

FACILITIES PLAN

FACILITIES MASTER PLAN

College of the Sequoias serves the communities of Corcoran, Exeter, Hanford, Farmersville, Lindsay, Orosi, Three Rivers, Tulare, Woodlake, and Visalia, as well as major portions of both Tulare and Kings Counties. The District's master plan is to continue serving these communities through three campus/center sites: Hanford, Tulare, and Visalia. The development of a facilities master plan provides analysis of the District's effectiveness in meeting its mission and goals. The mission and goals are helpful to restate here as the foundation of the facilities master plan:

MISSION STATEMENT

College of the Sequoias is a comprehensive community college district focused on student learning that leads to productive work, lifelong learning and community involvement.

College of the Sequoias affirms that our mission is to help our diverse student population achieve its transfer and/or occupational objectives and to advance the economic growth and global competitiveness of business and industry within our region.

College of the Sequoias is committed to supporting students' mastery of basic skills and to providing access to programs and services that foster student success.

DISTRICT GOAL I.

College of the Sequoias will increase student enrollment relative to population growth and educational and workforce development needs.

DISTRICT GOAL II.

College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives.

DISTRICT GOAL III.

College of the Sequoias will strategically tailor and implement academic programs and student services that match the needs of its unique student population and the demands of ongoing changes in workforce development.

DISTRICT GOAL IV.

College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain and improve operational structures and systems for institutional assessment and continuous improvement.

In order to increase student enrollment, improve rates at which students complete their objectives, and tailor academic programs to meet student needs, the District must have facilities and campuses that promote these goals.

The College of the Sequoias Community College District experienced significant facilities expansion in recent years with the building of the new Hanford campus, the new Tulare campus, and the renovations to the Visalia campus. The expansion and construction were primarily made possible from the passage of three series of bonds: College of the Sequoias – Hanford Campus Improvement District No. 1, Measure C 2006 for \$22 million, College of the Sequoias – Visalia Area Improvement District No. 2, Measure I 2008 General Obligation Bonds for \$28 million, and College of the Sequoias – Tulare Area Improvement District No. 3, Measure J 2008 General Obligation Bonds for \$60 million (of which only \$41.5 million was issued). These bond funds were matched with state construction funds totaling \$74,775,000 since 2006, which helped to expand the scope of facilities construction and renovation. At this time, all bond funds have been expended, except for small remaining contingency funds and some interest earned.

The District also receives annual State Scheduled Maintenance funds to maintain the District facilities, with the exception of fiscal years 2010, 2011, 2012, and 2013, during which the state did not provide scheduled maintenance funds due to budget restrictions. In fiscal year 2014 the District received \$109,000 for which the District provided an equal match to fund the needed scheduled maintenance projects, and in fiscal year 2015 the District received over \$1 million for both scheduled maintenance and instructional equipment, of which neither component required a District match.

The Board of Trustees approves facility projects annually, as outlined in the District's five-year construction plan, which is then submitted to the state for funding consideration.

This facilities master plan will describe in detail the Tulare College Center facilities master plan overview, the Hanford Educational Center facilities master plan overview, and the Visalia campus facilities master plan overview. It will explain where we are as a District and what we have planned for the next few years regarding facilities projects, access, facility inventory, and sustainability.

CALCULATING SPACE NEEDS

Facilities inventory is tracked through the California Community Colleges Facilities Space Inventory database (FUSION) and includes descriptive data on buildings and rooms for each campus. This information is essential for developing the annual Five Year Capital Outlay Plan, planning for capital outlay construction projects, projecting future facility needs, and analyzing space utilization.

SPACE UTILIZATION AND PLANNING STANDARDS

Enrollment and program forecasts are applied to a set of standards for each type of space to project space capacity requirements of a college district. Following Title 5 and Chancellor's Office standards for space utilization and applying those standards to the total number of students served; counted as weekly student contact hours (WSCH) creates total capacity requirements ex-

pressed in Assignable Square Feet (ASF). Each component of these standards is applied with an appropriate form of enrollment to produce a total assignable square-foot capacity requirement for each category of space, as seen in the table below:

Space Utilization Planning Standards

Category	Formula	Rates/Allowances
Classrooms	Assigned Square Footage/Student Station utilization Rate/Average hours room/week	15 ASF per station/66% utilization/48 hours per week
Labs	Assigned Square Footage/Student Station utilization Rate Average hours room/week	85% Utilization 27.5 Hours per week
Offices/Conference Rooms	Assigned Square Footage per FTEF	140 ASF at Visalia 160 ASF at Tulare and Hanford

SPACE INVENTORY

The 2014 College of the Sequoias Community College District Space Inventory Report was used as the basis for the analysis of space. The table below includes a summary of the capacity load categories of space and their respective totals. The College of the Sequoias Community College District has renovation plans and reconstruction plans for the Visalia Campus, additional space project plans for the Tulare and Hanford Campuses that are currently in pre-design/design phase or in line for state funding, and no planned removal of facilities (permanent or temporary), which would adjust these calculations:

District-Wide Space Inventory

Space Type	Current Inventory
Lecture + Lab	60,908
Lab	114,822
Office	63,474
Library	50,659
Instructional Media	10,139
Other*	205,150
Totals	505,152

Note: Other includes all other assignable spaces: physical education spaces, lounges, meeting rooms, study rooms, staff rooms, bookstores, cafeterias, health services, data processing, etc.

PROJECTED HEADCOUNT, WSCH, AND FTES

The table below summarizes the master plan forecast for Headcount, WSCH, and FTES.

District-Wide Enrollment Projections

	2014 (college data)	2024 SCCD projections
Headcount (Fall)	10,861	12,919
WSCH (Fall)	140,625	159,587
FTES (Fall)	4,474	5,319
FTES (Annual)	9,478	11,151

SPACE NEEDS ANALYSIS

Using previous data and calculating both prescribed State Space Standards (for lecture, lab, office, library, and instructional media) and Non-Space State Standards (all “other” as described above), the table below provides a net assessment for Assignable Square Feet (ASF) for all campus facilities to meet the needs in the baseline year.

District-Wide Space Inventory Needs

Space Type	2013-14 Space Inventory	2013-14 Additional Space Needs	2024-25 Additional Space Needs
Lecture	60,908	0	0
Lab	114,822	1,443	4,461
Office	63,474	1,157	4,898
Library	50,659	3,440	4,697
Instructional Media	10,139	9,957	9,883
Other	205,150	3,065	14,988
Totals	505,152	19,062	38,926

TECHNOLOGY NEEDS ANALYSIS

The technology available at each campus consists of desktop computers in student computer labs, desktop computers for faculty and staff use, and laptops for mobile computing needs. Each campus enjoys a wired network capable of 1-gigabit speeds and wireless access throughout most buildings, which also allows video to the desktop. Exterior wireless “hotspots” are available in various places on each campus.

The District has ensured that all campus facilities are technologically supported. All of the classrooms and meeting rooms are equipped with sufficient technology to be classified as smart classrooms. In addition, each campus has rooms that have simulcast equipment for instructional purposes to the other sites. Some older buildings at the Visalia campus need technology infrastructure upgrades, and are identified and described in the Visalia campus section below.

The District has established ongoing General Fund budgets for all necessary technology repair and replacement, which includes a four-year refresh cycle for all student desktops and laptops, and a five to six-year refresh cycle for all staff desktops and laptops.

DEPARTMENTS

The Facilities Department is primarily responsible for grounds, maintenance, and custodial activities. It also serves as the lead department for any safety concerns reported, and conducts regularly scheduled safety meetings within the department regarding appropriate responses to facility safety issues.

The COS Police Department is primarily responsible for ensuring a safe and secure environment for all students and employees of the college, as well as for the security of real and personal property of the district. The COS Police Department works collaboratively with local agencies.

The Facilities Dean and the Police Chief co-chair the Facilities Safety Council, which meets regularly to address facility safety issues on the three campuses.

SUMMARY

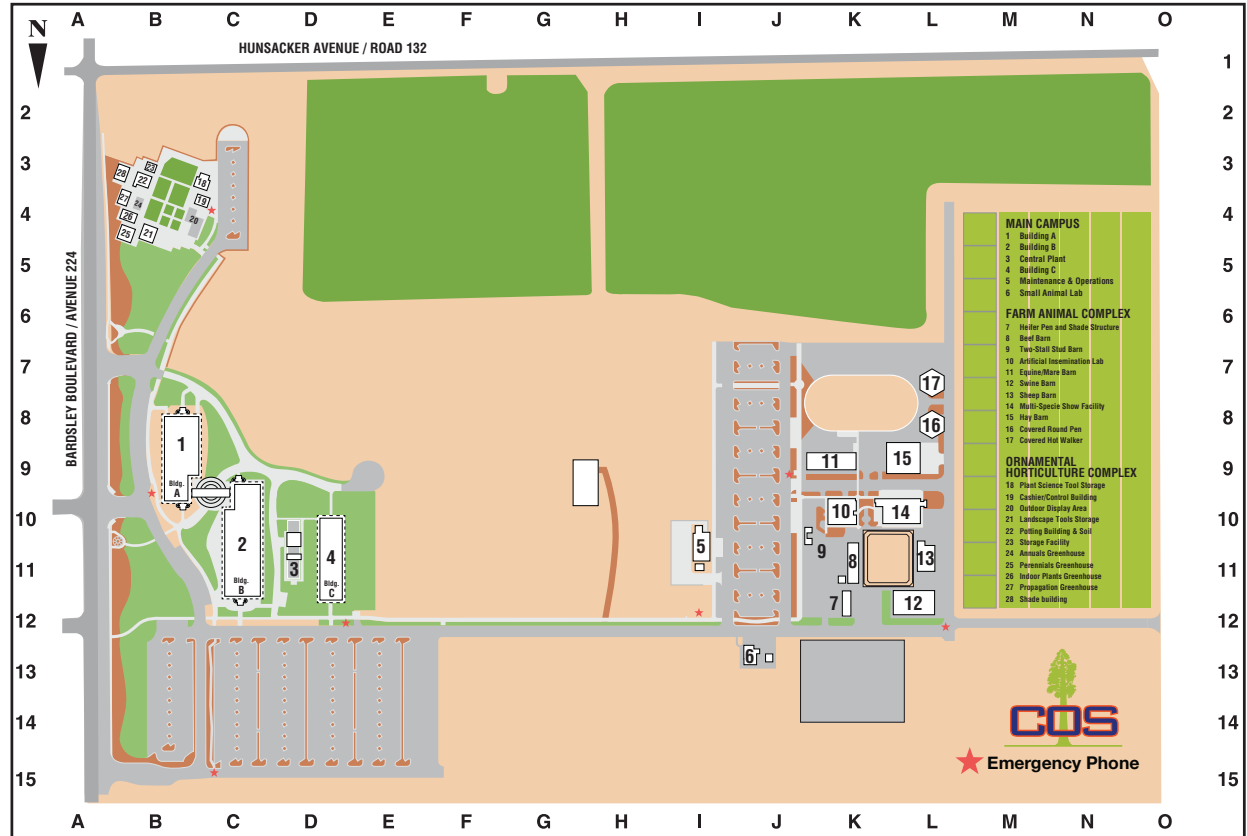
The findings in the facilities Planning Data section highlight that, overall the College of the Sequoias Community College District will not require a substantial amount of additional space in the master plan horizon of 2025. There will be a need for increased space at the Hanford campus by 2025, and the Visalia campus will need to continue to direct overflow students to the Tulare and Hanford campuses as planned. It is anticipated that no new bond issuances will be authorized in the next seven years, but sometime between 2022 and 2023, the District will want to begin pursuing additional bond issuances for all three campuses to address space and inventory needs during the 2025-2035 decade.

FACILITIES PLAN

TULARE COLLEGE CENTER - FACILITIES MASTER PLAN

TULARE COLLEGE CENTER

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The Tulare College Center is located on 495 acres near the City of Tulare. The full service campus is an educational facility that serves approximately 1,580 Full-Time Equivalent Students (732 face-to-face FTES, and 848 online/off-site FTES) and offers degrees and certificates in Agricultural Business Management, Agricultural Science, Agricultural Technology, Animal Science, Architecture, Dairy Science, Drafting, Graphic Design, Landscape Management, Ornamental Horticulture, Plant Science, Veterinary Technician, and Welding. The new campus opened in January 2013.

Facilities on the Tulare campus include 27 buildings comprised of 172,146 Gross Square Feet (GSF) and 123,905 Assignable Square Feet (ASF). The marquee programs for this location are Agriculture and Architecture.

These certificate and degree programs are housed in Phases I and III of the Tulare College Center. Phase I facilities include the Instructional Building B, which houses classrooms and labs, and the Student Services Building A, which houses the library, bookstore, cafeteria, and instructional and administrative support facilities and offices. Phase I also includes Building C, which is dedicated to Equipment Repair and Welding Instructional areas and offices.

Phase III constitutes Livestock, Equine, and Horticulture facilities. The Livestock facilities include the Swine unit with a farrowing house and market pens, the Beef unit with pasture access, the Sheep unit with pasture access, the Dairy unit with related labs, an Artificial Insemination Lab for all species, and a multi-species show barn. Equine facilities include an open arena, a hot walker and round pen, and equine and stud barns. The Horticulture facilities include a retail nursery, shade houses and greenhouses, and equipment storage.

The Tulare College Center farms about 320 acres, creating a source of revenue to support the agriculture education program. The master plan for the college campus consists of 120 acres of land designated for current and future expansion of instructional buildings. Of the 120 acres designated for the campus, approximately 10 acres houses the Animal Science and Technology Center and Horticulture Science and Technology buildings and facilities.

In Tulare, the Educational Master Plan includes:

- General Education courses: Critical for those students whose goal is to transfer or earn an AA/AS degree. General education courses at Tulare currently enable a student to meet the transfer requirements for CSU and IGETC. Currently the largest majors at the Tulare College Center are for students in transfer studies in such areas as science, mathematics, and social science. The campus is equipped with four multiuse laboratories for teaching chemistry, biology, anatomy, physiology, and other science courses, and attracts numerous nursing and physical therapy assistant students to these courses.
- Agriculture Education: The Agriculture instructional facilities are state-of-the-art facilities and utilize generous space and extensive specialized equipment. The campus has a complete nursery operation consisting of greenhouses, shade house, and ornamental laboratory space. The Animal Science and Technology Center houses equine, beef, sheep, swine, and dairy facilities, complete with a large pavilion for hosting animal events.
- Architecture Education: The Architecture and Industrial Design programs are well known throughout the state of California, and boast excellently qualified faculty and numerous regional, state, and national awards for student design.
- Once a state facilities bond is passed, the campus will commence Phase II construction to bring the remainder of the industrial technology programs from the Visalia Campus. The Tulare College Center will then house the majority of Career Technical

Education instruction for the District, including automotive, construction, electrical, information technology, environmental control technology, industrial maintenance, and electronics on the campus.

SPACE INVENTORY – TULARE COLLEGE CENTER

The 2013-14 College of the Sequoias Space Inventory Report was used as the basis for the analysis of space. Following Title 5 and Chancellor’s Office standards for space utilization and applying those standards to the total number of students creates total capacity requirements expressed in Assignable Square Feet. The table below includes a summary of the capacity load categories of space and their respective totals. The Tulare College Center has no additional space projects that are currently in design or in construction and no planned removal of facilities (permanent or temporary), which would adjust these calculations:

Tulare Campus Space Inventory

Space Type	Current Inventory
Lecture	6,810
Lab	35,549
Office	8,376
Library	11,514
Instructional Media	3,799
Other	57,857
Totals	123,905

PROJECTED HEADCOUNT, WSCH, AND FTES

The table below summarizes the master plan forecast for Headcount, WSCH, and FTES.

Tulare Campus Enrollment Projections

	2014 Tulare College Center	2024 Projections TCC
Headcount (Fall)	1,532	2,058
WSCH (Fall)	24,411	32,806
FTES (Fall)	749	1,006
FTES (Annual)	1,627	2,187

Using previous data and calculating both prescribed State Space Standards and Non-Space State Standards, the table below provides a net assessment for Assignable Square Feet (ASF) for the Tulare College Center facilities to meet the needs in the baseline year.

Tulare Campus Space Needs

Space Type	2013-14 Space Inventory	2013-14 Additional Space Needs	2024-25 Additional Space Needs
Lecture	6,810	0	0
Lab	35,549	0	0
Office	8,376	0	2,122
Library	11,514	0	0
Instructional Media	3,799	0	128
Other	57,857	0	6,228
Totals	123,905	0	8,478

FUTURE FACILITIES PLANS

Phase II of the construction plan is dependent upon statewide bond fund availability, which the District anticipates in 2017 (following November 2016 state bond election). Phase II will house Automotive, Construction Technology, Electronics, Environmental Technology, Industrial Maintenance, and Informational Technology programs, currently housed at the Visalia campus. The project cost is estimated at \$36.5 million. When these programs move to the Tulare campus, a variety of general education courses will also increase to meet the demand, and will be housed in the current Phase I instructional buildings. These will include written communication, oral communication/analytical thinking, natural science, humanities, and social/behavioral science. Phase II is currently a Final Project Proposal at the Chancellor's Office for California Community Colleges, and College of the Sequoias administration file the necessary annual updates to keep this FPP at a priority level for the state.

The Tulare College Center has "Center Status" with the State of California, and anticipates growth of approximately 3% annually. When Phase II is complete and the remaining programs are moved to the Tulare College Center, the Center is planned to reach an FTES of over 2,100 (including online and off-site FTES). It is anticipated that facility space and classrooms will be sufficient, after completion of Phase II, for the student population through 2025. Space inventory calculations project a need for additional office space and additional "other" space; however, the District has not moved administrative positions to the campus as it is not yet a "college" status, and the current space available is deemed to be sufficient for the next 10 years.

SUSTAINABILITY

Buildings A and B were constructed to LEED Certified status and the buildings are 27% more energy efficient than Title 24 standards.

A possible solar project is planned for the Tulare College Center in the next three years. This project would add ground-mounted solar panels that would either track with the sun or have a fixed angle, depending on which type has the better overall economics. This solar field would cover between four and seven acres and would be located north and east of the maintenance and operations building. The project would not infringe on planned instructional facility space, nor on planned agricultural crop and planting space. See Exhibit 1 (refer to page 175) for an aerial photo of the proposed placement. This potential project and location has received a CEQA waiver, and is entering the Request for Proposal stage. If the District moves forward with this project, construction would commence in 2015.

The Tulare Campus Center was built with 50 electric charging stations which utilize special designations for those favorable parking slots. These charging stations are well ahead of the local trend, and even ahead of current need, but the District anticipates growing utilization over the next decade.

The Tulare College Center plans to farm several acres for instructional purposes, and almost 320 acres are farmed for agricultural revenue-generating purposes. The instructional acreage is utilized to test different varieties of row crops for drought-resistance, and also to test for different water resource efficient irrigation methods.

SAFETY

The Tulare College Center has seven “Code Blue Phones” installed throughout the campus. These are well-lit (24 hours per day) emergency phones. When anyone picks up the phone, the District Police emergency line is dialed, and assistance will be dispatched immediately. The Tulare campus also has an alarm system throughout the campus, and 24-hour coverage through District Police and Matson Alarm. When District Police are present, the alarm system is monitored. When District Police are not present, Matson Alarm is notified immediately of any break-ins or compromises, and then contacts the police.

PARKING

Parking at the Tulare College Center is deemed more than sufficient for the next decade through 2025. Parking is easily accessible and the parking areas are well maintained. Parking and access traffic flow is sensible and well-designed. Tulare has 949 parking stalls, 50 of these stalls have recharging stations available for electric vehicles and currently display signage for electric vehicles or carpools. The District will consider in the next few years whether to remove some of this signage, as currently majority of these 50 stalls are not utilized.

With a fall unduplicated headcount of 1,487, the parking ratio is 1.57:1. The District’s target ratio is under 4.5:1, thus the Tulare campus can accommodate large growth in student enrollment with sufficient parking.

SUMMARY AND RECOMMENDATIONS

A top priority for the Tulare College Center is the completion of Phase II, which will house many industrial and technology programs currently located at the Visalia campus. Funding for Phase II is tenuous, being dependent upon passage of a state facilities bond. Eligibility

for state funding for this project is variable from year to year. When the state bond funds become available, if the District qualifies for 50% state funding instead of the 100% state funding planned, the District may be able to sell additional local bonds under the current Tulare Area Measure J authorization (with another \$18 million authorized), when housing assessment values rise enough to allow for additional bond issuance.

It is recommended that District administration continue to communicate with the Agriculture Division regarding needed revisions or expansions of agricultural facilities to better serve the agriculture instructional needs. Any revisions or expansions would be dependent upon available resources.

FACILITIES PLAN

HANFORD EDUCATIONAL CENTER FACILITIES MASTER PLAN



The College of the Sequoias Hanford Educational Center has provided residents of Kings County greater access to education. On November 7, 2006, Hanford voters approved the Measure C bond to build a permanent educational center in Hanford. The bond supported acquiring, constructing, and equipping buildings, sites, libraries, classrooms, science, and computer labs to prepare students for university transfer, skilled jobs, and public safety programs. Funds from the Hanford Campus Improvement District were used to build the permanent center (Phase I) in Hanford, which opened in fall 2010. Facilities on the Hanford campus include five buildings on 180 acres of jointly

owned land that also houses Hanford High School District-Sierra Pacific High School and City of Hanford athletics facilities. The campus presently is comprised of 55,891 Gross Square Feet (GSF) and 35,359 Assignable Square Feet (ASF). The marquee programs for this location are Police and Fire Academies.

The Hanford campus offers transfer degrees, basic skills classes, and career and technical education courses. In addition, programs and courses are offered for employed workers and others who are looking to upgrade skills for employment/advancement opportunities. Students are also able to complete the general education requirements for transfer and AA/AS degrees. With excellent transportation services offered through transit passes with Kings Area Regional Transportation (KART), many of the College's students have opportunities to attend college that might not exist without transportation. The Hanford Educational Center also assists economic development of the area.

The Hanford Educational Center's primary role is to serve as a gateway center, providing students access to initial basic skills and general education courses, as well as skills training opportunities. The two anchor Career Technical Education programs at the Hanford Educational Center are the Fire and Police Academies comprising the Tulare/Kings Regional Public Safety Training Center. The Public Safety Training Center for the police and fire programs is a new state-of-the-art facility. The Public Safety Training Department provides degrees and certificates in basic training courses for civilians and advanced training courses for peace officers and firefighters.

Currently the District offers two Basic Police Academy Cohorts per year at the Hanford campus. The Fire Technology Program trains students in the Basic Fire Academy. In the Hanford Educational Center, all classes are offered in one location. Prerequisites and advanced courses are offered year-round, with the fire academy offered in the spring semester.

The Hanford campus opened with over 575 Full-Time Equivalent students (FTES), and is now generating 954 annual FTES. The growth has been partially due to a natural shift of enrollment from the Visalia campus to the Hanford and Tulare College Centers, which in turn relieves the pressure on the Visalia campus to absorb expected growth district-wide. The campus was built to house 1,500 annual FTES, and with an assumed 3.25% growth rate per year, will reach approximately 1,275 FTES by 2025. This growth will create a need for additional classroom and lab space within the next decade. This need is addressed in the Hanford Center Status Needs Assessment, with intentions to build additional academic facilities commencing in 2021 and occupancy in fall 2025.

Hanford facilities center house services for students including the Health Center, Disability Resource Center (DSPS Disabled Services Programs and Services), Veterans' Services, and Career Counseling/Work Study offered on a rotating basis. Additional state-of-the-art educational facilities include wet labs for science classes, an adequate gym facility, Student Services Division, a library, a bookstore, and technology-equipped classrooms.

- In Hanford, the Educational Master Plan includes:
General education courses: Critical for those students whose goal is to transfer or earn an AA/AS degree. General education courses at Hanford currently enable a student to meet the transfer requirements for CSU and IGETC.
- Public Safety Training (Police and Fire): The Police and Fire Academies are currently housed in state-of-the-art facilities and utilize extensive specialized equipment.
- Administration of Justice: The Administration of Justice Program is closely related to Public Safety training and courses are offered in Hanford.
- Industrial Maintenance Technology: This is an anchor program for vocational training opportunities at the Hanford Center for Kings County.
- Electrician Training
- Agriculture Business Management Certificate Program

Other facility spaces include allocations for Financial Aid, Counseling, a Transfer & Career Center, and accessibility for Disabled Students. The campus provides space for clubs and student government, a Health Center, a Business Office, a bookstore, and a full-service library. The dedicated library space functions as a resource center for students and houses copiers and computers for student use for research and registration purposes.

SPACE INVENTORY – HANFORD CAMPUS

The 2013-14 College of the Sequoias Space Inventory Report was used as the basis for the analysis of space. Following Title 5 and Chancellor’s Office standards for space utilization and applying those standards to the total number of students creates total capacity requirements expressed in Assignable Square Feet. The table below includes a summary of the capacity load categories of space and their respective totals. The Hanford Educational Center has no additional space projects that are currently in design or in construction and no planned removal of facilities (permanent or temporary), which would adjust these calculations:

Hanford Campus Space Inventory

Space Type	Current Inventory
Lecture	9,583
Lab	7,451
Office	3,613
Library	958
Instructional Media	1,940
Other	11,814
Totals	35,359

PROJECTED HEADCOUNT, WSCH, AND FTES

The table below summarizes the master plan forecast for Headcount, WSCH, and FTES.

Hanford Campus Enrollment Projection

	2014 Hanford Educational Center	2024 HEC Projections
Headcount (Fall)	1,421	1,957
WSCH (Fall)	13,920	19,166
FTES (Fall)	459	654
FTES (Annual)	928	1,278

Using previous data and calculating both prescribed State Space Standards and Non-Space State Standards, the table below provides a net assessment for Assignable Square Feet (ASF) for the Hanford Educational Center facilities to meet the needs in the baseline year.

Hanford Campus Space Assessment

Space Type	2013-14 Space Inventory	2013-14 Additional Space Needs	2024-25 Additional Space Needs
Lecture	9,583	0	*0
Lab	7,451	1,443	4,461
Office	3,613	1,157	2,776
Library	958	3,440	4,697
Instructional Media	1,940	27	354
Other	11,814	3,065	8,760
Totals	35,359	9,131	21,048

Note: According to the prescribed state space standards, the Hanford Campus does not currently have a need for additional lecture space, and will likewise not need additional lecture space in 2024-25. This is because the state expects lecture rooms to be used in afternoons and evenings as well as mornings and mid-day, and the Hanford Campus will need to extend class offerings to afternoons and evenings even further than currently offered in order to qualify for state funding for additional lecture space.

FUTURE FACILITIES PLANS

Projected student growth will create demand for additional facility space and this will be scheduled as a second phase. A tentative planning schedule for the construction of the Phase II and site build-out is presented in Exhibit 2 (refer to page 176), and Exhibit 3 (refer to page 177) details ASF space allocations by designated programs for Phase II. It is anticipated that Phase II on-site infrastructure and building construction costs will be funded equally (50/50 matching funds) with local and state capital outlay monies.

A ten-year tentative capital outlay budget for Phase II is provided as Exhibit 4 (refer to page 178). The ten-year funding projection proposes that the state and local capital outlay funds required for the Phase II infrastructure, facilities, and group II equipment costs would be \$20,712,647. Of this amount, the state and local match proposed would be 50 percent each, with that cost being \$10,356,323. The new facilities for Phase II will provide additional needed facility space. The total capital outlay and support costs for Phase II are provided as Exhibit 5 (refer to page 179).

The Hanford campus does not currently have center status with the Chancellor's Office. The application process commenced in 2011 and was completed and submitted in July 2014. The District will know if the status is approved shortly after the District Master Plan is completed in January 2015. The District feels the Hanford campus is in a strong position to receive center status. Center status, combined with a projection of over 1,000 FTES for the Hanford campus in the next few years, will help ensure adequate resources for the continued growth of the center.

Once the Hanford Educational Center has received state approval as a recognized center, the District anticipates possible future funding from the state, in combination with local matching funds, for the construction of the Phase II expansion of the Hanford Educational Center. This will be necessary to meet ongoing and future community needs and enrollment demands in the northeast Kings County portion of the District's service area. This long-range funding request will be dependent upon growth and the identification of supportable need, in accordance with state capital outlay funding requirements, and availability of state funds. Any future facilities expansion at the existing Hanford Educational Center will be funded from a combination of the following sources:

1. Future local bond measure funds
2. District capital projects funds
3. State capital outlay funds

SUSTAINABILITY

The Hanford campus was built with ten electric charging stations that utilize special designations for those favorable parking slots. These charging stations are ahead of local trends, and even ahead of current need, but the District anticipates growing utilization over the next decade.

The Hanford campus is on a metered water system, which allows the District staff to monitor water usage and adjust in accordance with state guidance and to decrease water usage if necessary due to the current drought.

SAFETY

The Hanford campus has two "Code Blue Phones" installed on the campus. These are well-lit (24 hours per day) emergency phones. When anyone picks up the phone, the District Police emergency line is dialed and

assistance will be dispatched immediately. The Hanford campus also has an alarm system throughout the campus and 24-hour coverage through District Police and Matson Alarm. When District Police are present, the alarm system is monitored. When District Police are not present, Matson Alarm is notified immediately of any break-ins or compromises, and then contacts the police.

PARKING

Hanford has 415 parking stalls. With a fall unduplicated head count of 1,407, the ratio is 3.39:1. The District's target ratio is under 4.5:1. Hanford parking is considered sufficient and in good condition in 2015. The back parking lot has a new slurry seal applied in summer 2014. The front drive/parking lot will have a new slurry seal applied in the next year or two.

If Hanford unduplicated headcount grows to 1,957, the ratio will then be over 4.5:1. As such, the District will need to address addition of parking stalls in approximately seven or eight years. The Hanford site facility plans were designed to allow for additional parking immediately west of the current main parking lot. When necessary, the District will fund the expansion of the parking lot using District capital projects funds.

SUMMARY AND RECOMMENDATIONS

The Hanford Educational Center, being newly designed and constructed, is well suited to meet the District mission and goals for education of students. Recommendations for additions, renovations, or improvements are minimal:

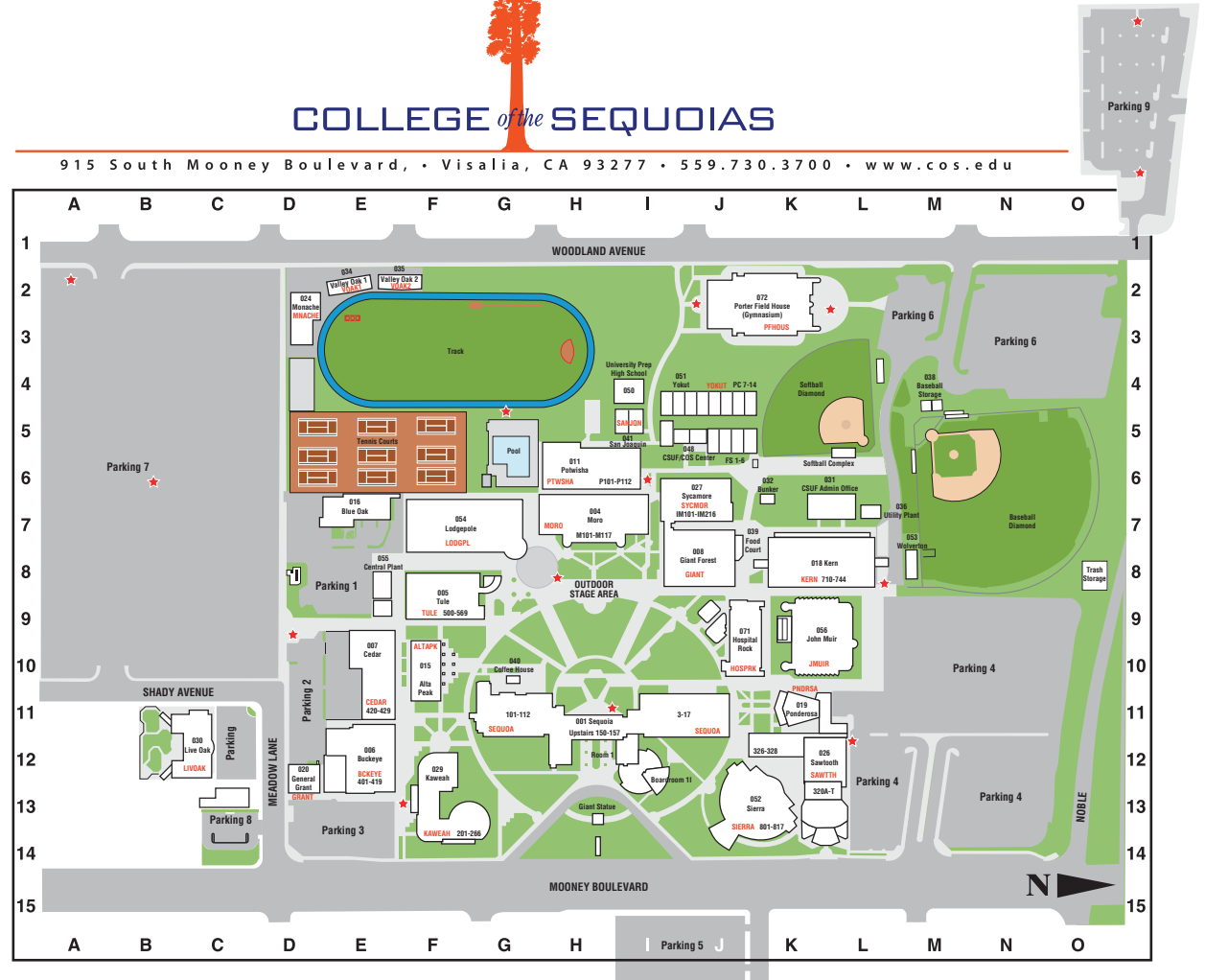
- It is recommended that Phase II be constructed for occupancy in 2025, which will expand capacity for instructional programs.
- It is recommended that the District create a plan for accommodating increased food service needs in the next decade. Currently, due to the fact the Hanford campus opened as a very small campus, food and snack options consist only of vending machines in the food service area. The District should explore options for expanding the on-campus food service area into a small café serving cold foods from the District food services program, or possibly creating an outdoor food courtyard that could be serviced by food vendors and be desirable as a seating and gathering space for students.
- Future parking expansion should be addressed in the next decade to be available by approximately 2025.

FACILITIES PLAN

VISALIA CAMPUS FACILITIES MASTER PLAN



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The College of the Sequoias provided for facility expansion to the additional two campuses (Tulare and Hanford) for two reasons. First, according to the last Educational Master Plan, the physical plant in Visalia could not accommodate expected growth, and planned growth is limited. Second, the voters of the Hanford and Tulare Communities voted to build permanent facilities in their part of the College District service area to provide higher education to residents of their area.

Facilities on the Visalia campus include 38 buildings on 70.6 acres. The Visalia campus presently is comprised of 477,488 Gross Square Feet (GSF) and 345,888 Assignable Square Feet (ASF). The marquee Career Technical Education programs for this location are Nursing and Allied Health. The campus itself is land-locked, with the exception of some small parcels in the southeast block that could be acquired by purchase or imminent domain. As a result, facility capacity expansion and parking capacity expansion would require multi-story construction and would be planned accordingly. The need for this type of expansion is not projected within the next decade.

2008 Measure I for Visalia Area Improvement District No. 2 provided \$28 million in facility improvements. Bond proceeds were used for an upgrade to the Kern Building, a remodel of and additional equipment for the Tule Building, expansion of the parking lots on the campus (including purchasing the homes on additional property), computer technology and lease costs, additional equipment for the nursing program, emergency and safety systems, expansion of the Energy Management System, coverage of additional costs for parking lot renovations, John Muir building renovations, resurfacing the track and adding AstroTurf to the field, gymnasium amenities, deferred maintenance costs, and theater upgrades and renovation.

In Visalia, the Educational Master Plan includes:

- General education courses: Critical for those students whose goal is to transfer or earn an AA/AS degree. General education courses at Visalia currently enable a student to meet the transfer requirements for CSU and IGETC, resulting in high transfer rates.

- Nursing and Allied Health Programs: The nursing program is currently housed in a state-of-the-art facility built in 2010, and utilizes generous specialized equipment. Allied Health includes physical therapy assistant training and has recently expanded this program, boasting some of the most well-qualified faculty in the Central Valley.
- Theater, Music and Performing Arts: Performing arts programs are housed at the Visalia campus and include vocal and instrumental music, theater, and a new pep band. The theatre building is regularly used for music and performing arts productions. The programs have gained widespread esteem in Tulare County.
- Athletics and Sports Medicine: The Visalia campus houses all of the District's athletics programs. The various sports facilities are well-maintained and the District sports teams are very competitive throughout the state. The Division of Physical Education and Athletics includes dance, fitness, health and wellness, and sports medicine/athletic training. Facilities include a new gymnasium, newly renovated and equipped weight room, dance studio, and sports facilities.
- Numerous other Career Technical Education Programs, such as industry and technology, business, paralegal, and consumer and family studies.

The Visalia college campus is considerably older than the other two campuses, and as such, it is beneficial to analyze the age and condition of each building (smaller storage and concessions excluded):

Building Condition and Age

Building Name	Building#	Placed in Service	Last Addition/ Reno	Assigned S.F.	Facilities Condition Index*	Plans/Issues/ Assessment
Alta Peak	15	1961	1999/2013	5,988	33.69%	Café modernized in 2013
Blue Oak	16	1951	1992	6,912	23.10%	
Buckeye	6	1940		12,029	53.76%	
Cedar	7	1961	1998	11,300	46.95%	Renovation 2018
Central Plant	55	2004		3,100	1.78%	Replacement value, due to nature of infrastructure, is very high = low FCI
General Grant	20	1963		2,070	28.79%	Minor renovations in 1992
Giant Forest	8	1940	2005	15,178	15.35%	
Hospital Rock	71	2009		11,564	0	
John Muir	56	2007		25,563	0.05%	
Kaweah	29	1996		17,777	0	
Kern	18	1966		26,265	43.80%	Renovation 2018
Live Oak	30	1996	2015	6,633	0	Mold remediation /renovation planned for 2015
Lodgepole	54	2004		38,804	0.10%	
Monache	24	1976	1981	4,111	101.39%	Removal/move office 2018
Moro	4	1940	2011	18,823	15.85%	
Ponderosa	19	1966	2008	4,335	57.25%	
Porter Field House	72	2010		20,983	1.52%	
Potwisha	11	1963	2011	13,786	44.60%	Weight room renovation completed 2014
San Joaquin	41	1998		1,794	5.36%	Modular to be repaired or replaced soon
Sawtooth/Theatre	26	1955	1978	19,063	49.14%	
Sequoia	1	1940	1976/2010	29,791	66.35%	Student services wing will need modernization soon
Sierra	52	2001		9,072	0.28%	
Sycamore	27	1980	2005	12,832	2.11%	
Tule	5	1993		12,474	5.29%	
Wolverton	53	2002		1,254	-	Older modulars
Yokut	51	2000		4,485	-	Older modulars
Tennis Courts	n/a	1960	2014		n/a	Resurfaced 2014
Track & Field	n/a	2010			n/a	Includes artificial turf and all-weather track-good condition
Baseball Stadium	n/a	1980	1990		n/a	Good condition. New scoreboard and shade structure planned in 2015.
Softball Stadium	n/a	1960			n/a	Good condition.
Swimming Pool	n/a	1960		1,400	n/a	Complete renovation/possible expansion in future recommended.

Note: Facilities Condition Index is the estimated repair costs divided by replacement value. Generally, the lower the index, the better the condition. Many older buildings without recent renovations will have higher scores.

SPACE INVENTORY – VISALIA CAMPUS

The Visalia campus is designated a college with the State of California, and anticipates growth of approximately 1.21% annually. Note that the 1.21% planned growth is less than the 1.75% projected growth for the District as a whole, as the District plans to grow the Hanford and Tulare campuses at a faster pace, thus steering some students and programs to the other campus sites. The Visalia campus is planned to reach an FTES of approximately 7,686 and an unduplicated fall enrollment of 10,692 by 2025. It is anticipated that facility space and classrooms will be sufficient for the student population through 2025. The reconstruction of facility space to house the District basic skills programs will only enhance the facility capacity during the decade. The new basic skills building is planned as soon as state bond funds are available, and is anticipated to begin the design phase of construction in 2017 (following November 2016 state bond election).

The 2013-14 College of the Sequoias Space Inventory Report was used as the basis for the analysis of space. Following Title 5 and Chancellor’s Office standards for space utilization and applying those standards to the total number of students creates total capacity requirements expressed in Assignable Square Feet. The table below includes a summary of the capacity load categories of space and their respective totals.

Visalia Campus Space Inventory

Space Type	Current Inventory
Lecture	44,031
Lab	71,822
Office	51,485
Library	39,145
Instructional Media	4,400
Other	135,505
Totals	345,888

Projected Headcount, WSCH, and FTES

The table below summarizes the master plan forecast for Headcount, WSCH, and FTES.

Visalia Campus Enrollment Projections

	2014 (college data)	2024 COS Projections
Headcount (Fall)	9,485	10,692
WSCH (Fall)	102,294	115,293
FTES (Fall)	3,320	3,672
FTES (Annual)	6,820	7,686

Using previous data and calculating both prescribed State Space Standards and Non-Space State Standards, the table below provides a net assessment for Assignable Square Feet (ASF) for the Visalia campus facilities to meet the needs in the baseline year.

Visalia Campus Space Assessment

Space Type	2013-14 Space Inventory	2013-14 Additional Space Needs	2024-25 Additional Space Needs
Lecture	44,031	0	0
Lab	71,822	0	0
Office	51,485	0	0
Library	39,145	0	0
Instructional Media	4,400	9,931	9,400
Other	135,005	0	0
Totals	345,888	9,931	9,400

FUTURE PROJECTS:

Kern Building: The District is planning to remodel and modernize the Kern building, consisting of 41,766 Gross Square Feet of faculty offices, classrooms, classroom labs, information technology, and non-assignable spaces. The building spaces will be adjusted to accommodate changes to program needs. The building, due to its age, currently lacks the ability to facilitate state-of-the-art instructional programs, and is not capable of supporting new educational delivery systems and teaching methods currently utilized by various programs. The project is in the Initial Project Proposal stage and will include modern infrastructure and technology changes in connection to each space remodeled. To support this technology, the building's computer server room will be expanded. All hazardous materials will be abated, and a code-compliant elevator will be installed. The project budget is estimated at \$16.1 million and is expected to be 100% state funded, contingent upon a successful state educational bond passing in November 2016.

Basic Skills Center: The District is planning construction of a new building for basic skills educational

programs. This project proposes to construct a much needed Basic Skills Center in the footprint of the current Buckeye/Industrial Education building. The vocational programs within the Buckeye building are slated to move to the Tulare College Center, leaving the 74 year-old, 20,000 gross square foot facility vacant. Basic Skills is a major initiative being implemented at the District and this project will allow many more students, including disabled students, to increase their skills in English as a Second Language (ESL), Math, English and other Language Arts; an Educational Master Plan goal. The project budget is estimated at \$15.6 million and is proposed to be 100% state funded contingent upon a successful state educational bond passing in November 2016.

Solar: A possible one megawatt solar project is planned for the Visalia campus in the next three years; however, dependent upon responses to the Request for Proposals; a portion of this solar project may be built at the Visalia campus. This project would add parking shelters with solar panels that have a fixed angle. This solar project would be constructed in Parking Lot 7 at the

Visalia campus (Southwest parking lot), and would utilize three or four of the four quadrants in the parking lot. Parking Lot 7 was deemed the best option due to its proximity to the site electrical transformers. See Exhibit 6 (refer to page 180) for an aerial photo of the proposed placement. This potential project location has received a CEQA waiver. If the District decides to move forward with this project, construction would take place in 2015.

Cedar Building/Maintenance and Operations Renovation: This project consists of renovating 11,350 Assignable Square Feet in the then-vacant Cedar building (Industrial Shop) into a functional and efficient Maintenance and Operations facility. This project will allow the department to consolidate its staff, equipment, and materials in a central, but out of the way location and operate in a much more efficient manner. Under the current schedule, the project would be completed in 2020 and would be funded entirely with state money. The current academic programs in the existing facility, which include Automotive, Construction Technology and Computer Repair, are slated to move to the Tulare College Center as part of another state-funded project.

SUSTAINABILITY

A 69 KWH solar field was added to the roof of the Hospital Rock facility when it was constructed. A second possible solar project for the campus is mentioned above. In addition, the District will pursue electric charging stations when the need is deemed sufficient; most likely within the next decade. It is anticipated that electric charging stations would be funded through a partnership with an automotive or energy generating agency. The District also anticipates the need to add meters to the ground water wells/pumps in the next decade. This will be dictated by state legislation, as needed for water conservation measurement purposes.

SAFETY

The Visalia campus has 14 “Code Blue Phones” installed throughout the campus. These are well-lit (24 hours per day) emergency phones. When anyone picks up the phone, the District Police emergency line is dialed, and assistance will be dispatched immediately. The Visalia campus also has an alarm system throughout the campus, and 24-hour coverage through District Police and Matson Alarm. When District Police are present, the alarm system is monitored. When District Police are not present, Matson Alarm is notified immediately of any break-ins or compromises, and then contacts the police.

PARKING:

Parking availability at the Visalia campus is currently sufficient, having undergone a large addition in 2011, which added 555 parking spaces in Parking Lot 7, and having constructed Parking Lot 9 in 2009, the additional parking lot across Woodland Avenue, which added 228 parking spaces. Visalia has 2,448 stalls available. Subtracting 136 staff stalls and eight 20-minute stalls, the campus has 2,304 stalls for the 9,468 unduplicated students, which equals a ratio of 4.11:1. The District goal is a ratio of 4.5:1 or less. It is noted that the District only intends slow growth for the Visalia campus, but additional parking will likely need to be addressed in the next decade. The conditions of all current Visalia campus parking lots are considered good at this point in time, with adequate resurfacing and routine maintenance planned as needed.

Of additional note is the successful partnership with the Tulare County Agency of Governments to provide unlimited-use bus passes to District students, which allows students to travel between the three campuses, or to

and from their home, for a very nominal cost. With this transportation option, the District has been successful in lowering the number of cars parked on campus, lowering the need for parking stalls, and in lowering overall gas emissions in the District communities.

Of continued concern to students is the accessibility of the parking to classrooms, and the traffic flow/vehicular circulation in Parking Lot 7 (Southwest side of campus). There is also possible concern regarding the traffic flow/vehicular circulation in Parking Lot 4 (Northeast side of campus):

- The accessibility is considered adequate, and could not be easily changed. As a result, the District does not plan to move any buildings to create easier access from parking lots.
- Regarding the vehicular circulation in Parking Lot 7, the District administration agrees that the flow of traffic is not ideal. This issue will be contemplated in the next decade with the assistance of a consultant as part of an in-depth facility study.
- The vehicular circulation in Parking Lot 4 could be improved. The long range plan is to either restructure the parking lot for better traffic flow, if parking is deemed sufficient, or to add a parking structure at such time as deemed absolutely necessary due to growing enrollments. The parking structure would be planned in Parking Lot 4. Funding would require passage of a local bond, which will be a challenge for this community. This issue will be contemplated in the next decade as part of an in-depth facility study.

SUMMARY

There are plans to renovate the Kern building and the Cedar building (Maintenance and Operations building) in future years. There are plans to build a new Basic Skills Center building in upcoming years. There are also possible plans for a solar project at the Visalia campus. All of these projects are in initial or final plan stages at the Chancellor’s Office (solar RFP has been issued).

Recommendations:

- The condition of the swimming pool may need to be addressed in this next decade, but there are no specific plans at this time. Funding a swimming pool renovation is not possible without the support of a local bond measure. A study under the new educational master plan and facilities master plan is recommended to provide direction.
- The layout of the parking lots at the Visalia campus and parking capacity may need to be addressed in this next decade, but there are no specific plans at this time. The Visalia campus will need to build a multi-story parking structure to meet future parking demand, but funding a parking structure is not possible without the support of a local bond measure. A study under the new educational master plan and facilities master plan is recommended to provide direction.
- The San Joaquin two modulares will most likely be replaced, but it is anticipated that this would be part of a larger growth facility project, occurring after 2025. When an additional building is needed on the Visalia campus, the Yokut/CSUF/San Joaquin area would be the most likely location.
- Though the Sawtooth/Theatre building is functioning well, it will need modernization sometime after 2020 for aesthetic purposes.

- Similarly, the Sequoia building has undergone extensive modernization on the North wing. The South wing (student services section) will need modernization efforts in the next decade.
- The Blue Oak building is aging, but currently serving its purpose for office space well. If the Cedar building/maintenance & operations renovation is completed as planned in the next few years, this building could be renovated or repurposed for another use.
- The General Grant building is vacated and slated to be demolished as part of the Basic Skills project.
- Electric charging stations are recommended within the next decade.

All other facilities are in good condition and well maintained, being either newly built or fairly recently renovated, and provide updated infrastructure (electrical, mechanical, phone, plumbing, sewer) technology, laboratory resources, roofing, ADA access, and HVAC systems.

OFF-CAMPUS AND LEASED FACILITIES

In 2015, the District will vacate the 20,882 square foot building it has leased for its Business, Industry, and Community Services (BICS) educational program, along with other vocational for-credit industry or technology-related programs. The BICS program, which provides educational opportunities for secondary education students, adult students, and local business and industry, will be primarily relocated to the Tulare College Center. District administration has organized an alternate plan for housing each program in various manners on the three District campuses.

The District does not currently rent any other outside facilities; however, the District does hold classes at various high school, adult school, or vocational school

sites as deemed beneficial through partnerships with surrounding educational and governmental agencies.

SUMMARY

The findings in this Facilities Master Plan highlight that, overall, the College of the Sequoias Community College District does not require a substantial amount of additional space for the master plan horizon of 2025. While there are program needs that have been identified in certain areas of the three campuses, these needs can for the most part be accommodated through planned renovations or repurposing of existing space. With the future addition of the Phase II construction project at the Tulare College Center, and the other Phase II construction project at the Hanford Educational Center, the largest identified needs for additional space will be met. The District also notes a need to address parking capacity at the Hanford Educational Center and the Visalia campus in the next decade. The largest future facility plans for the District are contingent upon the state passing an educational facilities bond, hopefully in the next two years. When passed, the facility and construction plans identified can be implemented. As a result, the District is well situated to address the enrollment and program forecasts in this Educational and Facilities Master Plan.

Exhibit 1: Aerial Photo of the proposed Placement for Possible Ground-mounted Solar Panel Project at Tulare College Center.



Exhibit 2: Tentative Time Schedule for Development of the Hanford Educational Center Approval Status and Phase II Construction

(TIMING CONTINGENT UPON STATE BOND FUND AVAILABILITY)

Time Schedule For Development of the Hanford Educational Center

Date	Activity
June 2011	Submit Letter of Intent
July 2011	Letter of Intent approved by Chancellor's Office
April 2012	Population and enrollment projections approved by DOFDRU
June 2014	Needs Study draft completed
July 2014	Needs Study submitted to Chancellor's Office Needs Study scheduled as information item before BOG Needs Study scheduled as information before the Board of Governors Needs Study scheduled as action item before BOG
June 2017	Submit IPP for facilities
June 2018	Submit FPP for facilities
August 2021	Request PW for facilities
July 2023	Request CE for facilities
March 2025	Site Preparation/construction/equipping/completion
March 2025	Occupancy of facilities
August 2025	Begin classes in new center

**Exhibit 3: ASF Space Allocation by Program for Hanford Educational Center
Phase II Construction**

**COLLEGE OF THE SEQUOIAS
Hanford Education Center Planning**

Space Program (ASF)	Activity
Type	Phase II
Interdisciplinary Lecture	6,000
Interdisciplinary and Science Labs	9,500
Tutorial Lab (30 stations)	1,000
Distance Learning Lab (30 stations)	1,000
Office/Administration/Faculty/Student Services	5,300
Conference/Meeting	2,000
Data Processing	200
	25,000

Exhibit 4: Ten-Year Tentative Capital Outlay Cost Schedule for Phase II

HANFORD EDUCATIONAL CENTER
Ten-Year Tentative Capital Outlay Cost Schedule For Phase II

	Cost	ASF	Funds Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
P/W - Phase II Onsite Infrastructure and Facilities	1,538,000	25,000	State & Local			1,538,000				
Phase II Onsite Infrastructure and Facilities Construction	17,466,000	25,000	State & Local				17,466,000			
Equipment Phase II Facilities	1,708,000	25,000	State & Local						1,708,000	
										Occupancy Fall Term 2025

Exhibit 5: Sequoias CCD Hanford Education Center Projected Capital Outlay and Support Costs

Hanford Education Center Projected Capital Outlay and Support Costs

Project Type	Projected Capital Outlay			Projected Support Cost Increases				Anticipate District Budget Increase
	State Funded	District Funded	Total	FTE Staffing	Personnel Cost	Operations	Total	
Phase II On-site Infrastructure and Academic Facilities	\$10.356m	\$10.356m	\$20.712m	36	\$2.9m	\$0.4m	\$3.3m	\$3.3m from 2025-2026 budget

M = millions Notes: District budget projections are based upon growth projections approved by Department of Finance. District budget projections did not include cost of living adjustments. All calculations expressed in current 2014 dollars.
 FTE = full time equivalent staff positions (faculty and staff)

Exhibit 6: Aerial Photo of the Proposed Placement for Possible Solar Panel Parking Carport Project at Visalia Campus.

