FACILITIES & TECHNOLOGY MASTER PLAN

2020 – 2025

MPC
MONTEREY PENINSULA
COLLEGE

Contents

Monterey Peninsula College (MPC) is a public, two-year community college providing educational programs and services to approximately 13,000 students annually at the Monterey campus, MPC Education Center at Marina, Public Safety Training Center (PSTC) in Seaside, and off-campus locations. The College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (ACCJC), an institutional accrediting body recognized by the Council for Higher Education Accreditation (CHEA) and the U.S. Department of Education. Monterey Peninsula College serves the communities of Big Sur, Carmel, Carmel Valley, Del Rey Oaks, Marina, Monterey, Pacific Grove, Pebble Beach, Presidio of Monterey Annex, Sand City, and Seaside.

The College is committed to using its campus, centers, and off-campus locations to fulfill its mission, which states:

> Monterey Peninsula College is an open-access institution that fosters student learning and achievement within its diverse community. MPC provides high quality instructional programs, services, and infrastructure to support the goals of students pursuing transfer, career training, basic skills, and lifelong learning opportunities.

To that end, the Monterey Peninsula College's Facilities and Technology Master Plan (FTMP) is designed to ensure that the District's facilities and technology align with the current and future needs of the College and its communities, supporting both MPC's mission and the goals and initiatives outlined in the 2020-25 Educational Master Plan.

The Educational Master Plan sets forth four goals:

- **Goal 1 - Excellent Education:** Provide programs and services that meet student and community needs
- **Goal 2 - Completion Culture:** Provide programs, resources, and services that empower students to achieve their educational goals
- **Goal 3 - Innovative Environment:** Provide state-of-the-art and sustainable learning environments, technology, and facilities to support student success
- **Goal 4 - Campus Community:** Foster an organizational culture that supports collaboration, professional growth, and leadership development

Introduction

The Facilities and Technology Master Plan (FTMP) provides a blueprint for the facilities and technology required to fully implement the College's 2020-25 Educational Master Plan for each campus location within the District and aligns with the EMP's Goals and Strategic Initiatives related, but not limited, to the following:

- Increase student success, retention, transfer, and completion
- Support evolving pedagogical and learning needs
- Recruit and retain diverse, talented faculty and staff
- Address existing conditions of facilities, technology, and infrastructure
- Plan and prioritize
  ▹ to meet campus and community needs
  ▹ through a lens of economic, social, and environmental sustainability
  ▹ with an eye toward innovation in consideration of future students and programs
- Ensure a transparent and participatory development process

A link to the comprehensive Board of Trustees approved 2020-25 Educational Master Plan:
https://www.mpc.edu/Home/ShowDocument?id=37138

Community Support

The Facilities and Technology Master Plan, in many respects, builds upon the College's previous Facilities and Technology plans, which have been realized in large part due to tremendous community support. In November 2002, local voters approved Measure I, a $145 million bond for facilities, infrastructure, and equipment. Through the bond measure, funds were used to develop the MPC Education Center at Marina, renovate and/or modernize numerous buildings at the Monterey campus, and improve technology. As of spring 2020, only $8 million of Measure I funds remain, with the total balance earmarked for ongoing baseball turf installation and the future Public Safety Training Center at the Fort Ord properties.

Section Two: Facilities and Technology Master Plan Process

The decisions a district makes in developing a Facilities and Technology Master Plan must be carefully considered due to the permanent nature of such decisions. The construction process for buildings is lengthy and, once buildings are constructed, change is difficult. This is evidenced by the fact that 65 percent of buildings in the California community college system are over 25-years old, and 47 percent are over 40-years old. Given this factor of permanency, there are several considerations to prioritize specific to facilities and technology planning and development:

- **Change and Growth**

  Community colleges are inherently difficult to plan because the only constant is change – change in the size of the campus, rules and regulations, educational programs, administration, staff, faculty, and a myriad of other factors. Community college campuses often grow to many times their original size over a time, so the need to plan for and respond to change must be integral to MPC's FTMP.

- **Campus Design Guidelines**

  The FTMP must define campus design guidelines, not only to provide a cohesive look for an entire campus location but to ensure access and functionality. Campus locations need to be designed for flexibility so that facilities can change to the extent possible to support changes in educational programming.

- **State Rules and Guidelines**

  California's community colleges are governed by laws, regulations, and guidelines that are utilized by various governmental entities (i.e., Board of Governors, Department of Finance, and Division of the State Architect) in the review of new campuses and building projects. The College's Facilities and Technology Master Plan must be consistent with all state rules and guidelines.

- **California Environmental Quality Act**

  The California Environmental Quality Act requires districts to define and possibly mitigate the impact of construction or new development on neighboring properties. Districts must evaluate the impact of traffic, pedestrian traffic, storm water run-off, historic structures and features, and a variety of other potential impacts on neighboring properties when developing a new site or starting a new project on an existing site.

- **Operational Considerations**

  The facilities planning process must take into account various operational issues, including those that influence staffing requirements and energy usage for new and/or modernized facilities. Incentives are provided by various utility companies that encourage energy efficient design and construction. Laws and regulations impact staffing levels such as the 75/25 percent full-time/ part-time ratio of faculty; the 50 Percent Law, which requires 50 percent of the operating costs to be spent on instruction; funding caps, which limit the growth of a district; and collective bargaining,

Section Two

which determines class-size limitations and other working condition issues. Classroom scheduling (faculty preference, availability, size, physical adequacy to support specific types of courses, and the preference of students and faculty for morning classes) must also be considered when determining the number and size of classrooms.
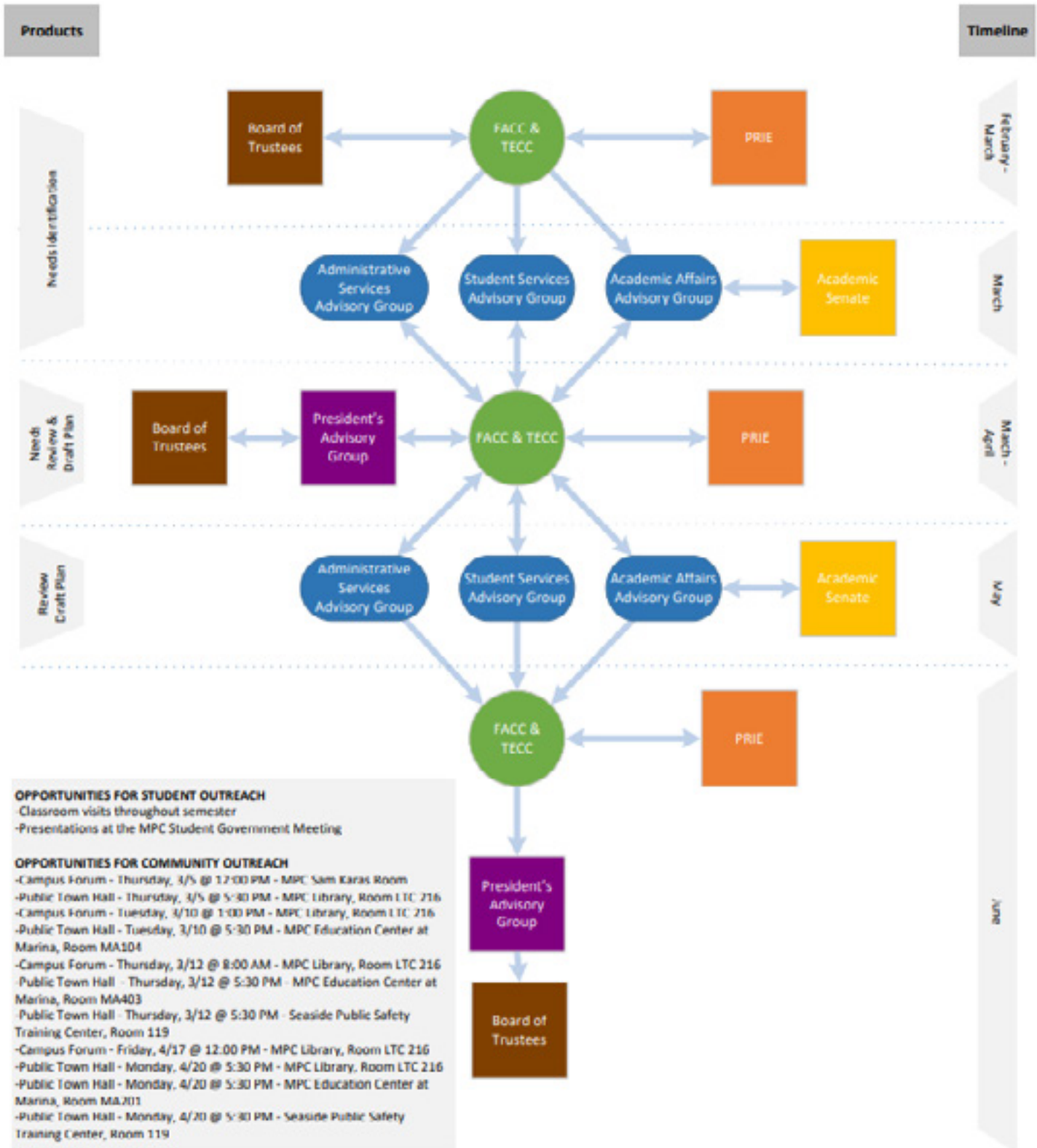
- **Funding Constraints**
  Annual state funding for community college facilities through the non-proposition 98 deferred maintenance program is always less than what is required to support the facility needs of the community college system. State funding is dependent upon the passage of statewide general obligation bonds, and local funding is dependent upon the passage of local general obligation bonds. In recent years, the availability of state funds to finance new community college projects has been constrained due to the lack of available state matching bond funds. The most recent state funding was from the 2016 Proposition 51 state construction bond to match district local dollars.

  Local bond funds are constrained to maximum assessments per current property values. Facilities Master Plans must plan to the extent possible for buildings that are efficient, flexible (can be used for more than one purpose and adaptable to change over time), and cost effective. Careful planning of classroom scheduling within existing facilities can increase facility utilization without the need for new buildings. The College must explore alternative instructional delivery options such as distance education, which can also mitigate the need for new facilities.

Development Process

To fully understand Monterey Peninsula's College's facilities and technology needs, a large and diverse set of stakeholders —students, faculty, staff, managers, administrators, community members, and facilities personnel— participated in an extensive, investigative, and collaborative planning process through online surveys, workshop discussions, meetings, campus forums, and presentations. These opportunities for collaboration and input were held both in face-to-face and virtual formats.

Facilities & Technology Master Plan
Spring 2020 Development Process

Products

Timeline

OPPORTUNITIES FOR STUDENT OUTREACH
- Classroom visits throughout semester
- Presentations at the MPC Student Government Meeting

OPPORTUNITIES FOR COMMUNITY OUTREACH
- Campus Forum - Thursday, 3/5 @ 12:00 PM - MPC Sam Karas Room
- Public Town Hall - Thursday, 3/5 @ 5:30 PM - MPC Library, Room LTC 216
- Campus Forum - Tuesday, 3/10 @ 1:00 PM - MPC Library, Room LTC 216
- Public Town Hall - Tuesday, 3/10 @ 5:30 PM - MPC Education Center at Marina, Room MA104
- Campus Forum - Thursday, 3/12 @ 8:00 AM - MPC Library, Room LTC 216
- Public Town Hall - Thursday, 3/12 @ 5:30 PM - MPC Education Center at Marina, Room MA403
- Public Town Hall - Thursday, 3/12 @ 5:30 PM - Seaside Public Safety Training Center, Room 119
- Campus Forum - Friday, 4/17 @ 12:00 PM - MPC Library, Room LTC 216
- Public Town Hall - Monday, 4/20 @ 5:30 PM - MPC Library, Room LTC 216
- Public Town Hall - Monday, 4/20 @ 5:30 PM - MPC Education Center at Marina, Room MA201
- Public Town Hall - Monday, 4/20 @ 5:30 PM - Seaside Public Safety Training Center, Room 119

Section Three

Section Three: Analysis of Current Existing Facilities and Technology Conditions

The District's main campus is located at 980 Fremont Street in Monterey, California. The main campus offers courses for students to prepare for transfer to four-year institutions, enhance and update skills for the workplace, prepare for a new career, gain a general education, and improve skills in a variety of subject areas. There are a total of 32 buildings consisting of classrooms, labs, library, sports complex, administration areas, theatre, lecture halls, learning and student services centers, child development centers, facilities areas, offices, and portables across the campus. There are seven parking lots serving all buildings. The majority of the older facilities have undergone partial or complete renovations since construction.

The Seaside location houses the Public Safety Training Center (PSTC), which includes our Police and Fire Academies, and is located at 2642 Colonel Durham Road, in Seaside, California, and provides public safety training programs to meet local and regional needs. Its curriculum includes fire, police, and emergency medical technician (EMT) training. The facilities consist of two former military buildings that were renovated in 2008-09, providing six classrooms, a multipurpose room, a large physical fitness and agility training space, and men's and women's locker room and shower facilities. Upper and lower parking lots adjacent to each building provide convenient parking for the College's students and employees.

Monterey Peninsula College's Education Center at Marina, located at 289 12th Street (Imjin Parkway and 3rd Street), gives residents of northwestern

Monterey County an opportunity to pursue a college education close to home or work. The 12,000 square-foot permanent facility, with eight classrooms, opened in the fall of 2011 and offers a variety of day and evening courses including, but not limited to, English as a Second Language, medical assisting, general education, business, and transfer programs. To support students enrolled in classes at this campus, a variety of services are provided on site on a rotational basis including counseling, financial aid, veterans', academic support, and library services.

Architectural Conditions

Monterey Campus

The majority of the buildings are either wood frame construction or cast-in-place concrete on concrete slabs. In general, the structures appear to be sound with no significant areas of settlement or structurally-related deficiencies observed. The windows are a mixture of wood and aluminum framed windows throughout the campus. The exterior envelope systems and components were observed to be performing adequately at the majority of the small-branch sites. Issues with the building envelope, such as roof leaks, wall leaks, failed glazing seals, deteriorated weather-stripping, and other deficiencies, were primarily observed at the older facilities that had not been renovated. Roof leak issues were observed for the following buildings: Art-Dimensional, Physical Science, Facilities, Theatre, Student Center, and Art Studio. Interior finishes vary in age and have been well maintained throughout the facilities. Finishes have been replaced as needed and are anticipated for life-cycle replacement based on useful life and normal wear. The Art Studio was observed to have a termite issue and further investigation is required to evaluate the extent of damage.

PSTC in Seaside

The buildings are constructed of painted concrete masonry unit-bearing walls and metal roof decks. The windows are banded aluminum and the roofs are a gabled construction with a single-ply TPO finish. The interior finishes have been periodically replaced as needed over the years. Typical life-cycle based interior and exterior finish replacements are budgeted and anticipated.

Education Center at Marina

The buildings are constructed of a combination of wood framed walls with cement board siding and cast-in-place concrete walls constructed on a slab-on-grade foundation. The windows are storefront assemblies that include full height windows in some rooms. Roofing is a mixture of concrete tile roofing and thermoplastic polyolefin membrane roofing.

Mechanical, Electrical, Plumbing and Fire Protection Systems Conditions

Monterey Campus

The heating, ventilation, and air conditioning (HVAC) equipment varies in age throughout the sites. The majority of the buildings do not have any overall cooling systems and only have individual systems, such as ductless split systems or rooftop packaged units for single rooms. The majority of the buildings have a central heating system with one or two hot water boilers feeding air handlers or VAV boxes with reheat coils. Supplementary heating is also provided by gas furnaces and infrared heaters. The hot water boilers are leaking at the Lecture Forum and Library Technology Center. In general, the plumbing systems are adequate to serve the facilities, with equipment and fixtures updated as needed. The majority of the domestic hot water is provided by tank type gas water heaters in each building. Electric water heaters were also observed at various buildings without gas. Backflow preventers adjacent to buildings were observed to be leaking throughout the site. Electrical service equipment and systems are original for the majority of the facilities and are anticipated for life-cycle replacement within the older facilities. Interior lighting consists mainly of T-8 linear fluorescent and CFL fixtures and lamps, with LED upgrades in some areas. The majority of the facilities are protected by a hard-wired fire alarm system. These systems vary in age, and some facilities lack strobes, pull stations, illuminated exit signs, emergency lighting, and other modern life safety devices. Building-wide fire suppression (sprinkler) systems were observed at newer buildings and some older buildings (only in the main mechanical room). Fire suppression is provided to all buildings by fire extinguishers and on-site fire hydrants. The elevator machinery and controls within the campus buildings are original to construction and should be considered for modernization. Typical life-cycle replacements and ongoing maintenance will be required.

PSTC in Seaside

All mechanical and plumbing system components were replaced with the renovation in 2009. Both buildings are heated and cooled by a central system with boilers and air handlers feeding VAV boxes. Hot water is supplied in building 100 by an electric water heater and in building 200 by a gas water heater. The buildings have a wet-pipe fire sprinkler system and hand held fire extinguishers. The property maintenance staff and occupants of the buildings were interviewed. No issues with the electrical or plumbing services supplied to the buildings were reported.

Section Three

Education Center at Marina

Heating and cooling are provided by central boilers that circulate heated water to fan coil units in each building. There is a limited amount of air-conditioning in Building 300 provided by a single package unit. Plumbing systems consist of copper supply piping and cast iron waste pipe. Electric gas water heaters are used in the building and have a manufacture date of 2011. The buildings use commercial plumbing fixtures. No major issues were observed or reported. The electrical systems in the buildings are original and the building electrical systems appeared to be in good condition overall. The buildings have a wet-pipe fire sprinkler system and handheld fire extinguishers. There is a fire alarm panel that serves all five buildings located in Building 300. The fire alarm and suppression systems appear to be in good condition. Inspection tags are current. Typical life-cycle replacements and ongoing maintenance will be required.

Site Conditions

Monterey Campus

In general, the campus has been well maintained. The campus contains moderate to heavy landscaping, which is served by an in-ground irrigation system. The asphalt paved parking areas and drive aisles are in poor condition at Parking Lots A, B, and C. The outdoor amphitheater is experiencing severe deterioration due to wear, animal undermining, and weather. The distribution wiring for older pole-mounted walkway fixtures is old and of a phase type that is difficult to work with relative to all other site sightings. Stairs and paths are also deteriorating throughout the gully that crosses through the central part of campus.

PSTC in Seaside

The site is composed of asphalt parking lots, concrete pedestrian walkways, and landscaped areas. Irrigation is present at the property. The parking lot striping is deteriorated and faded; restriping is recommended.

Education Center at Marina

The site is rectangular with parking located on the north side of the site and the buildings grouped around the central courtyard at the south side of the site.

Technology Conditions

Mission-Critical Applications

Mission-critical applications (e.g., SIS, AB705 Guided Self-Placement, Escape, and Canvas) cannot be interrupted or unavailable for longer than a few hours without significant risk and impact. These ERP systems provide the primary support for students' applications, placements, registrations, and enrollments; fiscal and financial services; human resources management; and other critical operational needs.

Within this category, the Student Information System (SIS) is one of the most critical. MPC sought an independent assessment of the current SIS' architecture, scalability, and technical platform to service the College's current and future SIS needs

When the current SIS application was designed and developed approximately 15 years ago, systems and applications in general and, specifically, data centers were not as connected as current design for data centers and associated applications necessitate. There was general consensus that internal systems and applications were running in a "walled garden," meaning application security was a minor consideration at best. The College's current SIS application's design exemplifies the thinking of that time period. The system does not require user-specific logins at the application-level.

In addition, application access is granted the same way that access to a shared network folder is provisioned, which creates challenges such as accidental deletion, overwriting, lack of versioning of documents, sharing information not meant to be shared, and lack of ability to audit access. Because SIS is an application and has additional business logic and data integrity requirements, the challenges and issues are further exacerbated. MPC's SIS application in its current state fails to adhere to numerous best practices prescribed by the U.S Department of Education.

Additionally, assessment of the College's current SIS reveals the following findings:

1. Sensitive student data is at a high risk of being inadvertently exposed or intentionally hacked

2. Business operation is impeded or negatively impacted by poor master data from the SIS application

3. Application support and maintenance is fragile due to lack of technical documentation and its heavy reliance on external knowledge

While some of these challenges have been mitigated somewhat by the College's decoupling from its reliance on Santa Rosa College as well as continuous effort to provide temporary band-aids and by-passes to current and new functions, there exists an absolute need and urgency to acquire and implement a new ERP platform capable of providing reliable, secured, and scalable student information, Human Resource management, and financial systems.

Network Infrastructure

The College's entire network infrastructure needs to be upgraded including the fiber runs that connect the data center to campus buildings, switching equipment within each building that distributes data connectivity within each building, workstations, phones, Wi-Fi access points, etc.

Additionally Wi-Fi at all campus locations needs to be upgraded, re-designed, and modernized with new equipment.

Data Management and Reporting

These are systems that transform the operational data generated by the College-wide applications into actionable information in order to provide the tools necessary for a decision support process.

Data Center

Currently all equipment in the Data Center is obsolete, heat compromised, and unreliable. The systems within the Data Center include:

- Active Directory
- File Servers
- Print Servers
- Call Manager (VoIP)
- Local Storage
- SIS System (e.g., WebReg)
- BizTalk (Middleware for AD to SIS)
- FAMS / PowerFaids (financial aid systems)
- Backups
- Network Security (e.g., firewalls)
- Core Switch
- Wireless Controller
- Web Front Ends
- VPN
- Informacast (emergency intercom system)

Upgrades should include:

- Reduction and upgrade of hardware footprint
- Redesign of all systems utilizing professional services
- Security enhancements
- Reduction of management overhead
- Redesign and upgrade of AC System

Section Three

Classroom/Instructional Technologies
Most classroom/instructional technology equipment and systems are outdated and past the expected usable life cycle and require upgrades to support current and future learning and teaching needs.

Total Cost of Ownership - Existing Facilities

Total cost of ownership (TCO), the recognition of post construction maintenance and upkeep, is sometimes the forgotten component in a capital construction program. The long-range vision for the District should address each new construction or renovation project with the understanding that upkeep and maintenance will be a high priority item and recognized as an added expense to the budget. The care of buildings will extend their lifespan and usefulness; the care of the landscape and site amenities will be extremely important to the long-term perceptions about the District and its colleges. The district-wide facilities condition assessment, issued in January 2020, estimated that the total cost of ownership for the district's existing facilities is $175 million over the next 20 years. Possible funding options to address the total cost of ownership needs are discussed in Section Six.

Section Four: Recommendations

Monterey Peninsula College recognizes the importance of maintaining and enhancing an innovative environment to support excellent instruction and promote student success. An innovative educational environment includes sustainable campus facilities and technologies that meet the needs of the college and the community today and in the future. To that end, the vision of Monterey Peninsula College is to provide campus facilities, technology, and physical resources that collectively promote creative and progressive academic programs and student services.

The College's extensive, investigative, and collaborative planning process culminated in the identification of key facility and technology needs, which are based on the current state of the College's facilities and technology resources and represent projects that could be initiated within the next five years. This list is not comprehensive; rather, it identifies significant areas of renovations, modernizations, and improvements needed for MPC to meet its goals as outlined in the 2020-25 Educational Master Plan. Such areas include:

- **District-wide Technology**

  The College's technology infrastructure, hardware, and software represent a critical need. Enterprise Resource Planning (ERP) and degree audit software, a modern and sustainable data center, improved data security, Wi-Fi expansion/access points, updated and enhanced classroom and lab technologies, and other student support technologies are needed.

- **Building Modernizations**

  Many of the College's buildings need new roofs, HVAC and mechanical systems, boilers, and fire alarms.

- **Full Renovation and Modernization of Specific Buildings**

  The following buildings require full renovation:

  - Automotive Technology Shop
  - Family and Consumer Science
  - General Classrooms/Welcome Center
  - International Center
  - Kinesiology/Physical Education
  - Lecture Forum
  - Music
  - Nursing

- ## District-Wide General Facilities Needs

  District-wide projects will prioritize safety and access, which includes all-gender facilities; ADA accessibility improvements; sustainability projects regarding the overall district useage of domestic water, electricity, and other forms of utilities; and capital equipment to improve campus safety and reconfigure/redesign campus way-finding signage. In addition, the College will explore possible facility solutions regarding affordable housing for faculty, staff, and students.

- ## Education Center at Marina Expansion and Enhancement

  To further the connections between California State University, Monterey Bay as well as to further support the College's academic programs, the Education Center at Marina should be expanded.

- ## Comprehensive Training Center for First Responders

  In order to meet the needs of the college's region, a comprehensive training center for first responders is essential. MPC is very proud of its training programs for police, fire, and EMT students, as well as its partnerships with local first responder agencies. A comprehensive training center would provide the region's first responders an premier destination to learn, develop, and reinforce the skills needed to keep our communities safe.

Specific needs listed below, in conjunction with the January 2020 comprehensive Facilities Condition Assessment, will provide the framework for future facilities and technology projects.

Building and Area Needs (Alphabetical Order)

Administration Building

In order to improve overall campus sustainability, reduce the electrical footprint, and enhance our energy efficiency, the Administration Building needs a replacement of the outdated and inefficient HVAC system. Additionally, to improve campus safety and promote a healthy work environment, the building requires a new roof to eliminate leaks, mold, mildew, and electrical hazards within the building's infrastructure.

In order to enhance electronic data integrity and security and promote sustainable technology systems, the Administration Building requires technology upgrades in open conference rooms as well as a building-wide replacement of technology hardware switches. Lastly, to promote increased cloud and connectivity access, the building's Wi-Fi needs to be expanded.

Art Buildings - Ceramic, Dimensional Gallery, Graphic, and Studio

To provide a safe and secure facility for students, faculty, and staff, the Art Buildings need improved fencing surrounding the building footprints. The increased security will also permit the department to safeguard District assets and increase the longevity of resources.

Furthermore, in order to promote a safe and create an energy efficient learning space for the campus community, the buildings' mechanical (e.g., electrical and fire alarm) systems need modernization.

To improve functional usage of instructional technology, and to enhance the digital learning experience of MPC students, the Art Buildings need upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and document cameras).

Automotive Technology Building

To meet the growing demand for skilled and trained automotive technicians, the Auto Technology Shop Building requires full renovation and modernization to ensure training equipment and facility is appropriate for students to learn the skills needed in the 21st century auto technician trades. Furthermore, aging facility components, including roofing and the shop's large bay doors, need replacement. Improvements to the electrical system are necessary to support technology improvements. A building modernization will promote a healthy and safe training space for the next generation of auto technicians.

To improve functional usage of the building's instructional technology, and to enhance the digital learning experience of auto tech students, the Auto Building needs upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, phones, and document cameras).

Business, Math, and Computer Science Building

In order to improve overall campus sustainability, reduce the electrical footprint, and enhance energy efficiency, the Business, Math, and Computer Science (BMC) Building requires replacement of the aging and inefficient HVAC system. Classroom spaces need to be reconfigured and remodeled in order to provide an optimal learning environment so that MPC students may excel in their studies and faculty may deliver their curriculum utilizing impactful classroom designs. To enhance building access and improve safety and health measures, building restrooms should be expanded.

To improve functional usage of the building's instructional technology, and to enhance the digital learning experience for MPC students, the BMC Building needs upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, phones, and document cameras).

Child Development Center

To provide a safe and secure learning environment that promotes healthy early childhood education, the Child Development Center (CDC) is in need of new roofing and building mechanical (e.g., thermostat, fire alarm, electrical wiring, and security) systems.

Section Four

In addition to providing a safe environment for children, the CDC needs enhanced technology to improve the learning environment experienced in our early childhood education programs. These technologies include upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Education Center at Marina
Growth and expansion of the Education Center at Marina will be a primary focus. The proximity to the neighboring state university provides a unique opportunity for the College to connect with the community and collaborate with the four-year university. Expanding the current footprint to provide needed facilities for identified academic program opportunities is essential. Existing buildings require some renovation, and parking needs to be thoughtfully expanded to provide appropriate and safe access. Technology upgrades should include upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Facilities Building
Imperative to improving campus safety and promoting a healthy work environment for our Facilities Department, the building requires a new roof to eliminate leaks, mold, mildew, and electrical hazards within the building's infrastructure.

In order to enhance electronic data integrity and security and promote sustainable technology systems, the Facilities Building requires upgrades such as a building-wide replacement of technology hardware switches, uninterrupted power supplies, new fiber runs, and expanded Wi-Fi access points.

Family and Consumer Science Building
Our region is known for its excellent and robust hospitality industry. In order to strengthen, expand, and align the needs of our academic programs to meet labor market demands, the Family and Consumer Science Building requires full renovation and modernization.

The MPC hospitality program will utilize this facility to expand program offerings and increase student access to state-of-the-art culinary and hospitality training equipment. Along with building renovation and modernization, the facility's technologies will need to be enhanced as well. These enhancements include upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

General Classrooms/Welcome Center
The MPC Welcome Center is in an excellent location on the college's Monterey Campus and has the potential to become one of the District's flagship facilities. The existing facility needs a full renovation and modernization in order to achieve MPC's student support goals. A comprehensive Welcome Center will allow MPC to implement, expand, and enhance systems and processes designed to expand support services for MPC students.

These services include, but are not limited to, academic and career counseling, student outreach, job placement, and culturally relevant programs and services to ensure all students are welcomed here at MPC. Along with building renovation and modernization, the facility's technologies will need to be enhanced as well. These enhancements include upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Humanities and Humanities/Supportive Services Buildings
In order to improve overall campus sustainability, reduce the electrical footprint, and enhance energy efficiency, the HU and HSS Buildings' outdated and inefficient HVAC systems need to be replaced. Additionally, to improve campus safety and promote a healthy learning environment, the building requires exterior sealing to eliminate leaks, mold, mildew, and electrical hazards within the building's infrastructure.

In order to enhance electronic data integrity and security and promote sustainable technology systems, the HU and HSS Buildings require technology upgrades in open conference rooms as well as a building-wide replacement of technology hardware switches. Lastly, to promote increased cloud and connectivity access, the buildings' Wi-Fi needs to be expanded.

International Center
In order to enhance the college's sustainable learning environments and promote innovative instruction, the International Center (IC) Building classrooms require modernization. In addition to classroom needs, the IC Building's electrical systems and plumbing infrastructure are in need of renovation to ensure a healthy and safe learning environment.

Along with the building renovation and modernization, the facility's technologies require enhancements including upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Kinesiology/Physical Education Buildings and Facilities
To promote community connections and provide MPC students and student athletes with access to enhanced and sustainable facilities, renovations to kinesiology buildings and the college's athletic fields are needed. Upgrades to existing facilities will create energy efficiencies and reduce the water usage on campus. Additionally, renovated facilities will meet the growing demand from community programs to utilize MPC facilities for public events. Technology upgrades are needed, as well, to ensure the kinesiology students and faculty have streamlined access to digital content and learning resources.

Technology upgrades include upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Lecture Forum
Along with the building renovation and modernization, the facility's technologies require enhancements including upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Library Technology Center
The Library Technology Center is a central hub of the Monterey campus. Facilities needs include HVAC replacement, utility infrastructure repairs, roof replacement, lighting upgrades, and flooring renovations.

Enhanced technology will assist students with essential tools needed in the 21st century learning environment. Upgrades to switches, uninterrupted power supplies (UPS), new (or additional) fiber runs, upgraded Wi-Fi access points, and other additional classroom technology (e.g., projectors, document cameras, displays, switchers, computers, monitors, and phones) will improve functionality. Innovative spaces integrated with "Bring Your Own Device" (BYOD) study areas are the learning space of the future.

Life Science Building

Renovation to improve building safety and promote a healthy work environment include HVAC replacement, roofing replacement, boiler replacement, and interior wall renovations. Classrooms require hot water and need improvement or replacement of fume hoods. The building elevator hardware needs replacement. Additionally, in order to provide innovative learning environments, classroom technology should be upgraded and functional outdoor learning spaces developed.

Music Building

Monterey Peninsula community is a rich environment focused on fine arts and music. Students benefit through programs and services immersed in the study of music. Full building renovation and modernization is necessary to meet program and community needs. The facility is one of the oldest on the campus and has great need.

Classroom technology designed for the 21st century including, but not limited to, upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones), is required to best prepare students for future careers.

Nursing Building

Monterey Peninsula College's Nursing Program is highly ranked within the state, and the College is committed to enhancing the program to prepare students for careers in nursing. To that end, renovation and sustainable modernization of facilities is paramount.

Technology enhancements including upgrades to hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones) are necessary to improve functional usage in the classroom.

Physical Science Building

Preparing students for transfer to most four-year institutions requires facilities with innovative environments with the latest in technology. Renovation to improve building safety features and promote a healthy work environment include replacement of HVAC systems, roofing replacement, boiler replacement, and redesign of the building conference rooms as well as the addition of office space.

Social Science Building

Preparing students for transfer to most four-year institutions requires facilities with innovative environments with the latest in technology. Renovation to improve building safety features and promote a healthy work environment include replacement of HVAC systems, roofing replacement, boiler replacement, and redesign of the building conference rooms as well as the addition of office space.

Section Four

Public Safety Training Center in Seaside

Included in the design is an Emergency Operations Training Course, a four story fire training tower, a pistol and rifle ranges as well as instructional areas both indoor and outdoor.

In order to provide high quality programs and services at the training center, classroom technology upgrades are planned including installation of projectors, displays, computers, monitors, and Wi-Fi access points.

Student Center

MPC's vision for the Student Center requires enhancement in design and functionality to make this area a dynamic hub for student learning and social interaction. The College plans to renovate and modernize building layout and access. This can be accomplished by reconfiguring space to optimize student interaction. Modernized lighting and improved design for space utilization are ways to improve the overall student experience.

Along with building renovation and modernization, the facility's technologies will need to be enhanced as well. These enhancements include, but are not limited to, upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Student Services Building

A culture of completion is best achieved through the delivery of program support resources. Renovation to improve building safety and promote a healthy work environment include HVAC, roofing, and boiler replacement as well as interior wall renovations. This can be achieved through redesign of workspaces with a focus on student-friendly and innovative environments that enable student services to be provided in a thoughtful manner.

In addition, the facility's technologies including, but not limited to, upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones) will need to be enhanced.

Theatre

The theatre supports core student learning objectives for the discipline and serves to enrich both student as well as community experience. The theatre building requires safety upgrades including HVAC, roofing replacement, and boiler replacement, and utility and fire alarm systems upgrades.

Along with the building improvements, the facility's technologies require enhancements including, but not limited to, upgraded hardware switches, uninterrupted power supplies, new fiber runs, expanded Wi-Fi access points, and classroom technologies (e.g., projectors, displays, computers, monitors, switchers, and phones).

Section Five: Prioritizing Projects

The prioritization of capital outlay and technology projects begins with campus-wide discussions surrounding MPC's 2020-25 Educational Master Plan. These discussions should identify projects and areas of needed improvement to ensure that MPC is able to meet the identified goals outlined in the EMP.

Sustainability and Resiliency

Monterey Peninsula College is deeply committed to sustainability and total cost of ownership. Sustainability, as defined by MPC, is creating and maintaining conditions that balance the economic, social, and environmental requirements of present and future generations. In order to achieve such conditions, new ways of designing, constructing, and operating buildings and facilities shall be identified and considered when developing any facility or technology project. To that end, Monterey Peninsula College will focus on sustainability that will guide the execution of all future facilities and infrastructure projects. All FTMP projects, from infrastructure replacement, site improvements, demolitions, renovations, and new construction will need to be developed utilizing the guidelines and recommendations that emphasize sustainability.

In addition, as facility and technology projects are identified, the College will utilize a four-category classification system as identified below. District funding and resources should be prioritized to projects based on the classification of the assigned category. If multiple projects exist within the below categories, campus-wide discussions will be held to prioritize projects within the assigned classification.

Category A - Health and Safety

Monterey Peninsula Community District is committed to achieving educational equity for all Projects in Category A are the Colleges's highest priority because they address life and safety issues. Category A projects are ranked according to the number of faculty, staff, students, and community members threatened or affected by the condition of a facility or campus site. Each project proposal must solely address the health and safety issues and not provide change requests to program functions or increases in space and/or technology.

Verification of Category A projects must be performed through studies conducted by independent professional service firms who are certified and licensed to perform such studies and provide such professional opinions on life and safety issues specific to facilities and infrastructure. Category A projects may also be verified through evidence of regulatory agencies such as Cal OSHA or local fire marshals identifying and documenting the severity of a given issue.

Category B - Growth

The purpose of projects in Category B is to increase the instructional capacity of MPC. Projects in this category increase site capacity (gross square feet) and include reconstruction of existing space, construction of new space, and purchase of technology or equipment to meet existing enrollment and provide for increased instructional capacity in classrooms, laboratories, libraries/learning resource centers, and instructional audio and visual services. Increases in capacity must align with other strategic master plans, including, but not limited to, the 2020-25 Educational Master Plan and the Strategic Enrollment Management Plan.

Category C – Modernization

Projects in Category C involve reconstruction or replacement of existing space and purchase of equipment or technology to improve instructional programs and/or service delivery in classrooms, laboratories, libraries/ learning resource centers, and instructional audio and visual services. Projects in this category increase instructional efficiency and/or enhance instructional delivery systems through changes in teaching methods, improved technology, and other infrastructure changes. Age of the building is the critical prioritization factor. Additionally, solutions need to provide for no expansion of space (gross square feet) except to comply with existing regulations and building codes. Category C projects cannot cause facility or technology expansion or increase in the total square footage of MPC.

Category D – Promotion of a Complete Campus

Category D projects include facilities and technology that are not covered by other categories, but that are necessary to promote a complete campus. These projects are essential for campus operations, but do not directly link to classroom instruction. These projects include, but are not limited to, cafeterias, administration buildings, faculty/staff offices, maintenance shops, warehouses, campus storage facilities, and parking facilities.

Section Six: Funding Options

It will be imperative for the District to attract outside funding sources as well as to acquire local funding. The primary options for Monterey Peninsula College will be through the passage of state and local facilities and technology bond measures. Throughout the state, bond financing is the largest source for revenue resourcing that is available to community colleges. Thus, state and local bond measures represent the best possibilities for long-term, large-scale financing support for the District's capital construction program.

Primary Funding Options

Passage of Statewide Bonds for Capital Construction

The District's ability to finance growth and to replace and/or upgrade existing facilities and infrastructure will be largely dependent on the state's Capital Outlay Budget Program (COBP). Proposition 51 is the most recent statewide bond. It was approved in 2016 and provided $2 billion for Community Colleges. Subsequent statewide bonds are necessary for capital construction to ensure actualization of the vision.

Like most state or federal programs, the COBP comes with caveats and requirements. Projects must pass review by the California Community College Chancellor's Office for compliance with capacity-load ratios. Projects must also compete with other colleges throughout the state for funding as all projects are evaluated on a point system. Finally, projects funded through this program must have matching local funds. Matching funds may range between 0% and 50%, depending on the strength of the project.

The District has used the COBP mechanism successfully in the past. The Library and Technology Center is the most recent example. Currently, the District has two projects in the state funding queue that are approved and awaiting funding allocations. The program is viable and represents the best source for out-of-district financing support.

In addition to the state's Capital Outlay Budget Program and joint venture/entrepreneurial opportunities, the District will have other tools available for increasing the revenue side of the equation. The financing vehicles listed below are frequently used in community college institutions. Several of these mechanisms are currently being used by the District.

Local Bond Measure

MPC has used this financing option as a means to address its capital construction needs as recently as 2004. A local general obligation bond is still, by far, the most successful and reachable of the financing mechanisms for the District to address large-scale capital construction projects and is imperative for leveraging state monies and private funds.

Section Six

Monterey Peninsula College will need to consider either passage of a new general obligation bond or an extension of the current bond program. The College's vision for the future will be dependent on a source of local financing for its capital construction program, funds that can be used as matching money for state projects, retiring interim capital construction debt, supporting projects that the state will not finance, and executing the FTMP over the next five years.

Alternative Financing Options

In addition to utilizing and leveraging state and local bond proceeds, the College will have other tools available for increasing the revenue side of the equation. The financing vehicles listed below are frequently used in community college institutions. Several of these mechanisms have been used by the District in the past.

Leasing of District-Owned Land or Buildings

MPC currently uses this revenue source at several of its locations. This provides an excellent means of maintaining property and/or building control while creating a long term revenue source. Revenues generated from this activity can be used to fund capital construction projects for the District.

Student Fees

MPC students may authorize, via a vote, a fee for the construction of student facilities such as student centers or parking facilities. Generally, a bond is then issued for a specific period of time; it is repaid through student-paid fees authorized by the students. When the debt service on the facility has been retired, the fee obligation for students terminates.

Formal Qualification of Educational Centers

Districts may receive an annual stipend from the state for educational centers, provided the center meets the state's criteria for formal recognition. The District should endeavor to qualify the Marina Educational Center as a formal state-recognized educational center. In order to achieve this status, the center would need to generate the required 1,000 full-time equivalent students (FTES) on an annual basis. This action would result in a yearly $1 million boost to the District. Action for formal center status would have to be approved by the California Postsecondary Education Commission (CPEC) and the Board of Governors at the state level.

Certificates of Participation (COP)

COPs are often used as "bridge financing," with long-range financing strategy or objectives in place to repay the debt. A COP is a loan the District may secure to finance a particular obligation or project. Typically, this obligation is a capital outlay project (buildings and/or equipment, land acquisition, etc.). The District must demonstrate to the lender that it has the financial capability to repay the COP in a timely manner. There are financial limits and necessary approvals MPC must achieve to use this program. The College has used this financing mechanism in the past for capital construction projects.

Scheduled Maintenance Funds

As available from the state, scheduled maintenance funding has been included as an annual block grant program. It also includes funding for instructional and library equipment. There is a local match required for the use of these funds. Though not typically a significant amount of funding, it is an option to solve minor building renovation or maintenance issues.

Special Assessment District Funding

In cooperation with the city and/ or county, an Assessment District could be created to provide new or upgraded infrastructure. The source of repayment is typically the property tax revenue or special assessment levied against property owners within a specified area (district). Special Assessment Districts are often an integral part of a redevelopment project wherein the project will generate additional property tax revenue that can be used to repay the bonds issued for the capital improvement.

Federal and State Grants

Federal and state grants are generally obtained through a competitive application process. Most federal and state grants to community colleges are in the form of funds for equipment, furniture, program development costs, and/or operational staffing. With current federal stimulus programs, there may be opportunities for the financing of capital construction projects, particularly those that result in job creation and/or workforce preparation. Awards, in this regard, would most likely be given to projects that are "shovel ready."

Fee-Based Instructional Programs

Monterey Peninsula College has the option to develop a fee-based curriculum and compete with other public and private institutions for students who would not typically attend the traditional, state-funded, public instructional program of a community college. Any excess revenue generated from such activities could be used to fund future capital construction projects.

Partnership with other Educational Institutions

An educational institution that is in need of a facility, but does not have funding to construct, is a likely candidate for a joint venture project. In this partnership, the District might construct the facility with the provision that debt service on the construction loan would be the responsibility of the partnering educational institution. Both entities would have access to and use the facility for educational purposes.

Section Six

Private Donations

Private donations provide a means for interested members of the public to contribute to a specific project. The MPC Foundation has used this financing mechanism effectively. Facilities such as our football stadium field replacement is an example.

Venture Partnerships

With dwindling financial resources, the District will need to investigate new sources of revenue. These revenue sources may be used to augment annual budgets or meet debt service for capital construction projects. They are most likely to be found in shared partnerships that are mutually beneficial for the District and the private or public partner.

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Facilities & Technology Brainstorming Document

Appendix A is an aggregation of comments and suggestions that guided the development of the Facilities and Technology Master Plan. Participants in this process include: Facilities Committee, Technology Committee, Academic Affairs Advisory Group, Student Services Advisory Group, Academic Senate, Administrative Services Advisory Group,Planning Research & Institutional Effectiveness Committee, and public forums open to the campus and local community members.

NEW FACILITIES/TECHNOLOGY
PSTC at Fort Ord
Affordable housing/ Faculty or Student
Marina Ed Center Expansion • Wet Lab x2 • Prep Area • Cafeteria • Autotech Center • Medical Assisting, • Dental Assisting • Student center • Office space • Safe space • Conference/study/testing rooms • Storage, Fitness Center • Multipurpose Room • EV stations • Pathway & parking lot lighting • Water stations • Coffee shop (with a drive-thru) • Facilities to support basic needs (ex. clothes closet, food pantry) • Lactation room, prayer/meditation space • Digital signage/digital marquee • Child care facilities and support • Shuttle service between campuses and to/from the high schools • Outside speakers for emergency announcements
Computer kiosks

NEW FACILITIES/TECHNOLOGY

Sustainability

- Solar Panels
- Water bottle filling stations
- High Efficiency lighting
- Water saving systems

Enterprise Resource Planning (ERP)

Degree Audit

Data Center

Blue Lights for Campus Safety

Sustainability issues need to be included in the planning:

- Electric charging stations
- Require green certifications on buildings or projects
- Recycling programs
- Alternative transportation programs
- Solar incorporated into parking structures
- Solar included in building plans, also battery back up
- Paperless workflow for College-wide operations
- Printing alternatives/printing solutions
- Recycling center

Health studies focused campus

Social Science additional classroom

Appendix A

Facilities & Technology Brainstorming Document

RENOVATION/REMODEL/TECHNOLOGY

Complete Renovation of Music Building

- Include performing arts components
- State of the art music rehearsal & performance center

Welcome Center/General Classroom Renovation

- Quiet Room for meditation/prayer
- Nap pods
- Outdoor lounge area with water fountain
- Gender-neutral bathrooms/shower
- Private lactation room
- Changing table
- Frosting on exterior glass doors (Career/Transfer & Job Center)

Facilities Building

- Roof

HSS Building

- HVAC
- Flooding

LTC Building

- Plumbing
- Lighting
- HVAC
- Roof
- Flooring
- Alarms

RENOVATION/REMODEL/TECHNOLOGY

Social Science Building

- HVAC
- Replace building shades
- Convert classroom into computer lab
- Remodel conference room
- Add office space

BMC Building

- Restroom expansion
- Outside seating
- HVAC & ventering
- Fire cabinets
- Retractable classroom walls
- Roofing
- Exterior facade
- Building airflow
- Hot water
- Expand tech storage
- Window installation in offices A & B
- TV, ercording, projector, sound technology
- Improve technology interface
- Boiler replacement
- Replace drinking fountain

Lecture Forum Building

- HVAC
- Interior doors & locking devices

Art Dimensional

RENOVATION/REMODEL/TECHNOLOGY

Nursing Renovation of I/C

- Heating systems
- Hydration stations
- All gender restrooms
- Smart classroom installation
- Dual monitors
- Simulation lab sustainability
- Heating system in NU building
- Upgrade classroom computers

Adaptive PE Building

Gym/Fitness Center

- Entrance lobby
- HVAC
- Lighting
- Plumbing
- Boiler
- Hardwood flooring

Tennis Courts/Track Renovations

Administration Building

- Roof
- HVAC

Baseball Field

- Concessions/Entrance/Restrooms
- Scoreboard, Announcing booth
- Team & coaching spaces/rooms
- Dugouts/lights/batting cages/fencing

RENOVATION/REMODEL/TECHNOLOGY

Campus-wide double-paned & tinted windows

Life Science Building

- HVAC
- Roofing
- Boiler
- Interior walls
- Exterior windowsseals
- Building hot water
- Remove cypress tree and replace with native tree
- Fix building blower
- Fix leak in breezeway
- Classroom fume hoods
- Elevator replacement
- Outdoor classrooms (i.e. irrigation learning spaces)
- Active learning spaces on large classrooms
- Outdoor gathering spaces
- Rooftop garden
- Classroom technology replacement and reconfiguration
- Provide building employees with technology access
- Reconfigure and renovate exterior building site
- potentially refurbish upstairs classroom

Physical Science Buiilding

- HVAC, Air flow, New ducts
- Lobby space for exhibits
- Rock garden and landscaping renovations
- Connect PS and LS buildiings
- Boiler and pipe replacement
- Replace/Renovate water supply lines (domestic and fire)
- Consistent hot-water heater replacement
- Alarm system
- Elevator replacement
- Add wall/sound proof barrier between PS 202 & PS206
- Add/replace fume hoods
- Building-wide classoom technology upgrades (document camera replacement)
- More office space
- Renovate doorways

RENOVATION/REMODEL/TECHNOLOGY

External Campus Grounds

- Campus-wide signage
- Campus grounds maintenance commitment & site sustainability plan
- Ravine
- Outside amphitheater
- Trails
- Native plants
- Campus irrigation system
- Improve sustainable landscaping
- Marina Center grounds
- Flooding prevention & campus grading

Student Services

- Testing Center light panel
- Flooding
- HVAC expansion
- Redesign spaces to be more student friendly

Hospitality Building (FACS)

- Sustainable garden
- Full renovation of building

Marina Education Center (current buildings)

- Renovation
- Upgrade technology to the campus standard
- Refresh Chromebooks
- Replace laptops that have aged out
- More outlets in the classrooms so students can charge their devices
- Electronic door locks
- Covered seating/lounge space near the portables
- Blinds on all the classroom doors and windows

RENOVATION/REMODEL/TECHNOLOGY

Public Safety Training Center - Seaside

- Renovation
- Update technology to the campus standard

CDC & ECE

- Replace blinds
- Renovate awnings
- New classroom technology

Veterans Resource Center

- Ability to open windows
- Front entrance frosted
- Ability to lock the exterior doors from the inside (safety)
- Larger space for group or individual studies with desktop computers
- New copier/scanner/printer with capabilities to fax (current printer is very slow)

Student Health Services

- Replace flooring in treatment rooms (current flooring is damaged)
- Medicine distribution wall machine is old and knobs stick
- Removal of the extra toilet paper holder and paper towel dispenser in the bathroom
- The camera outside would be more useful if it is faced outward towards the parking lot vs the SHS floor
- Purchase Electronic Health Record System

Admin Building

- Roof
- HVAC

RENOVATION/REMODEL/TECHNOLOGY

Campus Accessibility

- ADA doors, restrooms, walkways, & ramps
- All gender showers/restrooms

Campus-wide Safety

- Electronic locks
- Security cameras
- Speaker systems

Miscellaneous/General Comments

- Reconfigure buildings to have offices for Deans and assistants
- More instructional spaces and classrooms
- Swing space
- Campus-wide storage
- Cafeteria with more healthy options & affordable prices (**add "blue zone" diet options)

Technology

- Standardize Presentation/Tech Classrooms (projector/TV, podium, sound system)
- MPC tech classroom to record online instruction
- District-wide Tech Infrastructure
- Expand WiFi to better support BYOD
- WIFi to Adapted PE
- Campus-wide technology refresh
- Improve campus-wide technology security
- Embracing a Work-from-Home modality for appropriate faculty and staff, supporting this with sustainable technology

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