show aerial views of the main campus sites described in this report, building floor plans, and utilization. This data was sourced from the Kern Community College District FACILITYSOFT database.

Table 3: Overview of Major Buildings at Cerro Coso Campus Sites

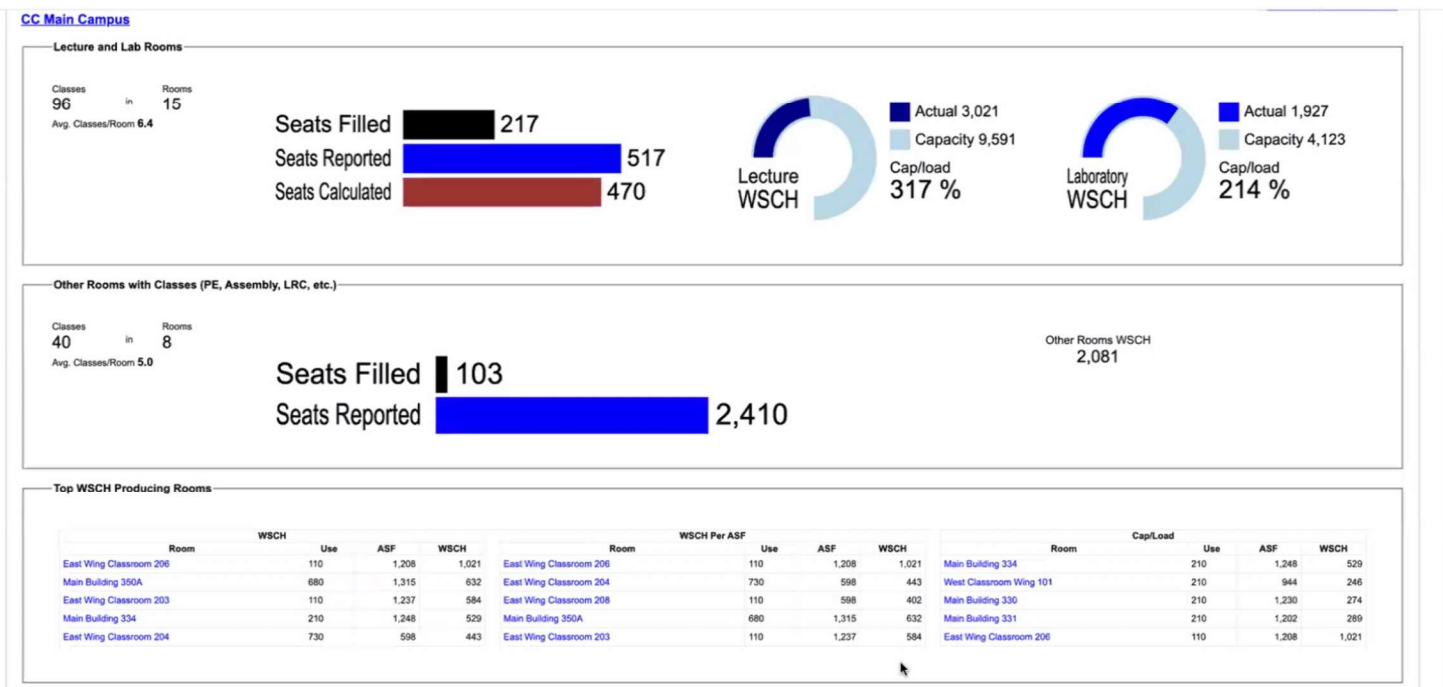
Campus / Site	Bldg. Name	Const. Year	ASF	GSF
IWV/Ridgecrest	MAIN BUILDING	1973	44,814	71,697
	CHILD DEVELOPMENT CENTER	1990	6,984	8,655
	EAST WING	1989	6,027	7,860
	WEST CLASSROOM WING	1984	23,323	27,214
	LEARNING RESOURCE CENTER	2004	30,342	45,122
	PHYSICAL EDUCATION	1991	27,158	35,000
	MAINTENANCE AND OPERATIONS OFFICE	2022	2,257	2,760
	MAINTENANCE SHOP BLDG	1981	3,343	3,966
	MAINTENANCE	1988	5,910	6,000
	ELECTRICAL BUILDING	2005	2,240	2,500
OBSERVATORY COMPLEX	1990	-	450	
Eastern Sierra Center	BISHOP CENTER	2003	21,053	32,037
	MAMMOTH CENTER	2003	12,357	20,128
East Kern Center Tehachapi	TEHACHAPI CAMPUS (BUILDING B)	1990	9,120	13,524

Indian Wells Valley / Ridgecrest Campus Facilities

Figure 1: Aerial View of IWV/Ridgecrest Campus



Figure 2: IWV / Ridgecrest Capacity and Utilization

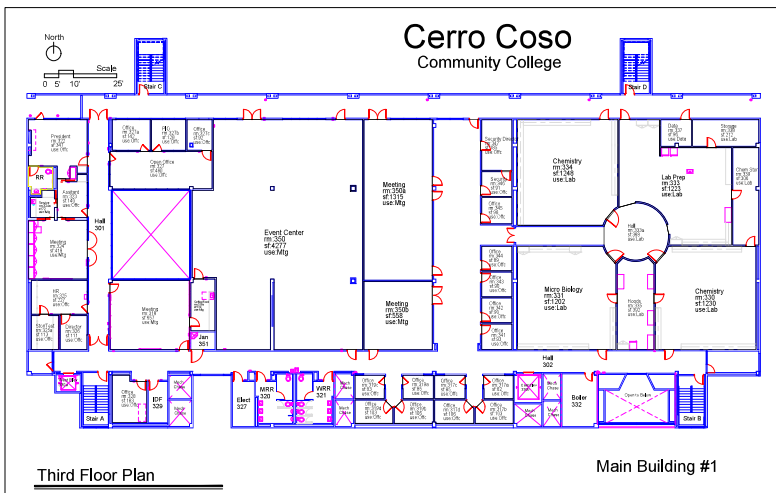
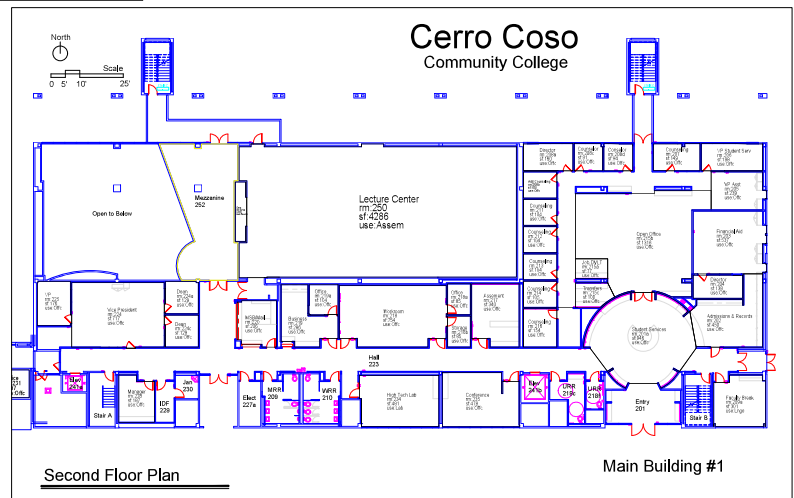
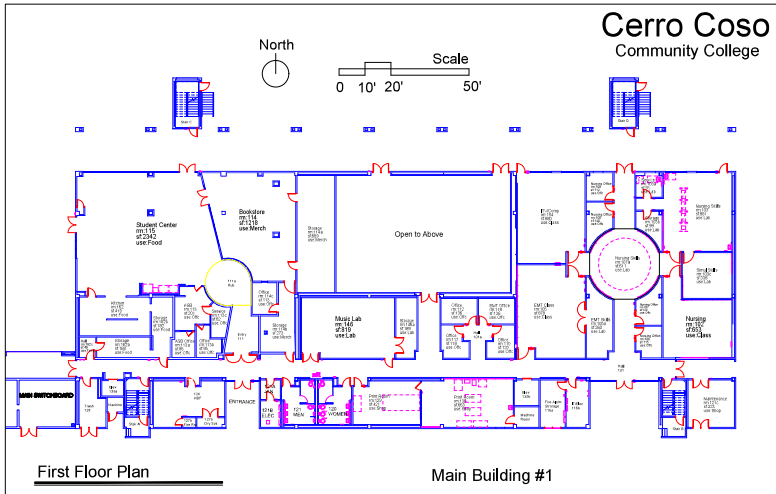
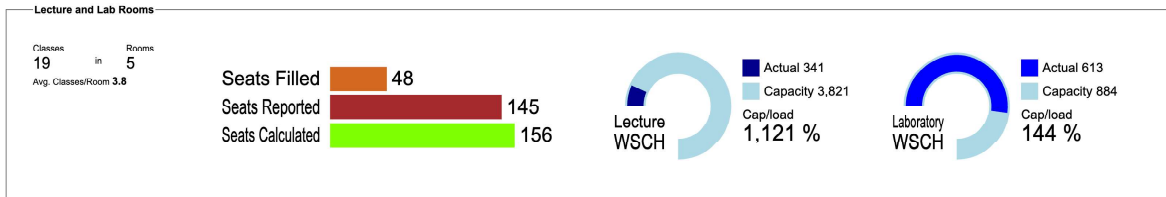


Indian Wells Valley / Ridgecrest Campus Facilities

Figure 3: IWV / Ridgecrest Main Building Utilization Floor Plan

MAIN BUILDING

[View Building Floor Plans](#)



Indian Wells Valley / Ridgecrest Campus Facilities

Figure 4: IWV / Ridgecrest East Wing Utilization and Floor Plan

Cerro Coso Main Campus - Space Utilization Reporting Tool

Semester: Fall 2021 Data Date: 1/6/2022

[Back to District](#) | [View Campus Floor Plans](#)

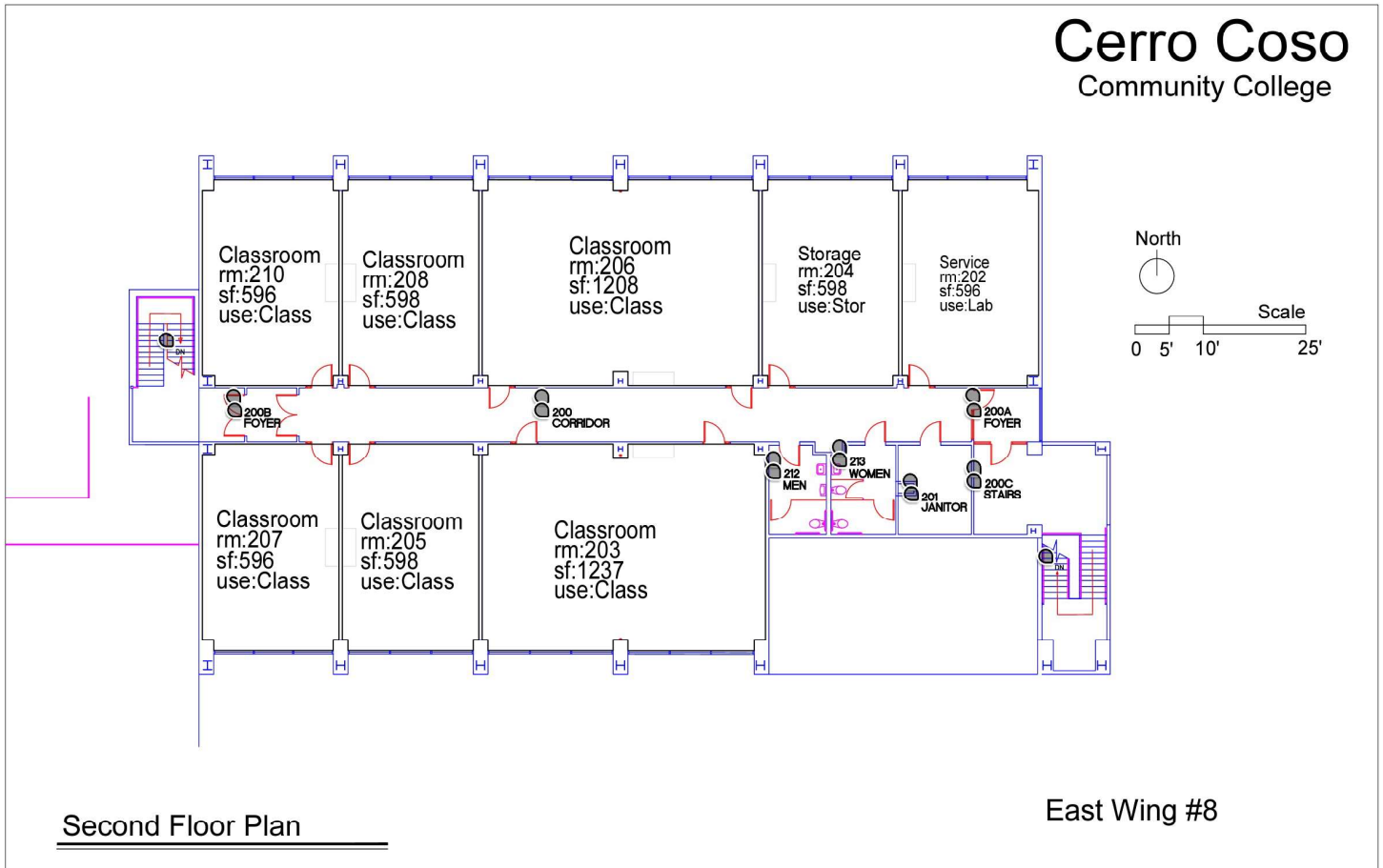
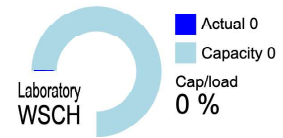
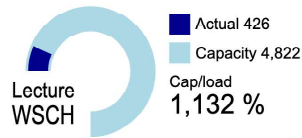
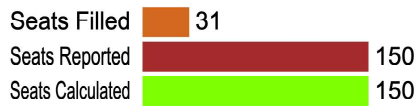
Select Semester and data date...

EAST WING

[View Building Floor Plans](#)

Lecture and Lab Rooms

Classes 14 in Rooms 3
Avg. Classes/Room 4.7

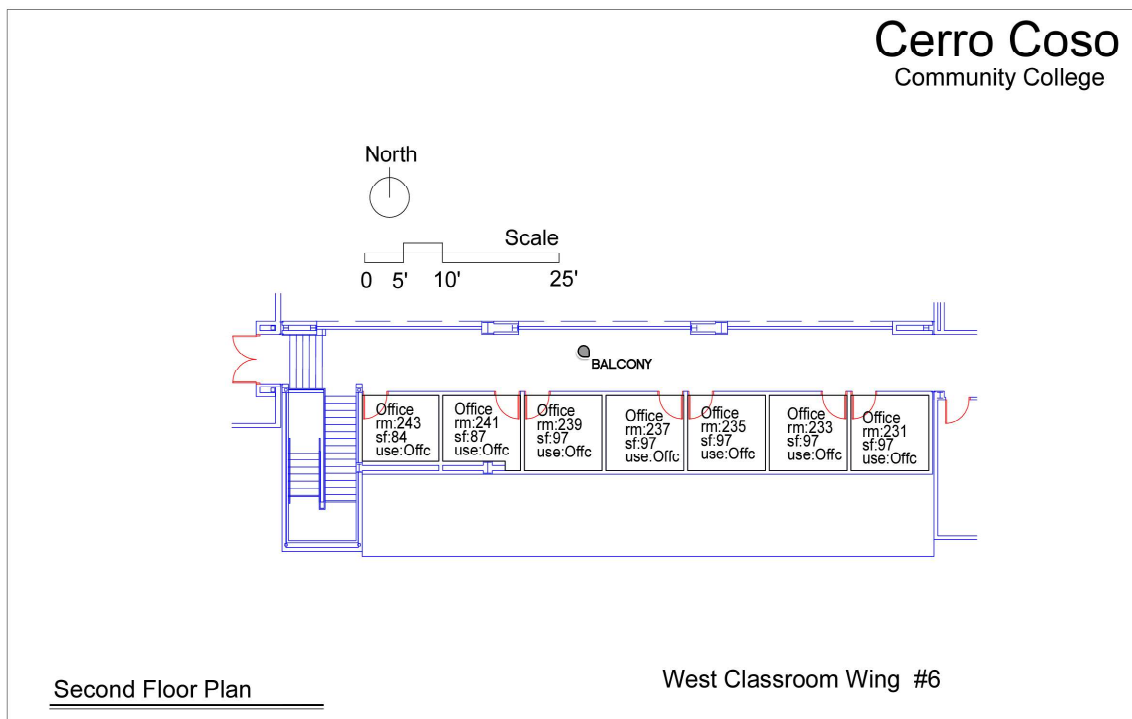
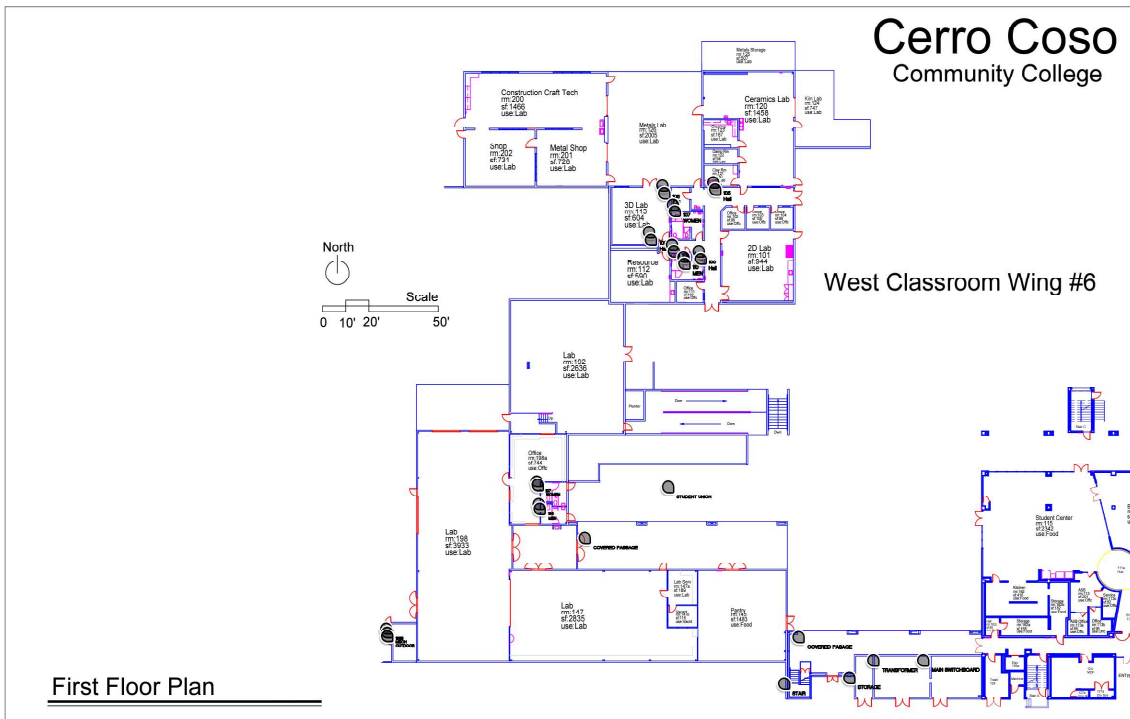
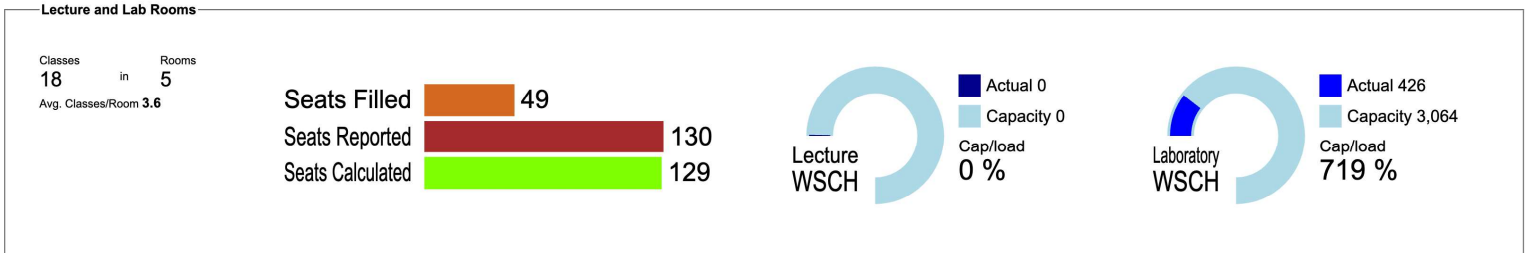


Indian Wells Valley / Ridgecrest Campus Facilities

Figure 5: IWW / Ridgecrest West Wing Utilization and Floor Plan

[View Building Floor Plans](#)

WEST CLASSROOM WING



Indian Wells Valley / Ridgecrest Campus Facilities

Figure 6: IWW / Ridgecrest Learning Resource Center Utilization and Floor Plan

[View Building Floor Plans](#)

LEARNING RESOURCE CENTER

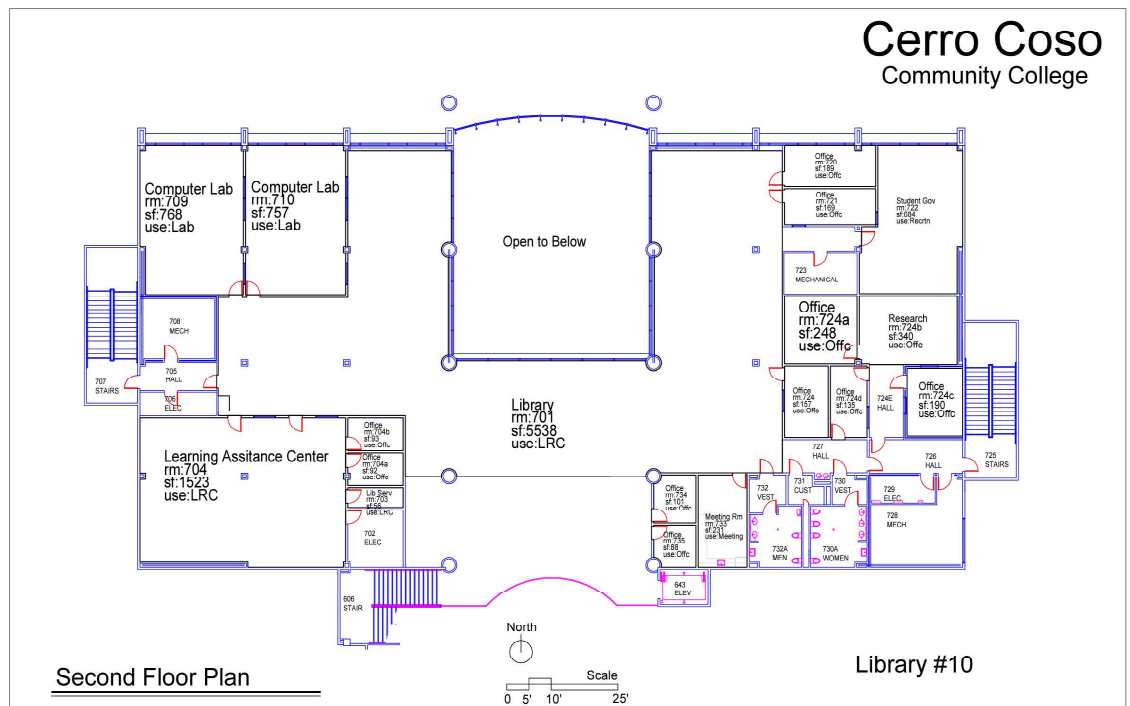
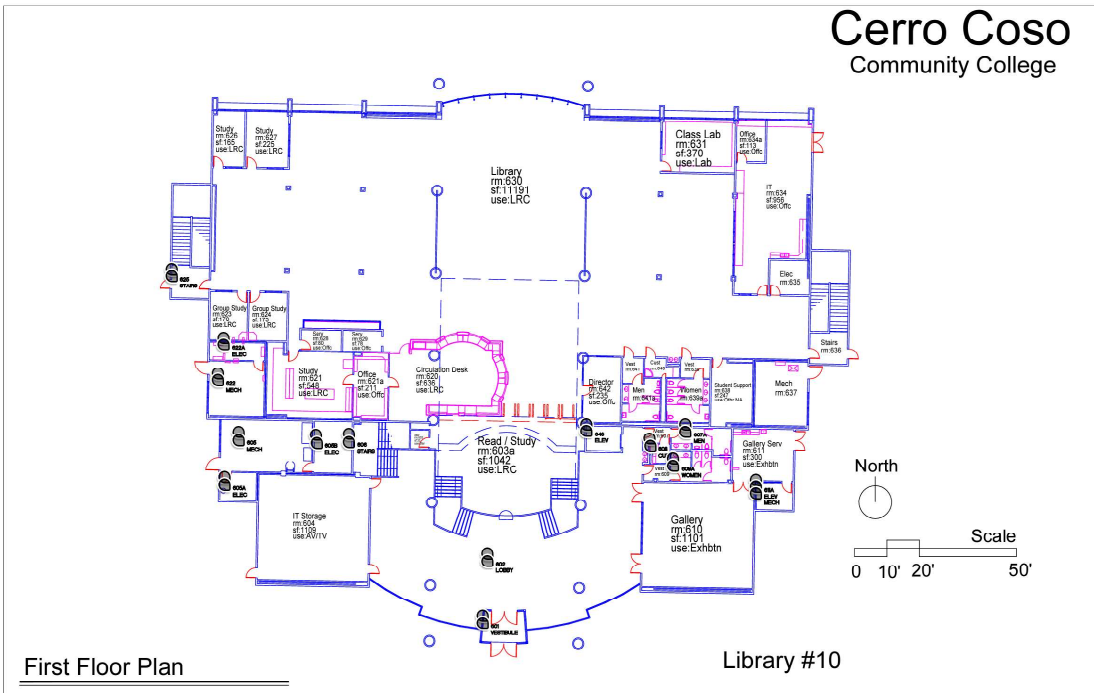
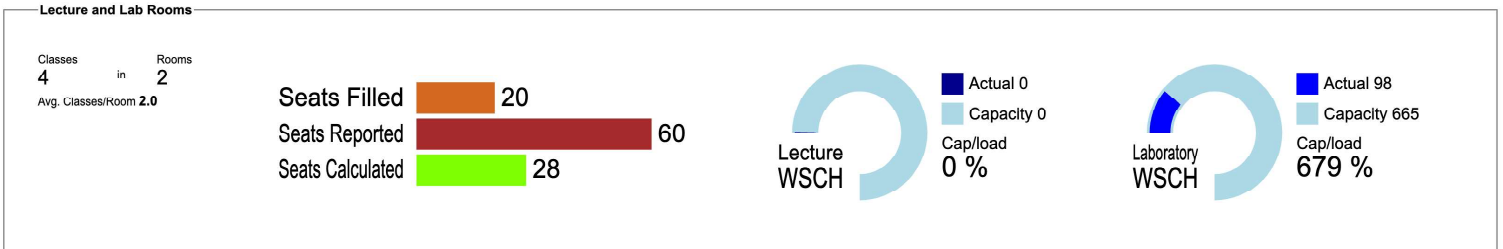
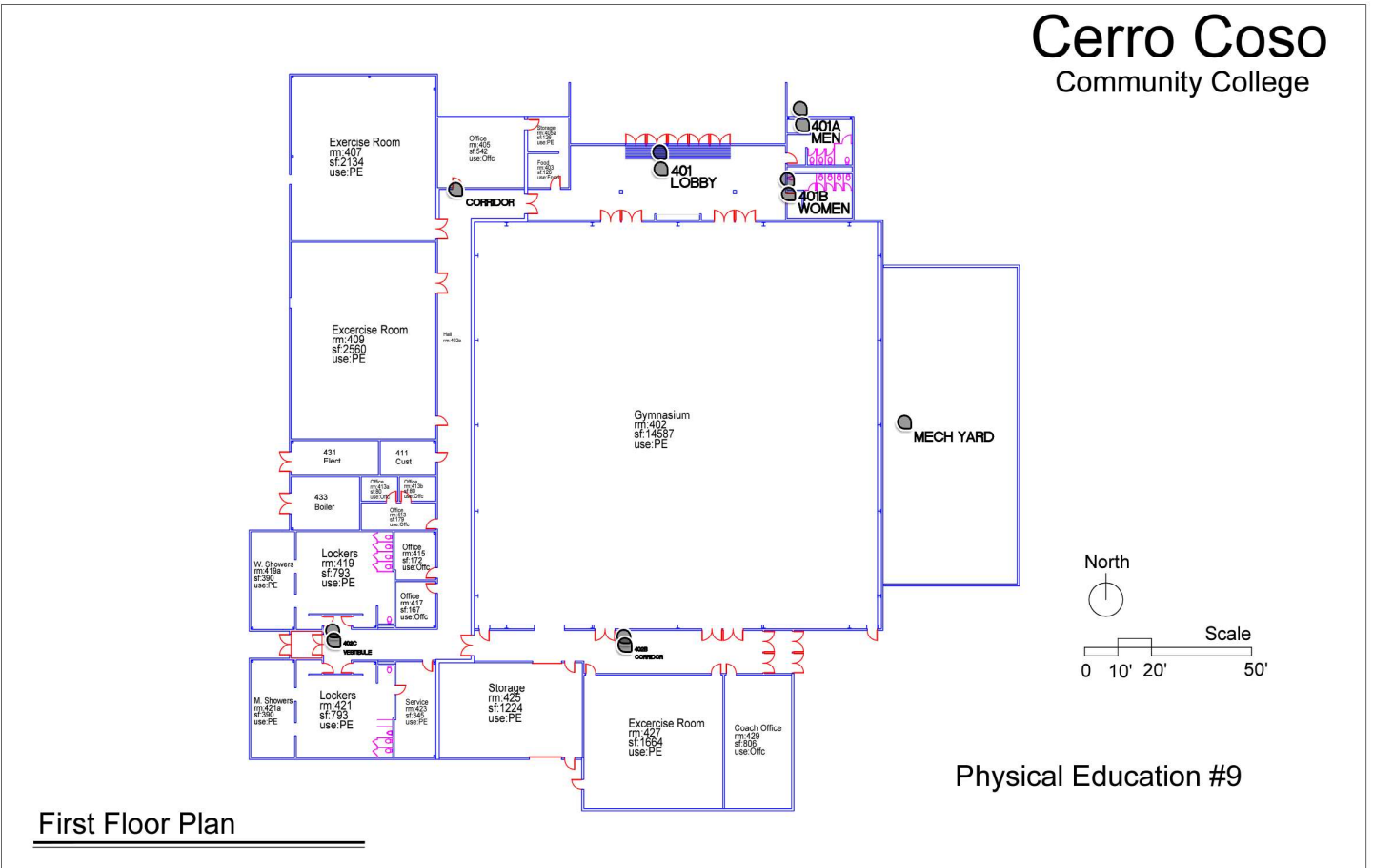


Figure 7: IWV / Ridgecrest Gymnasium Utilization and Floor Plan

[View Building Floor Plans](#)

PHYSICAL EDUCATION

Lecture and Lab Rooms	
No Lecture or Lab Rooms Found	
Other Rooms with Classes (PE, Assembly, LRC, etc.)	
Classes 7	Rooms in 4
Avg. Classes/Room 1.8	
Seats Filled 46	WSCH 437
Seats Reported 2,132	



Eastern Sierra Campus Center Campus Facilities

Figure 8: Aerial View of ESCC Mammoth Lakes

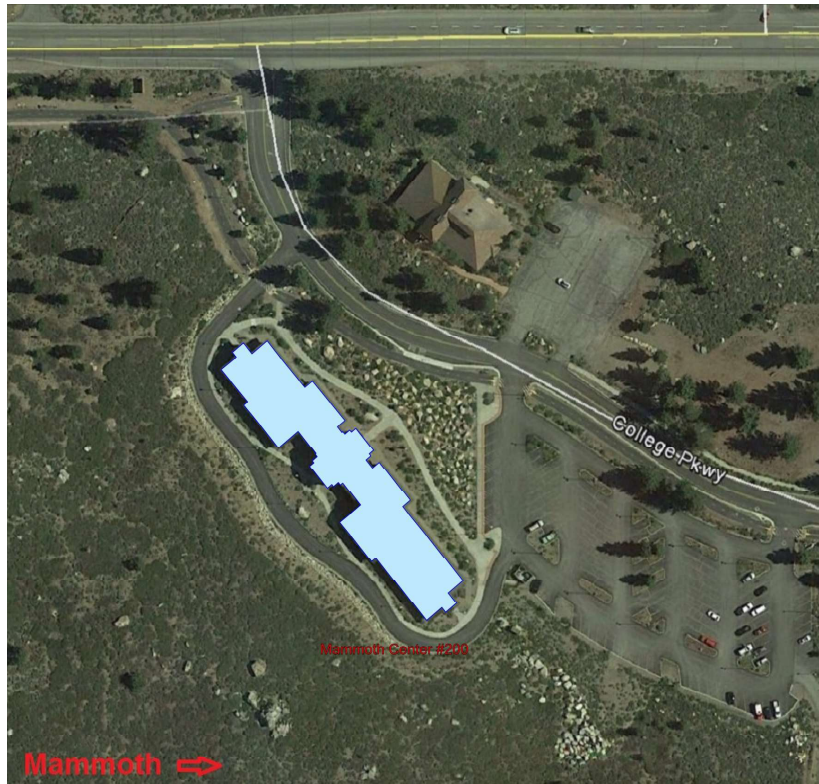
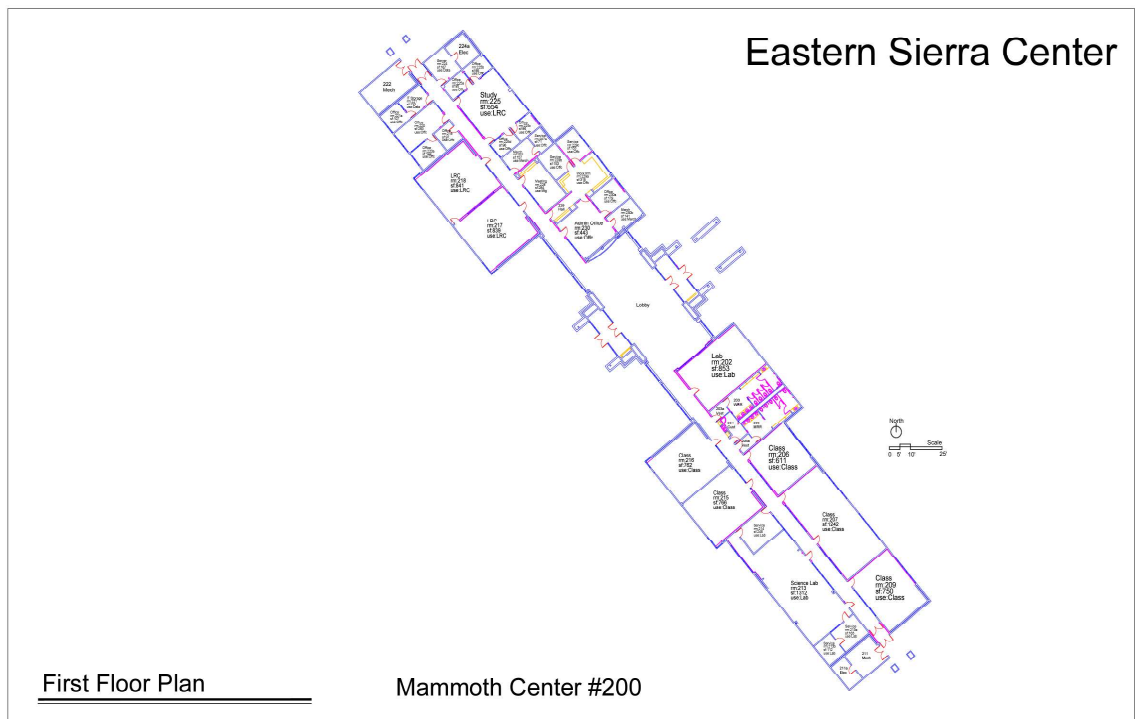


Figure 9: ESCC Mammoth Lakes Floor Plan



Eastern Sierra Campus Center Campus Facilities

Figure 10: Aerial View of ESCC Bishop

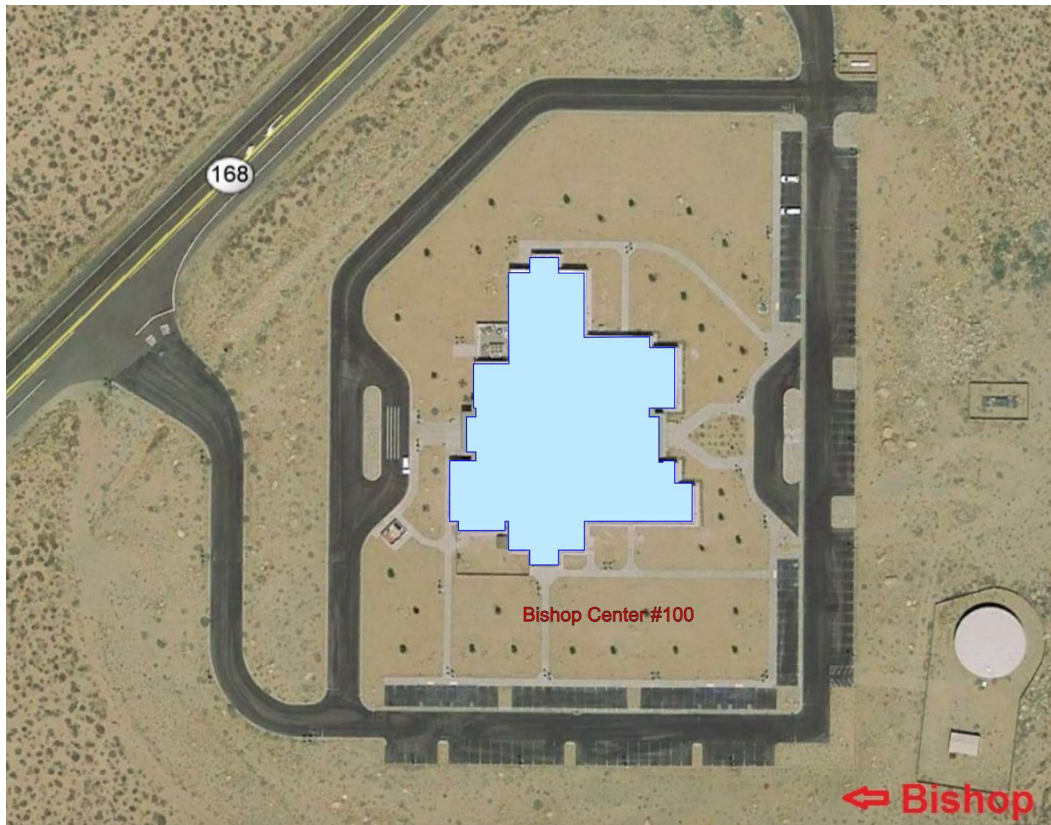
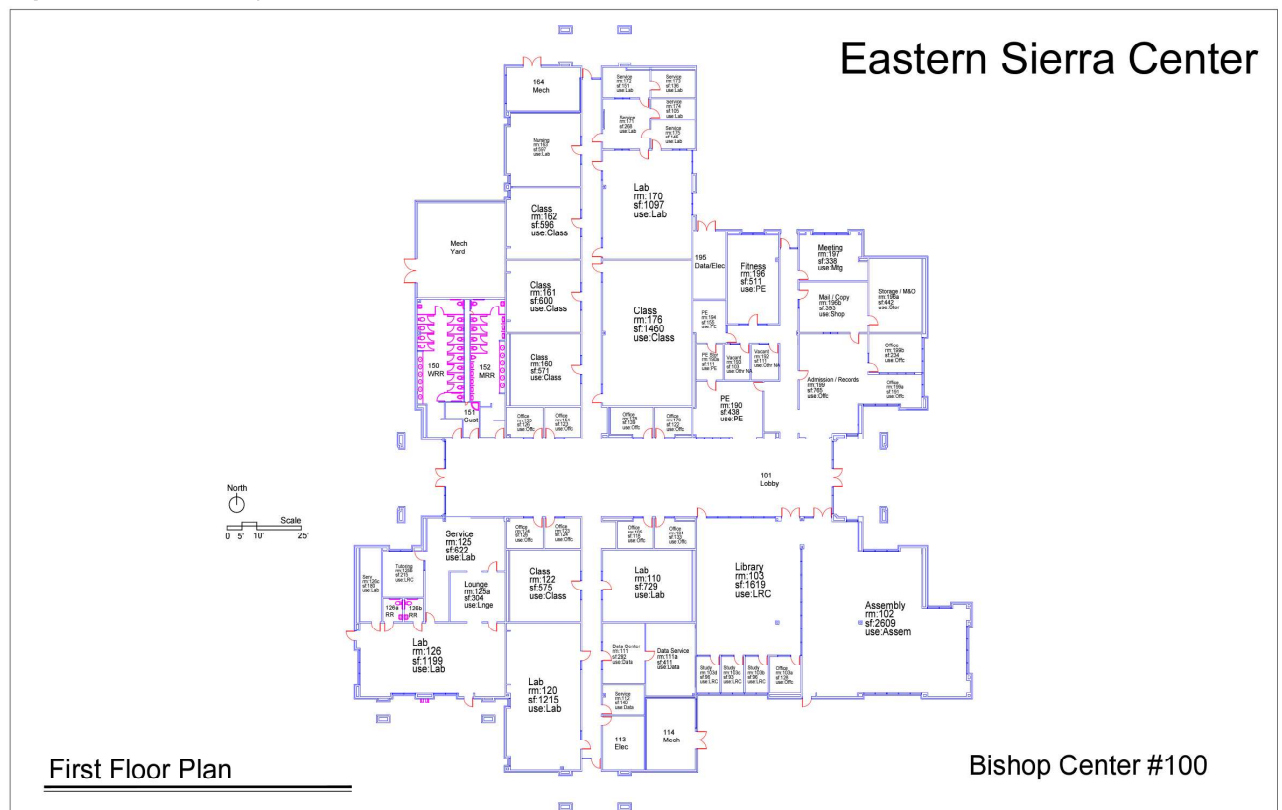


Figure 11: ESCC Bishop Floor Plan



East Kern - Tehachapi

Table 4: East Kern - Tehachapi Room Inventory

Room No	Stations	ASF
12	0	917
13	0	913
14	0	911
15	36	903
16	36	919
17	36	919
18	17	921
19	0	899
20	30	908
21	12	910

Figure 12: East Kern - Tehachapi Floor Plan

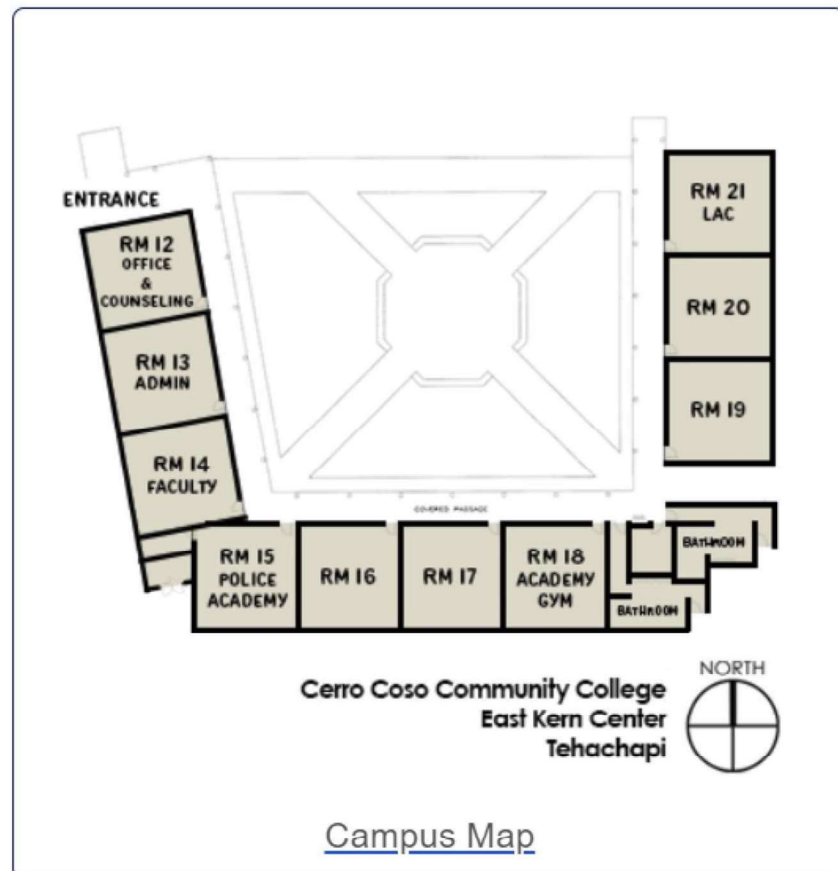


Table 5: Cerro Coso Community College Anticipated Facilities Needs

Common / Unique Site and Campus Needs	All Campuses	ESCC - Mammoth	ESCC - Bishop	IWV / Ridgecrest	Tehachapi
Common Needs					
Backup Power Generation	x				
Zoom Rooms	x				
Outdoor Beautification	x				
Soundproofing	x				
Sustainability Compliance	x				
Campus Roads and Parking Lot Maint.	x				
Flexible Room Designs	x				
Classroom Monitoring Technology	x				
Storage	x				
Unique Campus/Site Needs					
Power Conditioning		x			
Dedicated Student Gathering Space with Access to Food		x			x
Improved/Expanded Spaces for CTE/Allied Health Programs		x		x	
Gas Lines for Science Labs		x	x		
Entrance Door Upgrades		x			
Improved Space for CC Marketplace		x	x		
Parking Lot Snow Removal		x			
Improvements to Sierra Lounge			x		
Parking Lot Shelter Structure			x		
Reconfigure LRC/Community Meeting Space			x		
Address Main Corridor Lighting Fixtures			x		
Student Housing				x	
Expanded and Improved Space for "One-Stop" Wraparound Student Services				x	
Expanded Break Rooms				x	
Storage Sheds for Athletic Field Maintenance Equipment				x	
Greenhouse for Biology Garden				x	
East Wing Power Outlets				x	
Flexible Furniture for Teaching				x	
Updated Elevators				x	
West Wing Bridge Improvement				x	
Classroom Space					x
Administration Facilities					x
Student Support Facilities					x
Library Resource Center					x
Specialty Spaces					x
Transportation and Parking					x
Ensure ADA Compliance					x
Address Immediate Maintenance Needs					x

Table 6: Anticipated Facilities Needs: Tehachapi Campus (and Offsite Facilities)

Site	Room Type	Description	Rooms Needed	Room Square Footage	Total Square Footage
Tehachapi	Classroom	Allied Health	1	900	900
Tehachapi	Classroom	Art Studio	1	1,200	1,200
Tehachapi	Classroom	Ceramics	1	1,200	1,200
Tehachapi	Classroom	General Use Classrooms	3	900	2,700
Tehachapi	Classroom	Computer Lab	1	900	900
Tehachapi	Classroom	Police Academy	1	2,000	2,000
Tehachapi	Classroom	Firefighter Tech	1	2,000	2,000
Tehachapi	Lab	Allied Health	3		
		<i>Nursing</i>	1	900	900
		<i>Dental</i>	1	900	900
		<i>Radiology</i>	1	1,500	1,500
	Subtotal		12		14,200
				Classroom Total	10,900
				Lab Total	3,300

Site	Room Type	Description	Rooms Needed	Room Square Footage	Total Square Footage
Tehachapi	Faculty Offices	Faculty			2,000
Tehachapi	Admin Offices	Admin, Student Svcs, ISEP			4,000
Tehachapi	Weight Room	Students/Police/Fire			2,000
Tehachapi	Break Room	For Faculty/Staff			500
Tehachapi	Student Lounge				1,000
Tehachapi	Learning Resource Ctr				1,500
Tehachapi	Storage	ISEP Teaching Materials			500
Tehachapi	Storage	Police Academy			600
Tehachapi	Storage	Firefighter Tech			500
Tehachapi	Storage	Allied Health			500
	Subtotal				13,100

Tehachapi Campus Total					27,300
-------------------------------	--	--	--	--	---------------

Site	Room Type	Description	Rooms Needed	Room Square Footage	Total Square Footage
Offsite	Offsite Airframe Lab	Offsite Airframe Lab	1	5,000	5,000
Offsite	Offsite Avionics Lab	Offsite Avionics Lab	1	5,000	5,000
Offsite	Offsite Pilot	Offsite Pilot	1	5,000	5,000
	Total	Total	3	15,000	15,000

Sources: Gray Decision Intelligence analysis of Cerro Coso Enrollment and Headcount data, market growth rates from Gray DI's Program Evaluation System and Program Enrollment Dashboard, county population projections prepared by Demographic Research Unit, California Department of Finance, July 2023