

## Standard III: Resources

### III.B. Physical Resources

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

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

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

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#### Evidence of Meeting the Standard

Citrus College plans, constructs, maintains, and replaces its physical resources to provide a quality learning environment that is safe, secure, comfortable, and attractive and that supports student learning programs and services. The [Physical Resources Committee](#)<sup>1</sup> is the shared governance body that ensures physical resource planning is integrated with institutional planning. The primary planning document that guides the College through this process is the [2011-2020 Educational and Facilities Master Plan](#)<sup>2</sup> (EFMP). This all-inclusive plan reflects and revises the previously separate Facilities Master Plan and Educational Master Plan, both developed in 2001. The Board of Trustees approved the initial plans in April 2001 and the updated all-inclusive EFMP in June 2011. An architectural firm specializing in higher education facilities master planning assisted in the development of both plans

in conjunction with a committee representative of the College constituent groups including management, supervisors, faculty, staff, and students. An educational planning consultant and a landscape architect also assisted in the development of the plan.

To ensure effective use of College facilities, Citrus College has a proven culture of supporting infrastructure and allocating resources for the continued maintenance, renovation, and replacement of its facilities. With the development of the Educational Master Plan of 2001 and the Facilities Master Plan of 2001, it became evident that Citrus College would require additional resources in the form of a general obligation bond to complete identified projects that would support growth and educational programs proposed by the institution. In response to this need, the Board of Trustees approved a local general obligation bond to be placed on the ballot in March 2004. Bond Measure G, which voters passed pursuant with Proposition 39 guidelines, provided Citrus College with \$121 million for modernization and new construction. Protocols established by Proposition 39 include the creation of a [Citizen's Bond Oversight Committee](#)<sup>3</sup> and the inclusion of an independent third party for performance and financial auditing, all of which are intended as accountability safeguards. Prior to the approval of Measure G, the College had applied for and received California state funds for construction and renovation of facilities.

With funding from the Kindergarten-University Public Education Facilities Bond Act of 2006, Citrus College was able to build the Technology Engineering and Development (TE and TD) building in its entirety and partially fund the Student Services building. The TE and TD building was completed in October 2010, and the Student Services building was completed in October 2011.

Upon the passage of Bond Measure G, a committee of college administrators, supervisors, faculty, classified staff, and students developed the [Implementation Plan](#)<sup>4</sup> directly derived from the Educational and Facilities Master Plan. Completed in 2004 and updated in 2006 and 2008, the Implementation Plan remains the blueprint that links the building program to the EFMP.

The Implementation Plan is the nexus of information for every project at Citrus College in terms of scope of work, estimated cost, use of space and classification, and how the project relates to the EFMP. The Implementation Plan also assists in identifying other projects that support campus expansion and the effects of major construction and program relocation.

In 2010, the College acquired land adjacent to the northwest corner of the campus property. The Implementation Plan aided this purchase because the plan identified the need for possible expansion of student parking. In 2008, the College completed construction of a new central plant and a campus safety building, which were both needs identified in the Implementation Plan. As a result of the original Educational Master Plan of 2001 and the Facilities Master Plan of 2001, the College constructed a host of new facilities,

including the Math-Science building, the Center for Innovation, the softball field complex, the Technology Engineering and Development buildings, the Field House and concession buildings, and the Student Services building.

In addition to these successes, Citrus College completed secondary projects that complement its facilities. These projects include the nursing laboratory, the Main Gym and locker rooms modernization, air conditioning upgrades in the Video Technology and Physical Science buildings, Lecture Hall and Educational Development Center air handlers, Liberal Arts/Business building remodeling, Adaptive Physical Education restrooms construction, and the remodeling of the esthetician program area. The Administration building modernization project was completed in June 2014.

Construction of the new 37,000 sq. ft. Visual Arts complex began in July 2014 with an anticipated completion date of July 2016. The California Department of Finance approved funding for the Hayden Hall modernization project, and Citrus College is working to procure construction drawings by the architectural team. Future projects include the Campus Center modernization and the Educational Development Center modernization.

Citrus College is committed to ensuring effective use of resources for continued support of all campus programs, regardless of modality, with the highest level of quality. The College updates the [space inventory](#)<sup>5</sup> annually pursuant to the California Community Colleges Chancellor's Office requirements. Space inventory is housed within the FUSION database. FUSION is the repository for all space inventory throughout the community

college system, and for Citrus College, it includes all buildings, offices, instructional spaces, and noninstructional spaces.

The report includes data comprised of dimensions, room capacity, room use, and use of space for every building. Because space inventory is the basis and justification for the [five-year construction plan](#)<sup>6</sup>, which provides an outline of designated future projects, it is imperative that the College updates the space inventory continually. The State of California uses these data in addition to enrollment projections for the development of capacity and load ratios, which are tools used for prioritization of projects. Along with all community colleges in California, Citrus College uses the Facility Utilization Space Inventory Option Net to report space inventory and construction plans to the Chancellor's Office.

Technology integration is extremely important to Citrus College, and as advancements are made, the College carefully evaluates the use of technology in order to determine which are most effective and appropriate for classroom implementation and instruction for all modalities. Citrus College pursues effective and practical technology assertively, and does not merely use technology for technology's sake. Over the last six years, the College has added multiple access points of Wi-Fi in approximately 110 locations and upgraded the College website to the SharePoint platform. In 2013, Citrus College upgraded the campus-wide telephone system to a voice-over-internet-protocol system, which greatly enhances the communications system and provides better management and archiving of voice data. In addition to these technological advancements, Citrus College is in the

process of upgrading the Banner Enterprise Resource Planning system to include the finance portion of the platform. To provide enhanced services to students, over 20 servers and 200 networked workstations allow tasks to be stored, accessed, or carried out online across the campus, thereby increasing access speed and efficiency and decreasing energy usage and equipment obsolescence.

The evaluation of facilities is predicated upon program review. The process of facilities evaluation is attained through staff involvement and through the use of outside resources such as vendors or professionals that provide a specific expertise. Staff involvement is done by physical examination of equipment, which for some equipment is done on a daily, weekly, monthly, or annual basis. Professional expertise is procured on an annual basis or when a specific need arises.

The College meets the Standard.

### **Analysis and Evaluation**

The Citrus College Implementation Plan is the blueprint for all educational and facilities master planning as it links directly to the EFMP. By adhering to the Implementation Plan, construction projects are built-out systematically as a direct response to the planned and integrated educational needs of the College. The catalyst for advancing the College in respect to the major capital building program has been the Bond Measure G. In addition to Measure G, the College has secured state funding for capital projects and incentive funding relating to energy efficiency projects through the California Community College Investor-Owned Utility Partnership. The Citrus College Facilities and Construction Department, with the cooperation and support of the

academic divisions, continues to implement the grand plan and provide for continued success.

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

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**Evidence of Meeting the Standard**

Citrus College constructs and maintains all facilities to ensure access, safety, security, and a healthful learning and working environment to support learning and services, regardless of modality, while meeting instructional and institutional goals. Buildings at Citrus College are constructed in accordance with state and federal laws. The Americans with Disabilities Act enacted by Congress in 1990 and the Field Act of 1933 form the basis for which all K-14 public school buildings are designed. While the Americans with Disabilities Act addresses accessibility issues for persons with disabilities, the Field Act addresses seismic and structural safety issues prompted by the 1933 Long Beach earthquake. The statute established state building department oversight, and school buildings must be built to stringent seismic standards. Currently, this oversight responsibility is under the purview of the Division of the State Architect (DSA). The DSA reviews and approves all Citrus College buildings in accordance with the California Building Code, and DSA imparts specific attention to access compliance, fire and life safety, and structural safety. Additionally, Citrus College retains the services of a project inspector to inspect all of the construction

operations on site in accordance with Title 24, California Building Code and California Administrative Code requirements.

Citrus College ensures that all new and remodeled facilities meet or exceed the Americans with Disabilities Act standards and that all applicable building code requirements are observed. Persons with disabilities who attend or visit the College find the campus to be free of architectural barriers, providing straightforward and clear paths of travel. Additionally, Citrus College maintains a proactive [Physical Resources Committee](#)<sup>7</sup> that has representation from college constituent groups. This committee oversees issues that impact accessibility, safety, and facility related items. The Campus Safety department provides 24-hour patrol of the campus, monitors fire attenuation devices, provides opening and closing of premises, and ensures that the site is safe and secure for all occupants and the protection of assets.

Citrus College uses a master planning calendar for [scheduled and planned maintenance](#)<sup>8</sup>, as well as for planning large capital improvement projects. There are many factors that drive maintenance efforts, including the planned lifecycle of equipment, California Occupational Safety and Health Administration guidelines, California Building Code compliance, South Coast Air Quality Management District requirements, California Air Resources Board, State Fire Marshall, [Los Angeles County Fire Department](#)<sup>9</sup>, [risk management observations](#)<sup>10</sup>, self-evaluations, Chancellor's Office site evaluations, and even recommendations from third party consultants such as architects or engineers. Data collected from each of these entities inform assessment,

prioritization and scheduling of routine and nonroutine maintenance and repairs.

In addition to the physical facilities, the College oversees its fleet of vehicles for safety, routine maintenance, and compliance with the law. Individual users follow standard practice and evaluate all mechanical equipment prior to each use, including vehicles, tools, and other equipment. In addition, the College inventories all equipment within its work order system and schedules programmed maintenance per manufacturer's recommendations. The institution follows these standard practices in order to receive the highest possible return on its capital investments.

College personnel routinely perform risk assessments and inspections to ensure safe use and operation and to ascertain the remaining useful life of equipment. In addition, inspectors from the [California Highway Patrol](#)<sup>11</sup>, the U.S. Department of Transportation, and the [Statewide Association of Community Colleges](#)<sup>12</sup> Joint Powers Agreement also inspect College highway and off-highway vehicles, grounds vehicles, and instructional and noninstructional vehicles. This ensures safe use and operation and ascertains the remaining useful life of equipment.

Citrus College is always interested in improving the facilities, even those in compliance with established industry standards or guidelines. Currently, the College is in the process of retrofitting all exterior parking lot lighting and pedestrian thoroughfare lighting, providing better illumination and a safer atmosphere. Although current illumination is within the Illuminating Engineering Society of America guidelines for deliverable foot-

candles, in response to concerns revealed at the Physical Resources Committee meetings, Citrus College has proceeded with retrofitting all parking lot lighting and pedestrian thoroughfare lighting from High Intensity Discharge-luminaries to Light Emitting Diode luminaries. These new lighting fixtures provide superb illumination with decreased electrical usage and are a management best practice for safety and sustainability. The District plans over the next three years to retrofit all other exterior walkway lighting and exterior building façade lighting as well. Parking lot lighting retrofits were completed in summer of 2014, and the remaining exterior retrofits are scheduled for completion in 2015 and 2016. This process will greatly improve campus safety regarding potential hazards such as trip and fall issues.

Employee safety guidelines are well established, and new employees are provided with an [Employee Safety Guidelines Handbook](#)<sup>13</sup> that illustrates all campus safety protocols. All of the occupancy spaces on campus are provided with interior room signage depicting the room number. This additional signage was undertaken to ensure that in the event of an emergency, occupants of any specific room would know where they are. This is especially beneficial for individuals visiting a space that they are not necessarily accustomed to. Also, Citrus College distributes [Emergency Response Procedures Flip Charts](#)<sup>14</sup> to all employees and posts them in all classrooms, laboratories, and offices. These charts include phone number listings, information on emergency response procedures, basic first aid, and information regarding building evacuation procedures. On a regular basis, Citrus College conducts [Emergency Operations Center](#)<sup>15</sup>

engagement with active [table-top exercises and simulated emergencies](#)<sup>16</sup> that Emergency Operations Center members role play to gain experience in case of a real emergency. Each semester, Citrus College conducts active [fire drills and building evacuations](#)<sup>17</sup> to prepare students and employees for emergencies. The Campus Safety Department, in conjunction with the Facilities Department, conducts this exercise, and a [self-evaluation](#)<sup>18</sup> measures effective use, implementation, and response of all parties involved. During these exercises, all of the campus [Emergency Information Officers](#)<sup>19</sup> report to central command and evacuate their respective locations. These exercises familiarize staff and faculty with proper emergency preparedness as outlined in the [Emergency Operations Plan](#)<sup>20</sup>. Facilities staff participates in disaster response preparedness as an additional function, and all facilities staff are assigned a building that they would respond to in a time of emergency such as seismic events, fires, etc.

The Facilities and Construction Department is under the purview of the vice president of finance and administrative services. The vice president holds monthly [Physical Resources Committee](#)<sup>21</sup> meetings at which representatives from administration, faculty, students, supervisors, and confidential and classified groups review all construction projects. Communication is core to the College. The director of facilities and construction regularly attends construction meetings and coordinates with other facilities personnel to formally review construction projects and any potential impact to other College service sectors. Custodial staff are assigned to buildings and routes that encompass a specific area of the College for greater

responsibility and accountability. The custodial supervisor meets with custodial staff nightly to discuss upcoming issues and inspects facilities to ensure that cleaning policies and standards are maintained. The College manages regular maintenance requests through a computerized database, the [FIXit Line](#)<sup>22</sup>. All work requests proceed through this system for [tracking and management](#)<sup>23</sup>. Staff members use the system daily as a resource for managing time, efficiency, and status of work. Requestors have easy access to the system and may view the status of their respective request.

Citrus College applies regularly for California state scheduled maintenance funds through the California Community College Chancellor's Office. The availability of these funds varies from year to year, and the allocation of the funds typically requires a match of funding by the College. As guidelines determine the type of projects that qualify, Citrus College updates the list of scheduled maintenance projects annually. Additionally, Proposition 39, The California Clean Energy Jobs Act, approved by the voters in 2012, provides for further funding to college districts statewide. The College used this funding in 2013-2014, the first year it was available, to upgrade campus wide lighting and to replace mechanical equipment.

Citrus College has no off-campus educational facility. While the institution does own a property adjacent to the northwest corner of the campus, the property houses a church building and a parking area. This off-campus property is leased to a private organization and continues to operate as a church.

The College meets the Standard.

## **Analysis and Evaluation**

The College has in place numerous safeguards that ensure adequate access to facilities, safety, and security as well as a healthful academic, learning, and working environment for all. In summer 2014, the [All-Employee Survey](#)<sup>24</sup> revealed that 80.6 percent of faculty, staff, and students agreed that the campus facilities are maintained adequately. Page 12 of the report further showed that 83 percent of respondents confirmed that the college facilities adequately support program and student needs. Regarding assigned workspace, 86.5 percent of respondents stated that their workspace supports their job functions. Respondents to the survey positively confirm that the campus as a whole meets their needs.

Maintaining safety on campus is a top priority. As shown in the same survey, constituents across campus concluded that Citrus College is a safe place for education. Overwhelmingly, 90.2 percent of respondents feel safe on campus, and 87.8 percent state that Campus Safety Officers provide answers to their questions regarding safety and security. Having access to information regarding safety and security is critically important to the College. Respondents to the survey indicate that 88.9 percent believe they have adequate access to information about accident prevention. Continually providing safety enhancements across campus, the College is committed to safety and security. Not only does the College have campus safety on patrol, but additionally, safety is enhanced by the presence of the Owl Patrol, a student-based workforce that patrols the site for added safety presence.

Adding new features for enhancement of safety, buildings, and grounds is always a

top priority. Between summer 2013 and summer 2014, the College installed all new lighting luminaries throughout the campus parking lots. These luminaries are more efficient while delivering better lighting for students and College patrons. Additional new lighting features are planned for 2015 and 2016.

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**III.B.2. To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.**

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

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### **Evidence of Meeting the Standard**

Citrus College, in keeping with its long-range capital planning program, strives to plan facilities and to accommodate future enrollment growth, including distance education, in a proactive manner. The components of the planning program include the 2011-2020 Educational and Facilities Master Plan (EFMP), the Implementation Plan, the Five-Year Construction Plan, and the Scheduled Maintenance Plan. The EFMP reflects the most updated information regarding enrollment trends and labor demands by program. This information drives the facilities component of the plan, ensuring adequate facilities to keep pace with enrollment and labor market demands. The Implementation Plan, in support of the [2011-2020 Educational and Facilities Master Plan](#)<sup>25</sup>, is descriptive in nature and includes existing building analyses and

their relationship to the EFMP. Citrus College submits the [Five-Year Construction Plan](#)<sup>26</sup> to the Chancellor's Office on an annual basis and lists construction projects that are planned for future development. Additionally, this plan uses current and projected enrollment data in conjunction with the College's current facility space inventory to plan facilities that will accommodate future enrollment trends. The [Scheduled Maintenance Plan](#)<sup>27</sup> identifies major maintenance project needs.

California community colleges are owned by the State of California. As a result, funding for routine and scheduled maintenance is administered by the State of California. While community college buildings are typically built for a life span of 50 years, the total cost of ownership includes the original cost of the building and all operating costs over 50 years. Operating costs include all parts, labor, and ongoing expenses such as utilities. Considering the total cost of ownership, Citrus College exerts great effort in obtaining the most sustainable and viable economic benefit for all of the campus' physical resources.

Citrus College has been very successful in implementing its construction and bond program and has used state and local bonds as funding mechanisms. Since the passage of Measure G, the College has invested over \$113 million in college facilities via modernization projects, upgrading infrastructure, and construction of new buildings.

The College meets the Standard.

### **Analysis and Evaluation**

Through monthly meetings of the [Physical Resources Committee](#)<sup>28</sup> and quarterly

meetings of the Measure G [Citizens' Oversight Committee](#)<sup>29</sup>, the College provides detailed updates on current facility issues, construction and modernization projects, and upcoming facility issues that impact the College. An outcome of these meetings is the expectation that faculty, staff, students, and committee members are charged with disseminating this information to their respective constituents across the campus and throughout the community at large. Additionally, the staff archives the [Citizens' Oversight Committee](#)<sup>30</sup> communications and information on the College website at [www.citruscollege.edu](http://www.citruscollege.edu)<sup>31</sup>. All parties interested in viewing the information may do so easily. The committee's [annual report](#)<sup>32</sup> is a primary example of pertinent information of the bond program that the College makes available to the community.

The [Implementation Plan](#)<sup>33</sup> that was produced in 2004, and updated July 2006 and July 2008, continues to guide the Citrus College in long-range institutional planning.

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**III.B.2.b. Physical resource planning is integrated with institutional planning. The institution systematically assesses the effective use of physical resources and uses the results of the evaluation as the basis for improvement.**

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### **Evidence of Meeting the Standard**

Physical resource planning is fully integrated with institutional planning. The earlier Citrus College Facilities Master Plan Committee, which was convened in 2000 and included representatives of all constituent groups, assisted in the development of the Facilities Master Plan. The Facilities Master Plan was integrated

with the Educational Master Plan and thus became the [Educational and Facilities Master Plan of 2001](#)<sup>34</sup>. For professional development of the plan, the College retained tBP Architecture for data gathering, assessment, and tabulation of perceived needs for facilities. This process involved interviewing administrators, faculty, staff, and the general community at large. The Educational and Facilities Master Plan of 2001 was the nexus for the College's current [2011-2020 Educational and Facilities Master Plan](#)<sup>35</sup> (EFMP). Re-evaluated and updated in 2011 by HMC Architects and overseen by a campus wide committee, the EFMP provides navigation for Citrus College through 2020. The facilities planning component, analyzed by the consultant, reviewed college census data and projections from the California Community College Chancellor's Office database. In consideration of this, the EFMP positions the College to meet the projected future needs of the College at 17,760 students including its educational programs and services, its modes of delivering instruction and services, its physical aesthetics and campus climate, and the influence and integration of technology on all of these components through the year 2020.

Submitted on an annual basis to the Chancellor's Office, the Citrus College [Five-Year Construction Plan](#)<sup>36</sup> further guides the College in planning and preparing for future enrollment growth and physical needs. This detailed report includes a systematic assessment of the effective use of physical resources. As

such, the results and their analysis serve as a benchmark for growth. As a result, the Technology Engineering and Development building, the Student Services building, the Administration building, and the east restrooms projects have all been completed within the last five years.

The College meets the Standard.

### **Analysis and Evaluation**

The [Implementation Plan](#)<sup>37</sup> is the College's yearly plan of action and implementation for educational and facilities master planning. Construction implementation across the campus is organized in a systematic manner that is a direct response to the educational needs of the College, as identified by program review. This implementation of construction projects occurs via collaborative and cooperative relationships with academic affairs, student services, and the facilities and construction department. The funding provided by Measure G, supplemented with state matching funding, scheduled maintenance funding, Proposition 39 funding, California Community College Investor-Owned Utility Partnership incentives and other funding sources have allowed Citrus College to implement the [projections](#)<sup>38</sup> outlined in the EFMP. The majority of facility projects have been completed since the passage of Measure G, and many more will be completed within the next five years. Future building projects include completing the Fine Arts complex, modernization of Hayden Hall, and modernization of the Campus Center and Educational Development Center.

## Evidence

III-B-1	<a href="#">Steering &gt; Physical Resources – Home</a>
III-B-2	<a href="#">Educational and Facilities Master Plan 2011-2020</a>
III-B-3	<a href="#">Finance &gt; Bond Oversight Committee – Home</a>
III-B-4	<a href="#">2004 Implementation Plan</a>
III-B-5	<a href="#">Index of Annual Certification of Inventory Reports</a>
III-B-6	<a href="#">Index of Five-Year Construction Plans</a>
III-B-7	<a href="#">Steering &gt; Physical Resources – Home</a>
III-B-8	<a href="#">Facilities Preventative Maintenance Schedule 2015-2016</a>
III-B-9	<a href="#">L.A. County Fire Department Inspection Report</a>
III-B-10	<a href="#">Keenan &amp; Associates Liability Audit (SWACC) 2009-2012</a>
III-B-11	<a href="#">California Highway Patrol Vehicle Inspection Report</a>
III-B-12	<a href="#">Keenan &amp; Associates Liability Audit (SWACC) 2014</a>
III-B-13	<a href="#">HR &gt; New Hire &gt; Employee Safety Guidelines Handbook</a>
III-B-14	<a href="#">Emergency Response Procedures Flip Chart</a>
III-B-15	<a href="#">Emergency Operations Organizational Chart</a>
III-B-16	<a href="#">Emergency Drill Logs and Memos</a>
III-B-17	<a href="#">Emergency Drill Logs and Memos</a>
III-B-18	<a href="#">Fire Drill Evaluation Memo, Spring 2014</a>
III-B-19	<a href="#">Emergency Information Officer pages (EOC Manual)</a>
III-B-20	<a href="#">Emergency Operations Plan Manual</a>
III-B-21	<a href="#">Steering &gt; Physical Resources – Home</a>
III-B-22	<a href="#">FIXit Screenshot</a>
III-B-23	<a href="#">FIXit Workorder Log 2014</a>
III-B-24	<a href="#">Research &gt; All-Employee Survey 2014</a>
III-B-25	<a href="#">Educational and Facilities Master Plan 2011-2020</a>
III-B-26	<a href="#">Index of Five-Year Construction Plans</a>
III-B-27	<a href="#">Facilities Preventative Maintenance Schedule 2015-2016</a>
III-B-28	<a href="#">Steering &gt; Physical Resources – Home</a>
III-B-29	<a href="#">Finance &gt; Bond Oversight Committee – Home</a>
III-B-30	<a href="#">Finance &gt; Bond Oversight Committee – Home</a>
III-B-31	<a href="#">Citrus College Home Page</a>
III-B-32	<a href="#">Finance &gt; Bond Oversight Committee &gt; Document Library</a>
III-B-33	<a href="#">2004 Implementation Plan</a>
III-B-34	<a href="#">Information to the Community &gt; 2001 Educational and Facilities Master Plan</a>
III-B-35	<a href="#">Educational and Facilities Master Plan 2011-2020</a>
III-B-36	<a href="#">Index of Five-Year Construction Plans</a>
III-B-37	<a href="#">2004 Implementation Plan</a>
III-B-38	<a href="#">Master Plan Assessment Table 2014</a>