

Institutional Support  
Comprehensive Program Review  
2008 - 2013  
Facilities and Construction Department

**Citrus College Mission Statement**

Citrus College delivers high quality instruction to students both within and beyond traditional geographic boundaries. We are dedicated to fostering a diverse educational community and learning environment by providing an open and welcoming culture that supports successful completion of transfer, career/technical education, and basic skills development. We demonstrate our commitment to academic excellence and student success by continuously assessing student learning and institutional effectiveness.

**Facilities and Construction Connection  
to the Citrus College Mission Statement**

Supporting the college's educational mission, the Facilities and Construction Department exists and functions to serve the college proper in support of providing a quality learning environment through well maintained, properly designed, efficiently operated, quality constructed and effectively planned educational facilities. While faculty directly influences student academic success, physical resources are analogous to student success and completion of academic goals as a support mechanism. Construction and maintenance of the college's educational facilities delivers the essential tools to faculty and students thereby allowing students to maximize their learning potential in pursuit of academic goals.

**Facilities and Construction Description**

The department is composed of Engineering, Maintenance, Grounds, Operations, Environmental Health and Safety, and Construction sectors. Working together as a coalescent team, each of these sectors operates within the department in support of the college's goals of inspiring student success and developing lifelong learning. Constructing and maintaining the college's physical infrastructure assets is the prime duty of the department. Construction entails developing the project with the design team through building the project and realizing occupancy. Engineering, maintenance and grounds specialize in supporting the continued performance of the investment that the college has in facility structures and landscape features. Environmental Health and Safety, and Operations support the custodial, hygiene and human factors in assuring that the college is kept safe, clean, accessible and sustainable. The facilities and construction department touches every building, utility and grounds item on campus and is critical for capturing the investment in the total cost of ownership.

## **I. Executive Summary**

Empowering students through supporting the college's mission is the goal of the Facilities and Construction Department. The department is charged with a unique responsibility in that the physical assets of the college work directly with the human assets in influencing student learning outcomes. While curricula and faculty deliver the content of education, the physical assets provide the venue for which education is delivered. The college has a well mapped course of action in that of the Educational and Facilities Master Plan. It is the responsibility of the Facilities and Construction Department to see that the physical asset side of the house remains on course and implementation of the Facilities Master Plan proceeds as calculated for institutional effectiveness. Supporting this endeavor is a privilege and duty. The Facilities and Construction Department, by way of utilizing the talents of each of its sections, through teamwork, empowerment of its own staff, and through collaboration with fellow colleagues in other divisions, sets goals for enhancing the physical assets and for becoming more sustainable, thereby continuing to be a good steward for the college and community at large.

## II. Department Functions

**Engineering:** The Engineering section of the Facilities and Construction Department is primarily responsible for the effective planning, operation and upkeep of the campus infrastructure and related building systems. In order to accomplish this support role, the following functions and duties are performed by the Engineering section:

- Oversees the plumbing, mechanical, electrical systems, central plant and building automation system.
- Maintains the district plan archives and as-built drawing files.
- Maintains and updates the Facilities Utilization Space Inventory Options Net (FUSION) system.
- Prepares and updates district maps.
- Inspects utility infrastructure and categorizes and plans scheduled maintenance projects.
- Responds to critical maintenance call-outs such as utility failures and spontaneous emergencies.
- Works cooperatively in a team environment to support the educational mission of the college.

**Maintenance:** The Maintenance section of the Facilities and Construction Department is primarily responsible for effectively maintaining the buildings and building systems that comprise the college's learning and working environment. To accomplish this mission, vital to the college's central mission, the Maintenance section performs the following functions and duties:

- Utilize a campus-wide computer work order program to receive and process work requests. This includes prioritizing, assigning and tracking work requests and associated costs.
- Installs and maintains electrical systems such as transformers, distribution cabling, panel boards, switchgear, lighting devices, electrical outlets, contactors, motors and a host of other electrical devices.
- Inspects, maintains and repairs natural gas systems, potable water and plumbing systems and sanitary sewer systems.
- Paints walls, ceilings, doors, interior spaces, complete building exteriors and other surfaces as required.
- Installs, maintains and repairs door hardware, locks, desks, gates and lockers and all hard key and electronic keying devices.
- Executes and participates in the construction of temporary facilities and remodeling projects including developing the budget and quantifying estimates for construction.
- Performs a variety of carpentry duties including hanging doors, installing door closers, panic bars, electronic locking devices, windows, shelving, tables, etc.
- Maintains equipment and vehicles including trucks, tractors, light vehicles, mechanical tools and equipment across the campus.
- Performs a variety of set-ups for facility events across the campus on a daily basis.
- Troubleshoots, maintains and repairs HVAC systems including the central plant generation and campus-wide air distribution systems.
- Responds to emergency calls and supports other sectors within the department.

**Grounds:** The Grounds section of the Facilities and Construction Department is primarily responsible for effectively maintaining and managing campus grounds, parking lots, landscape and athletic facilities in a manner that causes minimum disruption to campus operations. To accomplish this mission, vital to the college's central mission, the Grounds section performs the following functions and duties:

- Collects all refuse generated on campus and transports it to various collection sites for pick-up by external waste management.
- Cleans all parking lots and thoroughfares, paints parking lot striping and curbs, maintains roadway signage and installs new.
- Mows turf areas, weeds, fertilizes, plants, cultivates, prunes, grooms, rakes, blows and provides all grounds maintenance for the 104 acres of college property.
- Provides set-up and take-down for all events in the stadium including rental events, graduation, athletic events and external uses of facilities.
- Monitors and diagnoses botanical problems and diseases, pest problems, infestations, and takes appropriate measures to mitigate issues including applying herbicides and pesticides and posts the required legal notices.
- Maintains synthetic turf areas, fields and outdoor athletic areas.
- Maintains work orders, equipment and parts, irrigations systems and various equipment and tools used in the landscaping maintenance field.
- Maintains all of the fencing, paving, pathways, culverts and large scale drainage systems on campus.
- Responds to emergency call and supports other sectors within the department.

**Operations:** The Operations section of the Facilities and Construction Department is primarily responsible for providing custodial service to all academic and administrative areas on campus. Its mission, vital to the college's central mission, is to provide the cleanest and healthiest possible working and learning environment for students and staff without disrupting college programs in any way. To accomplish this, the Operations section performs the following functions and duties:

- Cleans, dusts and disinfects restrooms, replenishes paper products and soap, removes refuse and sanitizes facilities.
- Cleans floor coverings campus-wide and strips, waxes and polishes resilient flooring throughout the campus.
- Performs regular scheduled cleaning of classrooms, laboratories and offices, including furniture, fixtures, white boards, desks, walls and fixtures.
- Cleans all public areas including meeting rooms, hallways, stairways and common areas.
- Assists with the set-up and take-down of campus events.
- Maintains safe and clean walkways and grounds surrounding the area of assignment including picking up litter and cleaning the cigarette receptacles and outdoor waste receptacles.
- Organizes, schedules and maintains the carpet cleaning crew and machinery used for cleaning all carpeting campus-wide.
- Utilizes environmentally friendly and sustainable cleaning products which provide for eco-friendly and healthy indoor air quality.
- Works as a unified team in support of all other sectors within the department.

**Environmental Health and Safety:** The Environmental Health and Safety section of the Facilities and Construction Department is primarily responsible for developing, implementing and overseeing the college's environmental health and safety program. It is responsible for ensuring that the college is in compliance with all local, state and federal regulations and standards for environmental health and safety, and for overseeing the campus recycling program. The primary mission is to ensure that Citrus College is a safe and healthy educational facility and to achieve this, the following functions and duties are performed:

- Monitors Cal/OSHA and South Coast Air Quality Management District (SCAQMD) regulations for assuring that the college is in compliance.
- Conducts regular safety inspections across the campus with fire authorities, Los Angeles County public works and insurance consultants retained by the District.
- Conducts employee safety trainings, evaluations of workspace, emergency preparedness trainings, ergonomics, illness and injury prevention and tools and equipment safety training.
- Participates in, organizes and prepares materials for the college's Emergency Operations Center (EOC). Manages the reserve of emergency tools, foodstuffs, water and emergency medical equipment including AED's, cots and products.
- Prepares the New Employee Safety Awareness booklet, the District Injury and Illness Prevention Plan, the Storm Water Pollution Prevention Plan and other regulatory programs.
- Develops and manages a budget for payment of permits and operating fees related to environmental health and safety compliance.
- Monitors, collects and inventories all universal hazardous waste throughout the campus and manages the district recycling center.
- Participates as a team member in support of all other sectors and plays a viable roll in keeping Citrus College on a sustainable pathway to success.

**Construction:** The construction section of the Facilities and Construction Department plans, schedules, oversees and coordinates the construction of capital building projects funded through the general obligation bond as well as through other funding mechanisms. In order to accomplish these projects, the Construction section performs the following functions and duties:

- Assumes the lead role in overall construction program planning, prioritizing of projects, developing project scope, coordinating project sequencing and scheduling.
- Maintains dialogue with the design and engineering team, the Inspector of Record, the Division of the State Architect and other related governmental agencies, the contractors and district personnel that are interconnected with any capital project.
- Works effectively to mitigate change orders, reviews contract issues relating to errors and omissions and ambiguities, and administers the projects in a collaborative process that encourages team ownership.
- Reviews all Applications for Payment from the contractor's and other project oriented vendors such as materials testing laboratories, other engineers, hazardous materials consultants and special inspection companies.
- Conducts construction meetings, holds job walks for bidding, produces meeting minutes and logs, prepares addenda, prepares change order proposals and writes memos to other district offices.

- Establishes design schedules with the architects and engineers. Monitors the submittal process to the Division of the State Architect by the design team for timely filing and receipt of certification for building projects.
- Works with the Vice President of Finance and Administrative Services for holding meetings with the Citizens Bond Oversight Committee.
- Participates in meetings and carrying out the duties of varying committees including the Sustainability Committee and Physical Resource Committee.

**Special Accomplishments:** The Facilities Department proactively invests in the physical resources that are held by the college. One of the primary methods of investing is by creating more sustainable facilities. Over the past three years, the Facilities and Construction Department has been able to participate in multiple energy efficiency projects that have made the college more sustainable, have reduced the college’s operating cost and have further expanded the college’s role of being a leader in the community college system. Special accomplishments are summarized in Table A below.

**Table A—Analysis of Sustainable Project Savings**

<b>Project</b>	<b>Utility Incentive</b>	<b>Energy Savings</b>	<b>Utility use Reduction</b>
Adaptive PE Lighting	\$2,434	\$6,690	51,458 kWh
Aquatics Pool Boiler	\$3,998	N/A	N/A
Aquatics Pump VFD	\$21,390	\$24,000	155,926 kWh
Aquatics Pool Blankets	\$17,182	\$47,872	47,532 therms
Central Plant RCx	\$168,636	\$61,961	515,542 kWh
S1, S2 & S3 LED Lights	\$7,869	\$4,590	32,788 kWh
Prop. 39 Phase I	\$36,432	\$27,172	152,842 kWh
Admin. Bldg. (Savings by Design)	\$14,162	\$9,238	49,238 kWh 1,241 therms
<b>Totals</b>	<b>\$272,103.00</b>	<b>\$174,833.00</b>	<b>957,794 kWh</b> <b>48,773 therms</b>

Being a role model for the community college system is additionally revealed by engagement with peers on a regular basis. Facilities and Construction Department staff routinely participate and are frequently invited to speak on panels with the California Community College Chancellors Office as well as with several other educational facility organizations. These opportunities are very special accomplishments that impart continued respect and veneration for the college and the Facilities Department.

### **III. Service Recipients**

**Overview:** Supporting the college’s educational mission, the Facilities and Construction Department exists to serve the entire college body. Consequently, service recipients include students, faculty and staff, as well as all the grounds, buildings and facilities that comprise the physical campus. Outside groups within the surrounding community are service recipients as well.

The college is a focal point within the community and it frequently serves as a meeting venue for service clubs, private companies and can also serve as an emergency operations center.

- The student population includes 16,399 individuals of which 53% are female, 46% are male and 1% are non-respondent.
- The faculty population includes 158 tenured full time and 245 adjuncts.
- Support staff including management, supervisory/confidential and classified total 302 personnel.
- The college is approximately 104 acres and has over 700,000 sq. ft. of building space.

#### **IV. Staff Resources**

**Summary/Overview:** The Facilities and Construction Department employs 70 individuals that perform the vital functions of the department in support of the college's mission. These employees include custodians, gardeners, utility workers, skilled technicians, clerical staff, engineering, supervisors and managers. The department recognizes the need for a diversified staff of professionals that together equip the college by way of building, maintaining, repairing and cleaning the college's physical resources. Effective communication with other groups, including other departments and deans, is done by way of phone, email, meeting personally and in group settings. Interpersonal skills are highly regarded and used for effective and efficient coordinating and collaborating.

**Assignments and Specialties:** The Construction section is a specialty operation within the department and is charged with implementing and managing the construction program in accordance with the college's Facility Master Plan and Measure G, the \$121,000,000 general obligation bond that was passed by the voters in 2004. Assuming the lead role in overall construction program planning and implementation of the work, the Construction section performs these duties in-house rather than outsourcing services to a construction management company. Together, the Director of Facilities and the Administrative Secretary of the section manage all facets of the facility build-out.

Additional unique specialties within the department are staff that address maintenance and technical issues. The class of Skilled Maintenance Technician(s) is a specialty in that these professionals are required to competently address a variety of issues ranging from electrical, HVAC, plumbing, roofing, etc. This is a unique specialty that differs from many other colleges in that specified trade technicians are the routine.

**Staff Preparation and Training:** Members of the department routinely undergo a variety of specialized trainings that address core competencies, workplace safety and awareness, building systems and emergency management exercises. Some of these trainings have included the following:

- Hazardous Materials Awareness
- HVAC, Electrical, Locks and Security Systems
- Energy Efficiency and Controls
- Building Automation Systems (BAS)

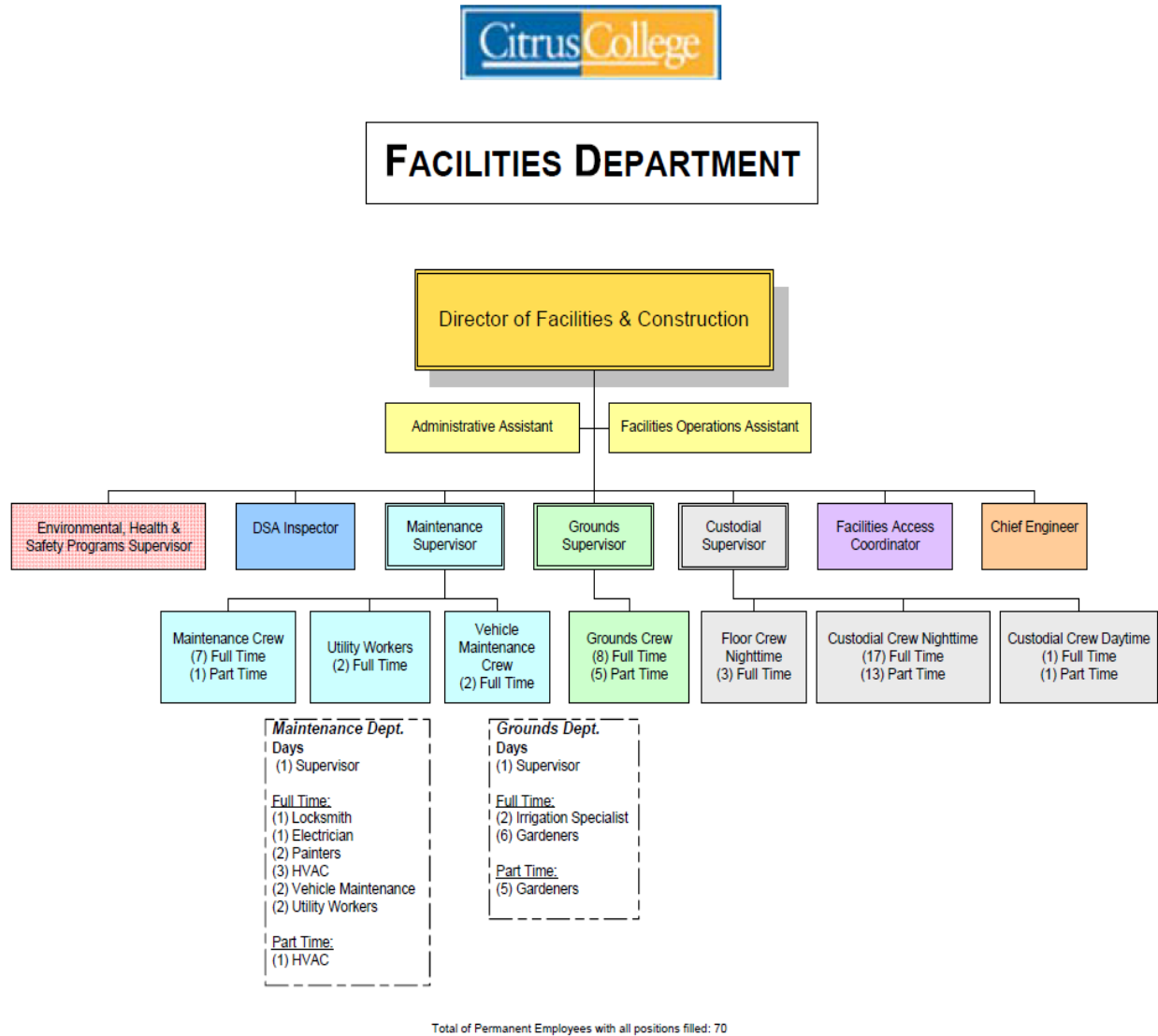
- Integrated Pest Management (IPM) and weed control
- Grounds and Irrigation
- Storm Water Pollution Prevention
- Emergency Management and Response

**Professional Activities and Committee Participation:** The individuals of the Facilities and Construction Department are active in a variety of professional and trade organizations and are participants both inside and outside of the college community. Networking and dialoging with fellow peers and constituents is essential for success. Some of the vital organizations that staff are affiliated with are as follows:

- Community College Facilities Coalition
- Los Angeles County Facilities Network
- Los Angeles County Office of Education
- CCC-IOU Energy Efficiency Partnership
- Citrus College Physical Resources Committee
- Citrus College Sustainability Committee
- Construction Specifications Institute
- American Construction Inspectors Association
- California's Coalition for Adequate School Housing
- CASH Maintenance Management Certification Program
- California's Higher Education Sustainability Conference
- Northwest Energy Efficiency Council
- School Starters



**Organizational Chart:**



**V. Physical Resources**

The Facilities and Maintenance Compound comprises a 66,000 sf. ft. secure area that contains systems that are integral for the delivery of services to the college. Central to the operation are the building structures that house offices, computers and printers, the network and computer hub, and work areas that are deployment venues for field staff. Multiple business assets or tool components are utilized by staff for delivering or providing necessary services to the college, some of which are listed below:

### **Building and Facilities**

- Dedicated office space, plan room, conference room, locksmith shop and copy room comprising 2,800 sq. ft.
- A waste management center with cardboard bailer, recyclable materials containers, trash dumpsters and a work area for disassembly of goods.
- A covered fuel-dispensing station with a 5,000 gallon fuel storage tank.
- A 2,500 sq. ft. automotive maintenance and metal fabrication shop.
- A 2,500 sq. ft. carpentry shop and tool storage area.
- A 1,250 sq. ft. grounds shop complete with tools and storage amenities.
- A 1,250 sq. ft. custodial warehouse for storage of equipment and supplies.
- A 52,200 sq. ft. yard area utilized for vehicles and light equipment and supplies.
- On-campus facilities including a Central Plant, storage areas, electrical switchgear and other parts distribution areas composing approximately 3,500 sq. ft.

### **Equipment and Materials**

- Service vehicles and trucks
- Tractors and trailers
- Mowers and carts
- Gators and utility vehicles
- Engine / Motorized blowers, weed-eaters and trimmers
- Street sweeper and carpet cleaning extractor
- Carpentry tools including table saws, drill press and band saws
- Metalworking tools including a shear and break
- Welders, diagnostic equipment and meters
- Trade specific hand tools
- Auto-scrubber, heavy duty vacuums, walkway vacuums and steamer

### **Applications and Software**

Office 2007, Adobe Acrobat Pro, Visio, AutoCAD 2014  
Tamis—Work Order System, Escape—Purchasing

## **VI. Fiscal Resources**

The Facilities and Construction Department has four principle funding sources to support its operations. Funding sources include the District's general fund, scheduled maintenance funding from the State, capital improvement funding from the State and funding for capital improvements from Measure G, the general obligation bond.

**Budget and Resources:** For FY 2012-2013, the Facilities and Construction Department's operating budget is \$4,899,824 and for FY 2011-2012 it was \$5,068,734 and has been relatively stable /slightly declining for the last few years. Due to the overall California economy, there has been no scheduled maintenance money for several years, although FY 2013-2014 resulted in \$278,148 being allocated for scheduled maintenance. Capital improvement allocations have also been non-

existent as well. With Hayden Hall, the college does have one project waiting in line for funding, which would be a 50/50 funded project. This project could receive approximately \$1.5 million should funds become available. The Administration Building modernization project, which is currently in the completion phase of construction is funded by the bond program and totals approximately \$4.5 million in construction cost. Future projects to be completed with the approximately \$29 million remaining in bond fund issuances are the new Fine Arts Building, Campus Center Modernization, Educational Development Center modernization and Hayden Hall modernization. The Fine Arts Building is currently bidding and if successful bids are received, the project will be under construction in August, 2014. The college does receive utility incentive monies, which are returned to the general fund for use.

## VII. Program Performance and Outcomes

The Facilities and Construction Department, as described in Section I of this Program Review, performs a wide variety of duties that support the mission of the college. The most notable performance duties include building new facilities, modernizing existing facilities and maintaining / cleaning all facilities and grounds.

**Performance and Outcomes:** During the course of the last few years, the college has realized several major new and vitalized facilities. The 55,500 sq. ft. Student Services Building was brought on-line in 2011 after three years of construction. In 2013, the modernized Esthetician facility was completed after nine months of construction. Beginning construction in 2012, the Administration Building is now being furnished for occupancy after nearly two years of construction. Numerous smaller projects have been completed as well. Some of the smaller projects are The Fighting Owl fountain concrete flatwork, S6 parking lot slurry seal, main electrical switchgear maintenance, Campus Center carpeting replacement, Central Plant retro-commissioning and the CS and IS standby generators. A multitude of other projects are completed by work orders that are either generated by site-specific personnel or by self generation in the Facilities Department. The Facilities and Construction Department strives to provide and support quality facilities and a high quality learning environment while completing as much as possible. A work order analysis is summarized in Table B below. In keeping with the college mission and being accountable for continuing the department goals, a tabulation of projects that are linked to the overall five year goals is provided in Table C below, which addresses the specific year goals. New recommendations are outlined in Table D below.

**Table B—Analysis of Completed Work Orders**

Work Order Year	WO's Received	WO's Completed	% Complete
2008-2009	4,312	4,311	100
2009-2010	4,575	4,570	99
2010-2011	4,573	4,570	99
2011-2012	4,922	4,911	99
2012-2013	4,452	4,401	98
<b>Mean Totals</b>	<b>4,567</b>	<b>4,553</b>	<b>99</b>

**Table C—Progress of Previous Year’s Recommendations**

	<b>Previous Recommendations</b> <i>Source:2013 Program Review</i>	<b>Progress/ Persons Responsible</b>	<b>Status</b>	<b>Estimated Completion</b>
1	Proceed with retro-commissioning of the central plant and periphery buildings.	This project is complete. Director of Facilities.	Complete	2013
2	Proceed with installation of thermal blankets for the aquatics program.	Complete 2012	Complete	2012
3	Proceed with procurement of energy efficient exterior lighting devices.	This project is in process over several years. Director of Facilities.	Project is 20% complete.	2015-16
4	Proceed with upgrading the EMS and training of staff.	This project is in process over several years.	In process.	2015-16
5	Install LED’s in the S1 parking lot.	This project is complete. Director of Facilities.	Complete	2013
6	Tabulate and analyze energy efficiency measures resulting from the retro-commissioning of the central plant. Director of Facilities	This project is complete. Director of Facilities.	Complete	2014
7	Initiate and perform a formal preventative maintenance program for hydronic air handlers campus-wide.	This project is in process over several years. Director of Facilities.	In process.	2015-16
8	Install LC&D light controls campuswide.	This project is in process. Director of Facilities.	Project is 85% complete.	2014

**Table D—New Recommendations for FY 2014-15**

	<b>New Recommendation</b>	<b>Progress/ Persons Responsible</b>	<b>Estimated Completion</b>
1	Initiate and proceed with retro-commissioning of the central plant CWHW loop via a partnership with SCE and the CCC-IOU Partnership.	In development. Director of Facilities	2014-15
2	Investigate the possibility of partnering with SCE for development of an EV charging station.	Investigation phase. Director of Facilities.	2015-16
3	Install LED’s on campus walkways and pedestrian thoroughfares.	In development. Director of Facilities	2014-15
4	Install AHU’s in two phases on the Campus Center.	In development. Director of Facilities	2014-15

## VIII. Program Needs

The Facilities and Construction Department is a diversified group of professionals that literally work continuously around the clock in support of the college’s mission. In order to maintain the level of service that is required, the human equity variable must be maintained in order to sustain a quality level of service to students, faculty and staff, as well as protecting the college’s physical assets. The human resource needs for the Facilities and Construction Department are tabulated below in Table E.

**Table E—Classified Personnel Needs**

Position	Discuss impact on goals / SLOs	Priority	Link to Planning
Maintenance Supervisor	The Maintenance Supervisor position plays a critical role in delivering quality maintenance services to the college as the position oversees all of the college’s buildings structural, mechanical and electrical systems, including installation and repairs thereto. This position is the keystone for interaction between line staff and the department administrator and the position requires a thorough knowledge of building trades and practices in order for the college to obtain value. All staff and students depend upon functional facilities for continued success and the maintenance of the facilities is critical to student success.	High Priority 1	EMP
Custodian(s)	The custodial operations crew is in need of extended custodial support in order to fully serve our college in the delivery of custodial services. This is especially profound as we have added more habitable building square footage, office space, teaching space and restrooms in the build-out of our bond program. Additionally, we have had staff retire and unfortunately, have had staff pass away, which has left the custodial crew with lesser and lesser resources by which to serve the college. Custodial support is critical for staff and students to fully perform their duties on a day-to-day basis and is therefore, critical for student success.	High Priority 1	EMP
Chief Engineer	The Chief Engineer position is a viable asset to the college and to the Facilities Department as it interacts with all crews in the department as well as with outside vendors and professionals (architects and engineers) that provide essential services to the college for developing and furthering our construction and bond program. The Chief Engineer maintains all of our electronic data for drawings, as-built conditions, campus maps, maintenance maps and all other infrastructure data. Additionally, the Chief Engineer is a critical variable in maintaining our FUSION database, building inventory, occupant loading and space categorization.	High Priority 1	EMP

## IX. Action Plan

The principal goal of the Facilities and Construction Department remains to be providing support of the college’s educational mission by planning, building and maintaining the buildings, facilities, grounds and equipment necessary to provide a high-quality learning and working environment. In order to achieve this goal, the department will strive to continue to attain previous long-term objectives as well as reach objectives over the course of the next five years. An analysis of previous goals is tabulated in Table F below.

**Table F—Response to Previous Five Year Recommendations / Goals**

	<b>Previous Recommendation</b>	<b>Met</b>	<b>Not Met</b>
1	Careful and methodical implementation of the District’s Master Plan, including comprehensive long-range planning to identify and make provisions for the secondary effects caused by the plan’s implementation.	Met	
2	Continued implementation of the department’s Energy Conservation Master Plan, which identifies over twenty projects aimed at increasing energy efficiency across the campus.	Met	

Actionable goals and objectives for the next five years remain to be focused on the mission of the college by planning, building and maintaining the buildings, facilities, grounds and equipment that are necessary to provide a high-quality learning and working environment. The implementation of these goals will be via the college’s Implementation Plan and is aligned with the Facilities and Educational Master Plan. Planning for the next five years is presented in Table G below.

**Table G—Upcoming Five Year Recommendations / Goals**

	<b>Recommendation</b>	<b>Responsible Entity</b>
2014-15	Continued implementation of the department’s Energy Conservation Master Plan and Sustainability Plan, which identifies projects aimed at increasing energy efficiency across the campus. Continued implementation of the Facilities Master Plan including build-out of remaining projects. Implement Prop. 39 projects for Phase I including Campus Center air handler 1 and LED parking lot lighting.	Facilities
2015-16	Continued implementation of the department’s Energy Conservation Master Plan and Sustainability Plan, which identifies projects aimed at increasing energy efficiency across the campus. Continued implementation of the Facilities Master Plan including build-out of remaining projects. Implement Prop. 39 projects for Phase II including Campus Center air handler 2 and LED pedestrian thoroughfare lighting.	Facilities
2016-17	Continued implementation of the department’s Energy Conservation Master Plan and Sustainability Plan, which identifies projects aimed at increasing energy efficiency across the campus. Continued implementation of the Facilities Master Plan including build-out of remaining projects. Implement Prop. 39 projects for Phase III including LED building façade lighting.	Facilities
2017-18	Continued implementation of the department’s Energy Conservation Master Plan and Sustainability Plan, which identifies projects aimed at increasing	

	<b>Recommendation</b>	<b>Responsible Entity</b>
	energy efficiency across the campus. Continued implementation of the Facilities Master Plan including build-out of remaining projects. Implement Prop. 39 projects for Phase IV.	Facilities
2018-19	Continued implementation of the department's Energy Conservation Master Plan and Sustainability Plan, which identifies projects aimed at increasing energy efficiency across the campus. Continued implementation of the Facilities Master Plan including build-out of remaining projects. Implement Prop. 39 projects for Phase V.	Facilities