Facilities Plan

Overview

The Facilities Plan recommendations for Fullerton College present a model that is based on the following elements of the Comprehensive Master Plan:

- Projected enrollment increase based on (1) the projected growth in population and jobs and (2) the State Chancellor’s Office enrollment and WSCH forecasts.
- Descriptions of current instructional, student services, and campus support services programs.
- Analysis of existing conditions and status of current facilities.
- Facilities projects suggested during the concurrent educational planning effort.

The Facilities Plan recommendations for Fullerton College present an overall picture of the future developed campus through the year 2020 and include recommendations for demolition/removal or renovation of existing facilities, construction of new facilities, and campus-wide site improvements.

While drawings in the plan appear specific, the forms are conceptual sketches designed to highlight the location and purpose of the improvements. The actual design of each site and facility project will take place as projects are funded, a user group is defined, and detailed programming and design occurs.

This section consists of the following elements:

- Facilities Planning Principles
- Principles and Projects
- Facilities Recommendations
  - 2011 Facilities Plan
  - Demolition/Removal Projects
  - Renovation Projects
  - New Construction Projects
- Site Improvement Recommendations
  - Vehicular and Bicycle Circulation
  - Off-site Parking Structure
  - On-site Parking Structure
  - Pedestrian Circulation
  - Landscape Improvements
  - Site Improvement Projects
  - Property Acquisition
- Future Thinking
Facilities Plan

Planning Principles

The Facilities Plan recommendations for Fullerton College addresses the current and projected needs through the year 2020.

Throughout the planning process, a series of facilities planning principles were developed and used to guide discussions and inspire the development of the recommendations.

The following is a summary of the principles:

Maximize functional space:
- Renovate facilities to address program needs.
- Design to enhance pedagogy and adapt to future trends.

Eliminate non-functional space:
- Remove temporary buildings.
- Replace inadequate/aging facilities (without historical value).

Improve efficiency/utilization of site and facilities:
- Maximize land use.
- Create flexible, interdisciplinary spaces.

Right-size the campus to address program needs:
- Align facilities inventory with state guidelines.
- Position the College to maximize funding (state and local).

Improve circulation and establish connections:
- Delineate clear, inviting campus entry points.
- Define clear and safe vehicular movement and drop-offs.
- Locate appropriate amount of parking in best locations.
- Link main campus to north and south campus locations respectively across Berkeley and East Chapman Avenues.

Enhance the campus environment:
- Create gathering spaces for collaboration.
- Improve campus landscape, wayfinding, and identity.
- Support collaborative work environments.

Simplify implementation:
- Limit disruption to campus and programs.
- Reduce swing space costs.
- Reduce number of temporary moves.
Principles Plan

Maximize Functional Space

- Renovate facilities to address program needs
- Design to enhance pedagogy and adapt to future trends

PROJECTS

Renovate the following:
/ 700 Building, Technology and Engineering
/ 300 Building, Business and Computer Information Systems (CIS)
/ 500 Building, Applied Arts/Humanities
/ 1000 Building, Fine Arts/Art Gallery (Natural Sciences)
/ 600 Building, North Science (Mathematics)
/ 2100 Building, Wilshire Auditorium and 3D Sculpture Garden
/ 100 Building, Administration (original structure)
/ 1200 Building, Physical Education (partial renovation of Health Services, Wellness Center, and Faculty Lounge)
/ 840 Building, Campus Services (DSS, Mailroom, Food Services Annex)

Eliminate Non-Functional Space

- Remove temporary buildings
- Replace inadequate/aging facilities (without historical value)

PROJECTS

Demolish or remove the following:
/ 100 Building later addition only, Administration
/ 400T Science Village (401T-419T classrooms)
/ 1800 Building, Temporary Classrooms
/ 2200 Building, Temporary Offices
/ 2300 Building, Classrooms (Media Services/Academic Computing)

Demolish and replace the following with a new facility(s):
/ 401 Biological Greenhouse
/ 900 Building, Machine/Printing
/ 910 Building, Auto Technology (Microcomputer Lab)
/ 1100 Building, Music
/ 1300 Building, Theatre Arts
/ 1600-1691 Building, Horticulture Center
/ 1810/1820/1830, Child Development
/ 1901-1904, Classrooms
/ 1956-1960, Classrooms
/ 2000 Building, Student Services/T.V.
/ 3000 Building, Berkeley Center (Facilities/Maintenance & Operations, Classrooms)

Simplify Implementation

- Limit disruption to campus and programs
- Reduce swing space costs
- Reduce number of temporary moves

PROJECTS

/ Utilize existing inactive space for swing space uses when planning and constructing renovation projects.
/ Examine swing space needs for Science, Engineering & Math building renovation project.
/ Sequence swing space plan to incorporate one interim move for each entity.
Improve Efficiency/Utilization of Site and Facilities

- Maximize land use
- Create flexible, interdisciplinary spaces

PROJECTS

- Renovate/Construct a new Technology and Engineering Complex
- Construct a new Performing Arts Complex to anchor the south campus
- Locate the new Welcome Center in the main campus and centralize student services.
- Program and design a new Instructional building based on college growth and educational planning data.
- Create permanent ECE Lab School in the core of campus with better connections to the 1400 building.
- Construct a new Maintenance & Operations Complex/Thermal Energy Storage Tank at the edge of the main campus.
- Expand the existing Chiller Plant to support new construction on campus.
- Relocate Horticulture Complex to north campus adjacent to residential neighbors.

Right-Size the Campus to Address Program Needs

- Align facilities inventory with state guidelines
- Position the College to maximize funding (state and local)

PROJECTS

- Link programming of renovations and new construction projects with state guidelines and future growth projections
- Test each potential project to ensure the campus is not overbuilding according to state guidelines
- Await funding for approved Final Project Proposals (FPPs) for the renovations of the 300 Business building and the 500 Humanities
- Await approval of IPP and then prepare FPP for Music/Drama Replacement Complex (aka, the new Performing Arts Complex).
- Explore state funding opportunities for proposed new facilities indicated in the Facilities Plan.

Improve Circulation and Establish Connections

- Delineate clear, inviting campus entry points
- Define clear and safe vehicular movement and drop-offs
- Locate appropriate amount of parking in best locations
- Link main campus to north and south campus locations respectively accroso Berkeley and East Chapman Avenues

PROJECTS

- Develop a primary north/south pedestrian promenade, removing vehicular traffic from the center of campus
- Recommend secondary pedestrian routes where needed
- Identify safe bicycle routes through campus
- Recommend several needed crosswalk locations, and stoplights, especially at north and south locations
- Develop multiple student drop-off locations on campus
- Identify proposed sites for a parking structure

Enhance the Campus Environment

- Create gathering spaces for collaboration
- Improve campus landscape, wayfinding, and identity
- Support collaborative work environments

PROJECTS

- Identify locations for student gathering through an east quad and a south quad on campus and beautify the central quad
- Recommend a plan for the sculpture garden
- Develop a Welcome Court and various lawns on campus
- Develop a landscape plan, including shade areas for athletic areas
- Develop a complete plan for campus signage and wayfinding
Facilities Plan

Recommendations //

The recommended 2011 Facilities Plan depicted on the opposing page represents the campus at completion of its build-out to approximately 28,000 students in the year 2020.

The space needs forecast for Fullerton College projects a need for additional instructional, office, and library space and this is illustrated in the 2011 Facilities Plan.

The recommendations place a strong emphasis on new facility construction and renovation and reconfiguration of existing building space in an effort to increase efficiency and functionality. In addition, a series of site improvement projects are recommended to improve the overall campus and address land use, traffic, and circulation concerns.

The Link: Why Facilities Need to be Renovated or Constructed

The first half of Chapter Five identifies all of the programs and services that comprise Fullerton College. In order for students to succeed and to keep pace with instructional needs, strategies and technologies, the buildings must change as well. The building descriptions that follow identify student, faculty, staff and classroom needs in each of the buildings mostly reported by faculty who use them every day.
Facilities Plan

Demolition/Removal Projects //

During the planning process, the existing facilities were analyzed in order to identify key issues to be addressed in the Facilities Plan and to create recommendations for future development. The analysis included review of the existing buildings, their age, their systems, and the suitability of spaces to support the programs they house.

Several buildings were identified for demolition/removal to support the facilities planning principle of “eliminating non-functional space” and replacing the oldest and most aged facilities with new facilities.

The recommendations for buildings to be demolished or removed are highlighted on the opposing page.

The Facilities Plan recommends the demolition/removal of the following buildings:

<table>
<thead>
<tr>
<th>Building #</th>
<th>Building Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>Administration (1957 addition only)</td>
</tr>
<tr>
<td>400T</td>
<td>Science Village Temporary Facilities (401T–419T Classrooms)</td>
</tr>
<tr>
<td>401</td>
<td>Biological Greenhouse</td>
</tr>
<tr>
<td>900</td>
<td>Machining/Printing (as part of the Technology &amp; Engineering Complex, currently planned for demolition and replacement beginning June 2011)</td>
</tr>
<tr>
<td>910</td>
<td>Auto Technology (as part of the Technology &amp; Engineering Complex, currently planned for demolition and replacement beginning June 2011)</td>
</tr>
<tr>
<td>1100</td>
<td>Music</td>
</tr>
<tr>
<td>1300</td>
<td>Theatre Arts (Campus Theatre/Box Office)</td>
</tr>
<tr>
<td>1500–1591</td>
<td>Horticulture Center</td>
</tr>
<tr>
<td>1800</td>
<td>Temporary Classrooms</td>
</tr>
<tr>
<td>1810/1820/1830</td>
<td>Child Development</td>
</tr>
<tr>
<td>1901–1904</td>
<td>Temporary Classrooms</td>
</tr>
<tr>
<td>1956–1960</td>
<td>Temporary Classrooms</td>
</tr>
<tr>
<td>2000</td>
<td>Student Services/TV (Admissions &amp; Records, Bookstore, Bursar, Counseling, EOPS, Career &amp; Life Planning, Distance Education, Workforce Center)</td>
</tr>
<tr>
<td>2200</td>
<td>Temporary Offices</td>
</tr>
<tr>
<td>2300</td>
<td>Classrooms (Media Services/Academic Computing)</td>
</tr>
<tr>
<td>2500</td>
<td>Chapman/Newell Complex</td>
</tr>
<tr>
<td>3000</td>
<td>Berkeley Center (Facilities/Maintenance &amp; Operations, Classrooms)</td>
</tr>
<tr>
<td>3104</td>
<td>Biological Studies Classroom</td>
</tr>
</tbody>
</table>
Facilities Plan

Demolition/Removal Projects

100 - Administration (1957 Addition only)

400T - Science Village Temporary Facilities

401 - Biological Greenhouse

900 - Machining/Printing

910 - Auto Technology

1100 - Music
1300 – Theatre Arts

1600 – Horticulture Center

1609/1610/1611 – Horticulture Greenhouses

1612 – Horticulture Lath House

1614/1615/1616 – Horticulture Greenhouses

1800/1810/1820/1830 – Temporary Classrooms and Child Development
Facilities Plan

Demolition/Removal Projects //

1901 – 1904 Temporary Classrooms

1956 – 1960 Temporary Classrooms

2000 – Student Services/TV

2000 – Student Services/TV

2200 – Temporary Offices

2300 – Classrooms
2500 – Chapman/Newell Complex

3000 – Berkeley Center

3104 – Biological Studies Classroom
Facilities Plan

Renovation Projects

Fullerton College's earliest buildings (around the Central Commons) date from the 1930s and are of historical significance to the College. Many of Fullerton's buildings have a very long history of service and although many were modernized in the 1950s, today there is a need to address aging infrastructure, deferred maintenance, and advances in energy efficiency and educational technology.

Renovation projects offer several opportunities:

- To consolidate related programs.
- To improve efficiency.
- To adapt space for current and future educational programs.
- To create space for flexible state-of-the-art facilities.
- To provide universal accessibility.

These projects must also address logistical planning for temporary facilities or swing space, construction access, and the protection of students, faculty, and staff during the building process.

The Facilities Plan recommends that these renovations be addressed on an as-needed basis and aligned with ongoing deferred maintenance projects. In addition to the projects highlighted, the Facilities Plan recommends the sequential renovation of all other existing campus facilities as required.

These renovation projects address the following facilities planning principles:

- Maximize functional space.
- Eliminate non-functional space.
- Improve efficiency/utilization of sites and facilities.

Based on instructional, student services, and campus services needs and priorities, the following renovation projects, listed in priority order, are recommended:

<table>
<thead>
<tr>
<th>Building #</th>
<th>Building Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>700</td>
<td>Technology &amp; Engineering (currently planned for renovation beginning June 2011)</td>
</tr>
<tr>
<td>300</td>
<td>Business &amp; Computer Information Systems</td>
</tr>
<tr>
<td>500</td>
<td>Applied Arts/Humanities</td>
</tr>
<tr>
<td>100</td>
<td>Fine Arts/Art Gallery (Natural Sciences)</td>
</tr>
<tr>
<td>600</td>
<td>North Science (Mathematics)</td>
</tr>
<tr>
<td>2100</td>
<td>Wilshire Auditorium &amp; Sculpture/3D Arts</td>
</tr>
<tr>
<td>100</td>
<td>Administration (original structure)</td>
</tr>
<tr>
<td>1200</td>
<td>Physical Education (partial renovation) (Health Services, Wellness Center)</td>
</tr>
<tr>
<td>840</td>
<td>Campus Services (DSS, Mailroom, Food Services Annex)</td>
</tr>
</tbody>
</table>

The recommendations for buildings to be renovated are highlighted on the opposing page and the renovation projects are described on the following pages.
Facilities Plan

Renovation Projects //

100 - Administration

As the 1998 Master Plan noted, "the tiled roof and ornately arched Spanish Colonial entrance and tower originally served as the formal entrance and perhaps the hallmark of Fullerton College. The flat roofed modernist 1957 addition by Taylor & Connor, architects, was rather insensitively appended to the front of the building, obliterating its Spanish Colonial roots."

The Facilities Plan recommends that the student services functions currently located in the Administration Building relocate to the new Welcome Center. Once this occurs, the original 1935 portion of the 100 Building can be reprogrammed and reconfigured to support the College's administrative functions. Significantly, this renovation will include the demolition of the 1957 addition and restoration of the original 1930s entrance tower and forecourt in an effort to improve the College’s identity along Chapman Avenue.

Issues & Recommendations:

- Remove non-functional and visually distracting addition to the historic Administrative building.
- The Financial Aid area has a number of needs:
  - There is inadequate space for students to wait in line, coupled with the location of two adjacent classrooms, which creates a bottleneck during peak periods.
  - A large space to accommodate classified staff in private work locations is needed.
  - A private office for the Director of Financial Aid, attached/adjacent to the Financial Aid Office is needed. Currently the Director's Office is located separate from the Financial Aid Office.
  - More space is needed for intake including a lowered counter space to accommodate students with mobility impairments.
  - Need confidential space for intake.
  - A secured file room is needed in order to comply with federal record-keeping requirements.
300 - Business & Computer Information Systems

The proposed renovations of the 300 Business & Computer Information Systems and 500 Applied Arts/Humanities Buildings have been submitted as one project to the State Chancellor's Office in the form of a Final Project Proposal (FPP). They function as a complex because, until 2005, they were physically attached, and because both buildings contain dedicated Computer Information Systems (CIS) labs. The buildings house classrooms, labs, and offices.

The project scope includes:

- Reorganize and modernize instructional spaces.
- Remodel and reuse vacated spaces.
- Provide modern instructional technology infrastructure.
- Increase restroom capacity to comply with current codes.
- Reconstruct/construct stairs and ramps to comply with current codes.
- Replace mechanical, electrical, plumbing, telecomm, and structural systems.
- Exceed Title 25 energy efficiency requirements by at least 15%.
- Remove hazardous materials from the buildings.

Issues & Recommendations:

- Noise level from the adjacent quad is extremely disruptive.
- Current technology hardware and software is critical for students' transfer preparedness and/or careers.
- The building is outdated and cannot support classroom technology.
- There is a need for hybrid and flexible classroom and lab space.
Facilities Plan

Renovation Projects //

500 - Applied Arts/Humanities

The proposed renovations of the 300 Business & Computer Information Systems and 500 Applied Arts/Humanities Buildings have been submitted as one project to the State Chancellor’s Office in the form of a Final Project Proposal (FPP). They function as a complex because, until 2005, they were physically attached, and because both buildings contain dedicated Computer Information Systems (CIS) labs. The buildings house classrooms, labs, and offices.

The project scope includes:

- Reorganize and modernize instructional spaces.
- Remodel and reuse vacated spaces.
- Provide modern instructional technology infrastructure.
- Increase restroom capacity to comply with current codes.
- Reconstruct/construct stairs and ramps to comply with current codes.
- Replace mechanical, electrical, plumbing, telecomm, and structural systems.
- Exceed Title 25 energy efficiency requirements by at least 15%.
- Remove hazardous materials from the buildings.

Issues & Recommendations:

- The building is outdated and cannot support classroom technology.
- Current technology hardware and software is critical for students’ transfer preparedness and/or careers.
- There is a need for hybrid and flexible classroom and lab space for support of new teaching methods.
- The Humanities Division offices are spread over five buildings with 34 classrooms spread over a dozen or more buildings and does not support a division community.
- The Veteran’s Resource Center has many facility needs and will outgrow its center as an increase in veterans are expected to come to college over the next decade. The college plans to welcome and support these veteran students.
- The Assessment Center has outgrown its testing facility. The center needs a lab to support 50 students in a quiet environment for testing purposes to meet the needs of students over the next decade.
600 - North Science

This project involves the renovation of space in the 600 North Science Building vacated by the math lab and support spaces that relocated to the Library/Learning Resource Center. The vacated spaces will be converted to classrooms and offices. A new hallway will be added in order to provide appropriate exiting from the building.

Issues & Recommendations:

- The vacated space by the Math Lab move to the LLRC has been used as campus swing space instead of the much needed space for a Math Skills Center. The space was divided into a computer room and a study room called the Math Lab Annex. These two rooms are noisy as the temporary wall does not go up to the ceiling and the noise is very distracting. A large Math Skills Center is desperately needed with computer stations, whiteboards, work tables and study rooms.

- There is a need for easier student access to faculty offices, located in the center of the building and for places to meet and work with students.

- Technology for classrooms is below standard with wires showing and upgrades needed to meet the needs of students today.

700 - Technology & Engineering

The new 700 Technology & Engineering Complex is currently undergoing renovation and construction. This project involves the renovation of the existing 700 Technical Education Building and is discussed further under new construction projects.

Programs are currently housed in swing space facilities until the current project completes.
Facilities Plan

Renovation Projects //

840 - Campus Services

The 840 Campus Services Building currently houses Disability Support Services (DSS), the Mall Room for the campus, and vacant space formerly used by food services.

- Renovations to the existing 840 Campus Services Building are recommended to address the program needs of the functions that are housed there and to reprogram the vacant space.

Issues & Recommendations:

- Increased space is needed for administration of tests for students requiring special accommodations.
1000 - Fine Arts/Art Gallery

Once the proposed Lab School is constructed, then the early childhood education classes currently taught in the 1000 Building will relocate to this proposed facility. Once this occurs, the 1000 Building needs to be renovated to address the program needs of the functions that continue to be housed there.

Issues & Recommendations:

- Improve Art Gallery visibility to the campus and community by installing new glass doors, illuminated signage, parking, security, and improved construction and preparation space.
- Replace unattractive exterior of building which faces Chapman Avenue.
- Redesign classrooms for most efficiency and install needed technology for students' differing learning styles.
- Redesign studio art labs for the newer materials and methods artists use today, including technology.
- Replace entire infrastructure of building to provide a clean, healthy environment for students and staff.
- The aging building cannot support the needs of the art computer graphics programs.
1200 - Physical Education

While the 1200 Physical Education Building received extensive renovation, the needs of the entire building were not addressed. The Facilities Plan recommends that the Health Services Center be relocated and that the remaining areas of the facility be reprogrammed and renovated to address projected needs.

Issues & Recommendations:

- The area for Health Services no longer can support the number and the needs of students who visit the Center.
- A new location is needed for the Health Center that allows access for an ambulance and paramedics, has private examination rooms for students, secure space for medical files, and a welcoming feel for students as well as privacy for their needs.
2100 - Wilshire Auditorium &
Sculpture 3D Arts

The Facilities Plan recommends that the historic Wilshire
Auditorium be renovated into a Concert Hall. This building was
originally constructed by the Works Progress Administration
(WPA) as part of the Wilshire School in the 1930s. This
renovation would include the appropriate support facilities and
create connections to the proposed Performing Arts Complex
on the south side of Chapman Avenue while preserving both
the 1930s Modern style popular at the time of the building's
construction and its beautiful interior detailing.

Currently, the Wilshire Auditorium is not suitable for
performances that support the College's instructional program.
The second floor is not accessible by people with physical
disabilities. The renovated building will provide improved
lighting, updated electrical systems, structural reinforcement
to support new rigging, and improved backstage support areas.
All areas of the building will become universally accessible.
The sculpture labs at the rear of the Auditorium will be
converted to the necessary back-of-the-house spaces for
concert functions.

Therefore, new instructional facilities for the sculpture
program would need to be constructed, perhaps as part of the
proposed Performing Arts Complex. The Sculpture/3D Arts
yard is recommended to remain on the south campus and be
developed as part of the larger Performing Arts Precinct (an
area designed or reserved for a particular purpose).

Issues & Recommendations:

- Redesign aging auditorium into a 400-seat concert hall for
  student and community performances.
- Meet ADA compliance through remodeled restrooms, and
  theatre access, including the stage.
- Design a designated box office for efficiency and
  accounting for student learning.
- 3D sculpture facility:
  - The current facility has the following issues:
  - Infrastructure requires replacement.
  - The facility is not accessible.
  - The classrooms are outdated and cannot support new
technology.
  - Maintain the size and functionality of the 3D Sculpturer/
    Arts Yard, which includes facilities for bronze pouring.
  - Screen or hide infrastructure components from public
    spaces.
  - Construction of a new 3D sculpture facility will need to
    address the above concerns.

- The sculpture garden is planned to be relocated with a
  new, refreshed look and design that includes space for new
  installations—see Site Improvement Projects for further
discussion.
Facilities Plan

New Construction Projects

The recommendations for new construction projects are included on the following pages. Descriptions of these projects are organized into groups based on campus location. The order of the projects reflects a priority order and a recommended sequence of development. Phasing plans will be developed following the completion of this Facilities Plan and will be tied to availability of funding. Integration of photovoltaics (PVs) is strongly encouraged in all future projects.

These projects address the following facilities planning principles:

- Improve efficiency/utilization of facilities.
- Right-size the campus to address program needs.
- Simplify implementation.

The Facilities Plan recommends construction of the following new facilities:

- Technology & Engineering Complex (currently under construction)
- Performing Arts Complex
- Welcome Center
- Instructional Building
- Lab School
- Chiller Plant Addition
- Horticulture Complex
- Maintenance & Operations Complex/Thermal Energy Storage Tank
Facilities Plan

New Construction Projects //
Technology & Engineering Complex

The new Technology & Engineering Complex (TEC) is currently planned for renovation and construction beginning June 2011. This project involves the renovation of the existing 700 Technical Education Building and the replacement of the 900 Trade-Technical and 910 Automotive Technology Buildings with one new facility. The TEC will house instructional programs including Vocational Technology, Commercial Services, Consumer Education, and Public Services.

The renovation of the 700 Technical Education Building involves improvement of the entire 2-story building to upgrade building systems, to comply with current building codes for safety and disabled access, to reorganize space to serve existing instruction, and to remove hazardous materials.

Issues & Recommendations:

- Currently under construction.

"insert quote"

~ author
Performing Arts Complex

A Performing Arts Complex (PAC) is proposed to replace the aging Music and Theatre Buildings and the Communications TV/Radio program portion of the 2000 Building. The new complex will include the Theatre Division, Music Division, Art/Computer Graphics, and Television/Radio (Media Arts Center).

The PAC will be located on the south side of Chapman Avenue, clustered with the renovated Wilshire Theatre and adjacent to the Wilshire Continuing Education Center. The prime location of this multi-story complex is visible from the intersection of Lemon Street and Chapman Avenue and creates a new identity for Fullerton's south campus. The PAC will house classrooms, studios, and performing arts and music needs. Synergies between related programs are created by the PAC and the adjacent outdoor spaces, while maximizing resources and equipment.

At the heart of re-envisioning the south campus is the PAC and it creates a sub-campus that fully integrates the existing Wilshire Continuing Education Center into the fabric of Fullerton College.

Issues & Recommendations:

- Demolish aging facilities that cannot meet the needs of students, and that do not have historic value.

- The current aging facilities do not meet student needs for a variety of reasons. Students need to be well prepared for transfer or for work in current, state-of-the-art functions in order to be successful. In Theatre, students with disabilities cannot access several areas in the current building, there are not enough classrooms, inadequate dressing room space, inadequate storage of props, costumes, audio and lighting, no safe catwalk system, no green room, and no practice rooms. In music, students are frustrated due to the poor acoustics, inadequate seating and storage. There is a need for more up-to-date classrooms including the new technology now imbedded in teaching and learning. Students will not be prepared for the workforce in this next decade without current instructional teaching methodology.
Facilities Plan

New Construction Projects //

Welcome Center

The proposed multi-story Welcome Center will centralize many of the student support services into one visible location to improve student access to services. The proposed location, on the site of the current Theater Arts building, brings these services back to the main campus and locates the Welcome Center in a prominent location visible from Lemon Street and adjacent to a drop-off and visitor parking. The Welcome Center will become the entry point for newcomers to the campus.

The core service functions that students need to enroll at Fullerton College and the Bursar’s Office are recommended to be located on the lower level, while other secondary services would be located on the upper level, or other areas of the campus. The services identified for the Welcome Center include the following:

Core Services:
- Admissions and Records
- Assessment Center
- Financial Aid
- Information Center

Secondary Services:
- Bursar’s Office (including safe)
- CalWORKs
- Career and Life Planning/Workforce Center (combined)
- Counseling
- Extended Opportunity Programs & Services (EOPS)
- Veterans Resource Center

In addition, two additional functions are defined as potential building occupants and require further study and discussion:
- Bookstore
- Health Services Center

Both of these functions require exterior entrances and access for vehicles. Following the completion of this project, several spaces throughout the campus become available to accommodate identified needs.

Issues & Recommendations:

- The 2000 Building cannot support the needs of students in the Counseling Center which require confidentiality, compliance with FERPA regarding student records, space for enough staff workstations to see students and improve traffic flow, and the inability to serve a growing student body.
- Admissions and Records cannot keep up with the high quality of service needed to deal with the incoming students and the confidentiality required in an aged facility.
Instructional Building

Continued growth for the campus includes plans for a new Instructional building. This building will contain general use classrooms, student collaboration study areas, and faculty offices.

The prominent location on the corner of Chapman Avenue and Lemon Street will help define the boundary and identity of Fullerton College and visually link the new facility to the new Performing Arts Precinct south of Chapman Avenue.

Issues & Recommendations:

- The campus needs general classroom space and classroom design that includes movable tables for group work and whiteboards on all walls. Exploration on future classroom design trends that supports multiple teaching methodologies is critical.
- Some faculty desire that this building become the new consolidated home for the Humanities Division; however further discussion and review of the educational planning data will determine if this is feasible.

“insert quote”

~ author
Facilities Plan

New Construction Projects //
Lab School

The Lab School is the demonstration site for the Child Development and Educational Studies Department's Early Childhood Education (ECE) Program. Preschool-aged children from the community, college students, and teaching staff come together to create excellent early childhood learning experiences. Children are enrolled in a full day program attending the school on various days of the week.

This Facilities Plan recommends a permanent facility for the nationally accredited Lab School that combines both instruction and direct experience with children. There are many unique facility requirements that will be addressed when the programming and design of this building begin.

The proposed location for the new facility brings the Lab School closer to the core of the Fullerton College campus and will include clear signage and a new identity for the ECE program. The location was chosen for its proximity to the 1400 Classroom Building where many of the child development classes are currently held.

A drop-off is located along Centennial Way to enable parents to access the facility and exit the campus with a minimum of vehicular stacking. The Lab School will buffer the associated child play area from the adjacent Fullerton High School baseball field while reinforcing the new Centennial Way spine. The outdoor yard space is large enough to support distinct areas for curricular exploration (i.e., gardens, trike paths, large muscle climbers, bridges, stream beds, orchards, arbors, bird villages, treehouses, storage) and various landscape areas.

Issues & Recommendations:

- Instructional classrooms are not functional in the existing aging building. There is a need for an entirely new design to support the needs of teaching and learning strategies. Besides classrooms, the Lab School needs child resource rooms, parent/staff conference rooms, kitchen, offices, outdoor play area and classrooms.
Chiller Plant Addition

As stated in the 2009 Fullerton College Energy Retrofit Program, "Fullerton has an ambitious long term master plan for energy infrastructure. The ultimate goal is to bring the campus to grid neutral which can be achieved through chilled water thermal storage, solar PV, and possibly fuel cell co-generation."

Currently, the campus is primarily served by four chiller plants. One of these serves campus buildings south of Chapman Avenue and would remain in place. "Two of these plants are older and are located in (and serve) the southwest corner of the campus." The fourth plant is relatively new and is located on the north end of the campus and is the most efficient plant on campus. Since this Facilities Plan recommends the demolition of both the Theater and Music Buildings currently located in the southwest corner of campus, there is an opportunity to improve the overall chiller system. An addition/expansion of the existing northern Chiller Plant is recommended to support the new facilities planned to be constructed on campus. The addition includes the completion of the campus chilled water piping loop which includes below grade piping and replacement of chilled water pumps. The result is a fully interconnected chilled water loop that increases reliability and efficiency through load diversity.

Additionally, it is recommended that the Library/Learning Resource Center (L/LRC) be connected to the chilled water system. Currently the L/LRC has two large air handling units with DX cooling coils. The coils would be replaced with chilled water coils. The DX compressors should be salvaged and sold as they are relatively new.

Issues & Recommendations:

- Explore use of the latest energy conserving technologies and systems to support the expansion of the campus.
- Size the addition to support construction of the proposed new facilities.
Facilities Plan

New Construction Projects //
Horticulture Complex

The proposed Horticulture Complex will replace the existing facility, mark the northern terminus of Centennial Way, and anchor the north campus. The location north of Berkeley Avenue will enable the construction of a new facility that will house both instructional space and a working nursery and give the program a new and better community identity. Several times a year, the program holds plant sales and the proposed location adjacent to parking with direct pedestrian access via the Horticulture Walk to the Horticulture Court, Horticulture Green, and greenhouses will support this activity.

Further, the Horticulture Complex presents an opportunity to explore sustainability both in the construction of the new facilities and within the curriculum offered. The complex is envisioned as having ideal north-south oriented buildings and greenhouses and an integrated landscape that transitions nicely to the adjacent residential properties.

Issues & Recommendations:

- Need Campus Input.
Maintenance & Operations Complex/
Thermal Energy Storage Tank

In order to function efficiently, the grounds, facilities
maintenance, custodial, and academic computing departments
require dedicated permanent space on the main Fullerton
campus. The new Maintenance & Operations (M&O) Complex
addresses this need and is located on the northern end of
the main campus. A warehouse component and trade shops
are included and the buildings and yard are easily accessed
from Berkeley Avenue and Centennial Way for service and
deliveries. Site development will include secure parking for
campus vehicles, secure storage for materials used in campus
site maintenance, parking for employees and visitors, and
exterior service areas and access to the warehouse.

Design of the complex should pay careful attention to the
existing, mature, and beautiful landscape and trellised areas
that the Horticulture Department has developed. These areas
should be preserved and integrated into the M&O Complex
to buffer the complex from the adjacent residences and
provide the building users with important outdoor amenities.

Incorporation of sustainable strategies and provision of an
outdoor court as an amenity to the building users is also highly
recommended.

A Thermal Energy System (TES) in the form of an
aboveground chilled water storage tank attached to the
Maintenance & Operations Building is recommended for off-
peak electrical demand and to further improve sustainability
while also reducing campus electrical demand and demand
charges. The TES would need to be connected to the chilled
water loop that serves the entire campus. Colocation with the
M&O Complex is recommended for easy maintenance.

Issues & Recommendations:

• Need Campus Input.
Facilities Plan

Site Improvement Recommendations

When creating a campus environment, both the architectural language and the landscape language are of equal importance. Campus landscape connects the buildings on a campus and by design is the unifying element that creates the campus as a whole.

Therefore, in addition to the recommendations for facilities, a series of site improvement projects were identified to address two facilities planning principles:

- Improve circulation and establish connections.
- Enhance the campus environment.

Additionally, the site improvement recommendations address the key site issues identified in the analysis of existing conditions and planning for sustainability by incorporating more water and energy-efficient landscape.

The following graphics illustrate:

- Recommended Vehicular Circulation
- Off-site Parking Structure Recommendations
- On-site Parking Structure Recommendations
- Recommended Bicycle Circulation
- Recommended Pedestrian Circulation
- Recommended Landscape Improvements

The recommendations for site improvement projects and property acquisition are included on the following pages. Descriptions of these projects are organized into groups based on campus location or project type.

Central Commons

As stated in the 1999 Master Plan, “the heart of Fullerton College is its Commons, or ‘green.’ It is lined with mature magnolias, liquid amber, and fig trees that provide substantial shade, as well as a uniforming composition.” This Facilities Plan continues to strongly support the preservation of the Central Commons as part of Fullerton College’s identity.

Traffic Study

The planning process included a lot of discussion regarding parking and vehicular circulation. This Facilities Plan recommends that the College obtain a detailed traffic study to determine how to best address traffic flow and safe entry and exit from all areas of the campus.

There is a strong desire to explore the addition of a traffic signal at the intersection of North Berkeley Avenue/Centennial Way and traffic mitigation measures along East Chapman Avenue between the main campus and south campus. Recommendations regarding these improvements should be validated as part of the traffic study.
Facilities Plan

Off-site Parking Structure
Recommendations

The lack of adequate parking continues to be Fullerton College’s most prominent facilities problem. Surface parking lots are fragmented into mostly small, often separated lots which adds to confusion. Despite the construction of the Lemon Street Parking Structure, there is still a parking shortage.

Currently, there are a total of 3,729 stalls of off-street parking, inclusive of the City of Fullerton owned Plummer Parking Structure.

Many suburban community colleges use a 5:1 ratio (five students per stall). Based on the dense urban location of Fullerton College and the access to public transportation, this Facilities Plan recommends using a ratio of 6:1. This accounts for all use of the parking including faculty, staff, administration, and maintenance/operations uses.

Using the projected year 2020 enrollment of 28,000 students and the ratio of 6:1, a total of 4,657 parking spaces would be needed. This necessitates the addition of approximately 538 additional parking spaces.

Fullerton College is currently exploring opportunities to partner with the City of Fullerton to construct a shared-use parking structure with ground floor retail located off-site, but adjacent to the campus. The Fullerton College Bookstore could be accommodated within the retail area.

Design studies for a new mixed-use parking structure to replace the existing Plummer Structure are illustrated on the opposing page.

1 Claremont Village Parking Structure
2 Claremont Village Parking Structure
3 Claremont Village Parking Structure
Facilities Plan

On-site Parking Structure Recommendations

The planning process included a lot of discussion regarding parking and vehicular circulation. The many conversations explored a number of potential on-site locations for a parking structure or structures.

Ultimately, it was agreed that in the event that an off-site parking structure was not feasible and/or did not address all of the College’s parking needs, there are two locations that could be explored within the campus boundaries.

Location 1

The first location is along the east edge of the south campus. A parking structure in this location would support the new Performing Arts Precinct and the Wilshire Continuing Education Center.

The proposed parking structure would primarily be accessed from the intersection at N. Lawrence Avenue/Chapman Avenue with the necessary intersection improvements. A secondary exit/emergency vehicle access could be explored from Wilshire Avenue; however, direct access from Wilshire Avenue is not recommended since this smaller residential street cannot accommodate high volume traffic.

The structure would be setback from Chapman Avenue to maintain the proposed street character and would be oriented north-south in the approximate location of existing Parking Lots E and 10 (currently occupied by the temporary Science Village). Two or three levels are likely the maximum amount this structure could accommodate in terms of height within this residential adjacent location.

Location 2

The second location identified is along the east edge of the main campus, south of the existing baseball field and replacing existing Parking Lot B-2 East and the soccer field. The structure would be oriented east-west with the short end facing, and slightly setback from, Berkeley Avenue; therefore, minimizing the physical impact on the residential neighbors across the street. A secondary effect is that the soccer practice field would need to be relocated north of Sherbeck Field.

The parking structure entry/intersection would require necessary improvements such as potential traffic signal installation and minor street improvements including signing and striping to improve structure access and egress. A traffic study would need to identify all the specific requirements.

The existing Lemon Street Parking Structure is four stories high; therefore, it seems reasonable to assume that a structure entered from Berkeley Avenue could support three to four levels.
Facilities Plan

Site Improvement Projects

The 1999 Master Plan observed that “Fullerton College is essentially divided into two campuses, the main campus north of Chapman Avenue and a smaller secondary campus to the south. They are linked by a bridge over Chapman Avenue.” Today, Fullerton College is further divided due to its expansion into another secondary campus to the north of Berkeley Avenue.

The north campus and the pocket of small buildings comprising the Child Care Center and the Horticulture Center at the extreme northeast edge of the campus are also isolated from the main campus and buildings. The Wilshire Continuing Education Center located in the south campus area is obscured and disconnected from the main Fullerton campus due to the placement of the 2000 Building.

The 1999 Master Plan further observed that Fullerton College “would benefit from a coordinated streetscape plan” that would identify the College, but also address the City of Fullerton’s requirements.

Fullerton College needs to unify the north and south campuses with the main campus and create a linked environment that encourages collaboration; co-curricular, interdisciplinary, and group interaction; and a cohesive identity of the campus as a whole. Landscape and open space design will act as the unifying element and the recommended site improvements will clearly define the role of the College in the community and establish an individual identity for the campus.

The projects address the following facilities planning principles:

- Improve efficiency/utilization of site and facilities
- Improve circulation and establish connections:
  - Delineate clear, inviting campus entry points.
  - Define clear and safe vehicular movement and drop-offs.
  - Locate appropriate amount of parking in best locations.
  - Link main campus to north and south campus locations respectively across Berkeley and East Chapman Avenues.
- Enhance the campus environment:
  - Create gathering spaces for collaboration.
  - Improve campus landscape, wayfinding and identity.
  - Support collaborative work environments.

The recommended site improvement projects and property acquisition are highlighted and described on the following pages. The order of the projects does not reflect a priority order or a recommended sequence of development.
Facilities Plan

Site Improvement Projects //

Perimeter Streets

Campus edges and perimeter streetscape define the identity of the campus for the general public. Strong visual connections to the surrounding community can be made through a thoughtful approach to planting, signage, lighting, and details such as fencing.

Recommendations:
- Use similar formally planted tree species on each arterial road to identify and distinguish the campus.
- Gradually reduce turf with low maintenance groundcovers, and screen parking lots with low hedges.

Campus Entries

Campus entries become markers to the community and help to create a clear campus identity. They often include gateways and monumental signage that create memorable icons for a campus. In combination with campus edges, they define the identity of the College to the community and local neighborhood.

Recommendations:
- Emphasize primary entries at Berkeley Avenue/Centennial Way, Lemon Street/Fullerton College Drive, Lemon Street Visitor Drop-off, East Chapman Avenue Drop-off, and East Chapman Avenue/Lawrence Avenue.
- Plant each entry similarly with dramatic statement flowering canopy trees or Palms and shrubs. (Queen and King Palms are not allowed).
- Plant formally with strong lines and textures.
- Improve all entries with paving, landscaping, signage, and lighting.
- Explore installation of a traffic signal at Berkeley Avenue and Centennial Way.
Facilities Plan

Site Improvement Projects //

Campus Drop-offs

The ceremonial front door to the campus was originally the forecourt to the 100 Administration Building. As an important community landmark, the buildings built to face East Chapman Avenue are the symbolic face of the College.

The primary vehicular entry is at the intersection of Lemon Street/Fullerton College Drive where students enter the parking structure.

Because there are so many entries to the various parking lots and no defined drop-offs on campus, a first-time visitor is unclear where to park.

This Facilities Plan proposes six new drop-offs:

- Visitor Drop-off adjacent to the proposed Welcome Center and accessed from Lemon Street.
- North side of Chapman Avenue adjacent to the 1000 Building and accessed directly from Chapman Avenue.
- South side of Chapman Avenue, relocated adjacent to the Theatre Front Lawn.
- Wilshire Theater Drop-Off/Loading Area between the proposed Theatre and existing Wilshire Auditorium.
- School of Continuing Education Drop-off south of proposed Music/TV building.
- Lab School Drop-off located along Centennial Way.

Together, these new drop-offs will provide clear, safe pedestrian connections between the vehicular zone and the campus core.

Recommendations:
- Continue planting of formal flowering trees used at entries for bold and identifiable landscape.
- Incorporate architectural features such as shade structures and trellises.
Facilities Plan

Site Improvement Projects

Chapman Avenue Pedestrian Zone

Both Fullerton College and the City of Fullerton acknowledge that the portion of East Chapman Avenue that runs between Lemon Street and Lawrence Avenue symbolically functions as circulation within the Fullerton College campus. This is a primary pedestrian zone where there are a number of issues with jaywalking. The proposed new Performing Arts Precinct in the south campus will only serve to increase the flow of pedestrians across Chapman Avenue.

Recommendations:
- Partner with the City of Fullerton to develop this zone.
- Incorporate special paving, in-ground flashing lights, flashing lights, and signage to designate this zone and slow vehicular traffic flow.

Parking Lots

This Facilities Plan recommends refiguring many of the existing parking lots to become more efficient, clearly define pedestrian and vehicular circulation, incorporate sustainable principles, and ultimately provide some of the additional parking spaces needed for the projected enrollment growth. Additionally, there is a real opportunity to soften these large expanses of asphalt with landscape elements and reduce, if not eliminate, pedestrian and vehicular conflicts.

Recommendations:
- Regularly space trees to reduce heat gain, one tree per 10-15 spaces.
- Incorporate clearly defined pedestrian walkways, crosswalks, and connections.
- Provide clear directional and wayfinding signage.
- Incorporate sustainable design measures when possible, such as permeable paving, sustainable stormwater control including the use of bioswales, and water conserving or drought tolerant native planting.
- Explore options for photovoltaic (PV) canopy-covered parking lots to increase shade and reduce heat island effect.
Facilities Plan

Site Improvement Projects //

Pedestrian Walks/Spines/Promenades

Pedestrian spines interweave, connect disjointed areas, and define the core of the campus. They provide visual axes and act as edges to major open spaces and they create opportunities to create specialty gardens, allées, and outdoor plazas along them that act as informal gathering spaces.

The Facilities Plan recommends the development and enhancement of the following pedestrian walks:

- Welcome Walk
- East Walk
- Campus Walk
- Horticulture Walk
- West Walk
- Library Walk
- Fitness Walk

Recommendations:
- Improve pedestrian experience with ample sidewalks.
- Plant distinct and formal canopy trees with strong character to clarify directional nature.
- Avoid mixing too many plant types.
- Screen parking lots with low hedges or plants.
- Add seating, art, lighting, and special paving to enliven pathways.

Centennial Way

Many students enter the campus from the north parking lots. Unfortunately, the layout forces students to walk through the parking lots to reach the main campus which is both unsafe and confusing. Further, there is no safe pedestrian connection to the north campus.

The Facilities Plan proposes the creation of a true north-south pedestrian promenade that links the campus from Chapman Avenue to Berkeley Avenue and across Berkeley to the north campus. This new promenade is referred to as "Centennial Way."

Recommendations:
- Improve pedestrian experience with ample, well-defined, sidewalks with signature lighting and signage.
- Plant distinct and formal canopy trees with strong character to clarify directional nature.
- Avoid mixing too many plant types.
- Screen parking lots with low hedges or plants.
Facilities Plan

Site Improvement Projects //

Primary Civic Spaces and New Quads

The Central Commons defines the interior core of the original campus. It is the primary civic space and functions as the ritual and symbolic center of the campus.

This Facilities Plan recommends the creation of a new South Campus Quad that links the Performing Arts Precinct with the Wilshire Continuing Education Center. This new Quad includes a new amphitheatre that is buffered from the surrounding traffic noise.

The much desired East Quad provides open space to support the adjacent 1400 Classroom Building and the 12000 Physical Education Building.

The Tech Quad provides a terminus to the West Walk and replaces parking and problematic vehicle circulation with a much needed open space.

Recommendations:

- Design as primarily formal or overlay with informal planting and formal paving patterns.
- Maintain each as a memorable landmark landscape.
- Design each as unique spaces with compatible landscape styles and palettes.
- Provide abundant seating opportunities.
- Allow for large gatherings and small group seating related to adjacent building function.
- Balance sun and shade.
Facilities Plan

Site Improvement Projects //

Courtyards and Plazas

A connected campus open space network includes smaller scale courtyards and plazas. As a traditional campus, Fullerton has an affinity for these types of spaces.

Recommendations:

- Create a Horticulture Court that anchors the end of Centennial Way and identifies the face of north campus.
- Enhance the existing trellised court area adjacent to the 840 Building.
- Create a new inviting Welcome Court adjacent to the Welcome Center that anchors the southern end of Welcome Walk and links the new facility with the campus as a whole.
- Create a new Arts Plaza at the center of the Performing Arts Precinct that connects to the pedestrian bridge across Chapman Avenue and is evocative of the programs housed in the precinct.
- Provide opportunities for special unique landscapes that reflect adjacent building functions. Create landscape that elicits a sense of discovery and surprise.
- Encourage creative and interesting designs that fit into a broader campus landscape palette.
Facilities Plan

Site Improvement Projects //

Lawns and Greens

Successful campus design includes an open space system that accurately reflects the philosophy and goals of the institution. This Facilities Plan recognizes the need to create lawns and greens that anchor the north campus, main campus, and south campus. Greens are typically measured at the scale of a whole campus and help create a campus network and sense of identity.

Recommendations:
• Create a Horticulture Green integrated into the entire Horticulture Complex and scaled appropriately as a transition to the upscale residences to the north.
• Develop a new Sculpture Garden that anchors the Performing Arts Precinct at Chapman Avenue.
• Develop the Theatre Front Lawn as a counterpoint to the Administration Front Lawn/Forecourt to define the symbolic faces of Fullerton College along both sides of East Chapman Avenue.

Athletic Landscape

The athletic facilities and sports fields comprise a portion of the east side of the campus. The new East Quad creates a visual and physical link from the main campus to the sports fields.

Recommendations:
• Create a direct pedestrian connection from the main campus with a formal allée (a broad walk, planted with trees on either side) of architectural canopy trees.
• Create an open landscape character to engage community.
• Provide shaded retreats for both athletes and spectators.
Facilities Plan

Site Improvement Projects //

Slope/Natural Landscape

The far north end of the main campus and north campus have a significant slope that presents an opportunity to create both a landscape buffer between the adjacent residential community, but also a natural marker for the extents of the campus as bounded by Berkeley Avenue.

The proposed Berkeley Hill replaces the existing Child Development Complex. This natural setting will become an amenity to the College and the local community and presents the opportunity to create a true natural outdoor classroom with an attractive sustainable water-conserving landscape.

Recommendations:
- Plant native vegetation consistent with existing plants.
- Use plants that have habitat values that can provide teaching opportunities.
- Retain mature landscape spaces developed by the Horticulture Department.
Facilities Plan

Site Improvement Projects //

Campus Wayfinding and Signage

Wayfinding is essential in a modern campus environment as it impacts all users of the College. Functionally, wayfinding means reaching a destination within an acceptable amount of time and energy. A comprehensive wayfinding program improves traffic patterns by providing essential information that people need to find the College and navigate the campus while improving accessibility and public safety. Experientially, it establishes a relationship with architectural and urban or natural landscapes. Wayfinding is more than a navigational aid, rather it is a way to market the College’s resources, evoke a sense of history and character, create pride of place, and improve the streetscape.

To meet these goals and the facilities planning principle of "enhance the campus environment," it is recommended that Fullerton College develop a comprehensive wayfinding program that brings consistency, clarity, and brand identity to the campus. It is further recommended that the program include both wayfinding and identification signage and address life safety and accessibility requirements.
"We don't invent information; we allow it to reveal itself as it marches past."

~ Richard Saul Wurman
Facilities Plan

Site Improvement Projects //

Recommended Property Acquisition

As part of the planning process, the surrounding properties were studied in order to identify potential acquisitions for future development and to address the facilities planning principle of "improve circulation and establish connections."

The Facilities Plan recommends that the College consider acquiring and developing the following properties which adjoin Fullerton College and would effectively add to Fullerton College's usable land area:

- Fullerton High School Farm and Baseball Field
- Historic Hetebrink House
- Commercial and residential development south of East Chapman Avenue
1 Fullerton High School Barn
2 Historic Hetebrink House
3 Commercial Development along East Chapman Avenue
4 Fullerton High School Farm
5 Commercial Development along East Chapman Avenue
6 Commercial Development along East Chapman Avenue
Facilities Plan

Future Thinking //

Faculty were asked through the use of a questionnaire, what they could envision in the future that would make the campus better for students. In the Chancellor's opening remarks regarding a District Comprehensive Plan (CMP), he asked that "our ideals drive our ideas as we build a new Master Plan."

Some of the dreams of the faculty are included here and the dialogue will continue. These ideas need to be tested, be supported by data, and linked to developed programming as this CMP continues to evolve over time.

This is a look into the future, not ideas incorporated into this 2011 Master Comprehensive Plan.