

## STANDARD III.B: PHYSICAL RESOURCES

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

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

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

### DESCRIPTIVE SUMMARY

Los Angeles Mission College (LAMC) was founded in 1975. It is the youngest of the nine Los Angeles Community College District campuses. For the first 16 years of its existence, the College operated out of scattered storefronts throughout the northeast San Fernando Valley, including locations in the cities of San Fernando, Sylmar, Pacoima, Mission Hills, Sunland, Tujunga, Granada Hills, and Sun Valley. In 1991, the College moved to its permanent home, a 22-acre campus in Sylmar, adjacent to El Cariso Park and Golf Course. The original campus had the following three permanent buildings:

- Instructional Administration Building
- Campus Center
- College Services Building

By 1996 a fourth permanent building was added, the Library and Learning Resource Center. Another instructional building, the Guadalupe Ramirez Collaborative Studies Building opened in 2002. During this time, many classes were also taught in temporary facilities and off-site locations, due in part to the lack of permanent buildings and adequate facilities. For example, most physical education and arts classes were taught in leased, off-site locations, which was challenging for the department chairs and administrators supervising these areas. The College did not have enough land to build facilities to house all of its disciplines according to its Facilities Master Plan. For many years, the College administration tried to acquire additional land from El Cariso Park and Golf Course to expand the campus, but negotiations ultimately proved unfruitful.

In 2007 LAMC finally expanded its footprint to 33 acres by acquiring an 11-acre parcel at the corner of Eldridge and Harding Streets. This area is 0.3 miles away from the main campus and is now referred to as the East Campus Complex. The East Campus was opened in 2011 when construction of the Health, Fitness, and Athletics Complex was completed. The East Campus currently contains two state-of-the-art instructional buildings, 400 parking spaces, and a Central Plant.

The following permanent structures, with more than 530,000 square feet of instructional and support service facilities, are currently part of the Main and East campuses (III.B-1):

<b>Building</b>	<b>Square Footage</b>	<b>Year Built</b>
Instructional Administration Building	75,723	1991
Campus Center	46,725	1991
College Services Building	14,400	1991
Library and Learning Resource Center	57,503	1996
Collaborative Studies Building	21,456	2002
Modular 8	962	1989
Health Center Bungalow	720	2008
Instructional Bungalows 1-8	Each 962	2007-10
Center for Child Development Studies	26,000	2008
Facilities Administration	2,873	2008
Facilities Warehouse Shops	8,000	2008
Culinary Arts Institute and Eagles Landing Bookstore	77,000	2010
Cultural Arts Center 1	1,920	2008
Cultural Arts Center 2	1,911	2010
Health, Fitness, and Athletics Center (East Campus)	93,011	2011
East Campus Central Plant	5,867	2011
Center for Math and Science (East Campus)	95,094	2012

The College has recently been able to expand and modernize its facilities in an unprecedented manner due to voter approval of three construction bond measures: Proposition A (2001), Proposition AA (2003), and Measure J (2008), which raised \$6 billion for the modernization and expansion of the nine campuses of the Los Angeles Community College District. Los Angeles Mission College's portion of these three bond measures totals \$ 450 million, which has allowed the College to undertake and complete a large number of construction projects including several state-of-the-art instructional buildings, parking facilities, and campus wide modernization projects (Table 2). These funds also include \$25 million to build a satellite center.

**TABLE 2**  
**A. BOND FUNDED MAJOR CONSTRUCTION PROJECTS (AS OF OCTOBER, 2012)**

<b>Project</b>	<b>Status</b>	<b>Square Feet</b>	<b>Estimate at Completion</b>
Administrative Services Bldg. Expansion	Completed in 2004	2,500 sq ft	\$1,933,654
Parking Structure A Photovoltaic Panels	Completed in 2007	384,000 sq ft 1,220 park. spaces	\$27,906,971
Campus Center Remodel (Title V Lab)	Completed in 2007	N/A	\$804,087
Child Development Center	Completed in 2008	26,000 sq ft	\$13,243,214
Campus Wide Improvements	Completed in 2008	N/A	\$749,150
Sheriff Station	Completed in 2008		\$5,007,879
Campus Wide Infrastructure	Completed in 2009	N/A	\$13,289,429
Temporary Facilities Demolition	Completed in 2009	N/A	\$21,412
Instructional Building Remodel	Completed in 2010	N/A	\$5,501,363
RWGPL-Improvement Overall Facilities	Completed in 2010	N/A	\$3,918,237
Health, Fitness, and Athletics Center- East Campus	Completed in 2011	93,000 sq ft	\$49,750,478
Culinary Arts Institute and Student Store	Completed in 2011	77,000 sq ft	\$52,292,949
Center for Math and Science- East Campus	Completed in 2012	95,300 sq ft 400 park. spaces	\$86,341,248
Media Arts Center	In Construction	53,400 sq ft	\$29,527,597
Campus Demand Side Management	In Construction	N/A	\$5,170,790
Central Energy Plant	In Planning	26,000 sq ft	\$2,282,172
RWGPL-Pedestrian Access/Street Impr.	In Planning	N/A	\$456,638
Learning Assistance Center	In Design	N/A	\$1,887,653
Campus Modernization Phase 1	In Design	N/A	\$19,494,143
Campus Modernization Phase 2	In Design	N/A	\$13,728,933
Learning Assistance Center	In Design	N/A	\$1,887,653
Athletic Complex	Deferred	14.73 acres 175 park. spaces	\$25,173,527
Student Services/Administration Building	In Planning	63,250 sq ft	\$33,423,584
Parking Structure B	Cancelled	N/A	\$0
Plant Facilities and Central Plant	Cancelled	N/A	\$1,534,622
<b>Subtotal Major Projects</b>			<b>\$393,439,732</b>

<b>B. LAND ACQUISITIONS</b>	
<b>Description</b>	<b>Cost</b>
East Campus, Church Property (Hubbard and Eldridge)	\$5,679,158
East Campus, Pentecostal & Syrian Church Properties (Hubbard and Eldridge)	\$9,963,576
Swing Space, Hubbard Street Nursery Property	\$2,045,047
<b>Subtotal Land Acquisition</b>	<b>\$16,982,734</b>
<b>C. PROJECT SUPPORT SERVICES</b>	
<b>Description</b>	<b>Estimate at Completion</b>
Master Planning-Environmental Impact Report	\$4,275,170
Traffic Mitigation	\$0
Campus Project Support	\$35,880,813
Bulk Procurement	\$349
<b>Subtotal College Support Services</b>	<b>\$40,156,333</b>
<b>TOTAL LOS ANGELES MISSION COLLEGE PROJECTS</b>	<b>\$450,578,799</b>

Since the last accreditation visit in 2007, the campus has opened a parking structure, two parking lots, and four new instructional buildings: the Center for Child Development Studies, the Culinary Arts Institute/Eagles Landing Student Store, Health, Fitness, and Athletics Center, and the Center for Math and Science. These new facilities are described below:

**Main Campus Parking Structure:** The main campus parking facility was completed in 2007 and has 1,220 parking spaces which provide sufficient on-campus parking for the current student population, all faculty and staff. The structure is three stories high and has four parking levels with a photovoltaic farm on the roof which generates green power for the campus and provides shaded parking spots on the top floor of the structure. The facility has state-of-the-art lighting, beautification landscaping, and security phones, as well as closed-circuit cameras for the protection of all users.

**Center for Child Development Studies:** The Center for Child Development Studies is a 26,000 square foot facility which opened in spring 2008 and provides a child care and development center, three classrooms, laboratories, offices, conference rooms, and storage space. The building houses offices for faculty and staff in the Child Development Department and Child Development Center.

**Health, Fitness and Athletic Complex (HFAC):** The HFAC was the first building that opened its doors as part of the East Campus in the spring of 2010. The 93,000 square foot facility houses a gymnasium, indoor running track, fitness center, three aerobic/dance studios, five lecture classrooms, conference room, locker rooms, and is able to accommodate adaptive PE

classes. In addition to its academic programs, the HFAC houses faculty, staff, student and community fee-based fitness and wellness programs. The Athletic Department has also been able to add a women's volleyball program to take advantage of the College's first ever onsite facility. The facility has offices for faculty and staff in the Health and Physical Education Department and the Athletics Program.

**Culinary Arts Institute (CAI) and Eagles' Landing Student Store:** The CAI is a three-story 77,000 square foot building which opened in the fall of 2011. The new facility provides seven modern lecture classrooms, six specialty kitchen laboratories, dining rooms for students, faculty, and staff, faculty offices, a conference room, large meeting rooms, and storage for the Culinary Arts Program. All kitchens are equipped with state-of-the-art equipment, walk-in freezers/refrigerators, along with television monitors/cameras. The facility has offices for faculty and staff in the Professional Studies Department. An organic herb garden is used as an outside instructional area. The Eagles' Landing Student Store was relocated to this facility.

**Center for Math and Science (CMS):** The CMS is a 95,300 square foot classroom and laboratory building, which opened for classes in the fall of 2012. This facility has joined the HFAC as part of the East Campus of Los Angeles Mission College and provided over 400 much needed parking spaces. The building contains an auditorium, 12 state-of-the-art science laboratories and 19 classrooms for biology, anatomy, physiology, microbiology, chemistry, physics, and mathematics. The building also has conference rooms and office suites to accommodate three academic departments (Life Sciences, Physical Sciences, and Mathematics) and the STEM (Science, Math, Engineering, and Math) Center.

**Center for Math and Science Parking Lots:** Separate student and faculty/staff parking lots were opened in the fall of 2012 on the East Campus. These lots provide over 400 parking spots

The addition of these four new instructional buildings has increased the number of lecture classrooms by 34 and laboratories by 12, which can accommodate over 1,500 students at any given time. As a result of the completion of these new instructional buildings, the College no longer leases any off-campus facilities, but still offers classes at a number of locations in the area to serve the surrounding community, including San Fernando High School, Cesar Chavez Learning Academies, Sylmar High School, Community Charter High School, and ArTES High School. One additional instructional building is currently under construction and described below.

**Media Arts Performance Center 2009-2013:** The Media Arts Performance Center will include the expansion necessary to support the Multimedia and Art Programs at their current level and provide "growth" space. In addition, it will bring together performance and exhibition space for the arts, music, and theater arts programs, which are currently housed in other temporary campus facilities.

The remaining funds from Propositions A, AA, and Measure J are planned to be used to renovate, construct, and/or equip the following facilities:

- Renovations to existing campus buildings
- Central Energy Plant

- Campus wide Infrastructure and American with Disabilities Act (ADA) improvements and upgrades

Other projects listed in the Facilities Master Plan and previously on the District Moratorium list include:

- Plant Facilities Building (26,000 square feet)
- Student Service Center Building (39,000 square feet)
- Athletic Complex
- Satellite campus location

In December 2011, after a series of critical articles published in the Los Angeles Times about the management of the \$6 billion LACCD Building Program, the District imposed a moratorium on all new construction projects. The purpose of the moratorium was to address the following issues:

- Given the combination of severe state budget cuts and an approximately 60 percent increase in facilities space, could the District afford the increased costs to properly operate and maintain the campuses?
- Given the projected costs of completing the entire building program, would there be sufficient capital funds to build all the planned projects with currently authorized funds?
- Given the passage of more than a decade since the first bond measure was approved, would the planned facilities match up with the projected needs of the nine campuses?

Some of the College projects that were placed on the moratorium are described below.

**Central Energy Plant 2012-2013:** The Central Energy Plant project proposed for Los Angeles Mission College (LAMC) includes the design and construction of a central facility that will produce and distribute chilled water for air-conditioning and hot water for heating to multiple buildings on the Main Campus. The thermal energy created for heating and cooling will use a Distributed Generation (DG) design capable of cogeneration, whereby electricity will be generated from clean energy sources that include solar photovoltaic modules and natural gas micro-turbines. Waste heat from the micro-turbines will power dual-fuel absorption machines for cold water generation and will use heat exchangers for hot water generation and distribution. The project will be constructed on a vacant pad located at the northeastern corner of the campus. The plant will be capable of generating up to 1.4 MW of peak electrical energy and 900 tons of cooling capacity. Solar energy systems installed on a portion of the buildings at LAMC will collectively generate approximately 800 kW of electrical peak generation and will produce over 1,000,000 kW in annual energy output. In addition to turbine generators, the plant will include boilers, cooling towers, electrical switchgear, water distribution pumps, and mechanical appurtenances. A centralized building automation system will monitor and optimize the production and distribution of energy throughout the LAMC campus. Because of escalating electrical energy costs, favorable natural gas pricing, and the role that natural gas will play in the future U.S. energy economy, the new Central Energy Plant is projected to save over 60 percent of the typical operating cost of individual buildings using conventional packaged HVAC equipment. The College is exploring entering into five- to ten-year natural gas purchase

agreements to realize these savings. These savings will be used for repair, replacement, and enhancement of all new and existing buildings. In addition, this plan is estimated to reduce LAMC's carbon footprint by 70 percent.

**Student Services/Administrative Building 2013-2014:** This project will bring together administrative offices and student services offices and functions that are currently housed in various buildings on the campus. It will provide a central location and full services for student activities. Adjacent outdoor areas for informal meetings and lounge space will also be an essential component of this new facility.

The Los Angeles Mission College Facilities Master Plan (FMP), drafted in March 2007 and updated in 2009, was created to serve as a guide for current and future campus development. The Educational Master Plan (EMP) served as the driving force behind the Facilities Master Plan. It includes a conceptual plan and narrative description of the College's strategy to support the initiatives identified in the Educational Master Plan. It supports the identified growth projections, translates educational program needs to facilities recommendations, and positions the College to maximize funding sources. The planning process for the development of the FMP was a highly participatory one involving a close collaboration between the Campus and District leadership, College Council, the Facilities Planning Committee and the College Citizens' Oversight Committee. The process included a series of campus and community meetings of key stakeholders to broaden the planning perspective and enhance the acceptance of the recommendations.

The Facilities Master Plan process involved:

1. Analysis of existing conditions
2. Development of options permissible through the LACCD bond measures
3. Plan development
4. Implementation

Los Angeles Mission College reviews and analyzes the needs of programs and services when planning its buildings through the use of Program Review and annual unit plans, the Educational Master Plan, and architectural planning. The College takes into consideration all budgeting encumbrances, dialogue, and collaboration among all entities on the campus, information and technology needs, overall community needs, and institutional research. In November 2011 the Board of Trustees placed a moratorium on all current and future projects identified in the Facilities Master Plan. The Board of Trustees asked the District leadership to complete a cost of ownership analysis on new and planned buildings. Campus leadership worked closely with District leadership to remove projects from the moratorium.

The objectives of the Facilities Master Plan align with the objectives of the Educational Master Plan:

1. Provide minor alterations to facilitate the continued functionality of buildings as their educational needs and uses change over time
2. Ensure that facilities are operated in an effective, safe, and economical manner

3. Provide a maintenance scheme for buildings, grounds, and fixed equipment which eliminates or reduces to a minimum level the risk of fires, accidents, and safety hazards, and, thereby, protecting their occupants as well as the public's capital investment.

The College currently follows a Special Repairs Five-Year Plan (SMSR 5YP) (III.B-2) which is updated annually as required by the State of California. The SMSR Plan ensures continuation of a multi-year maintenance program to provide clean, safe, and functional campus facilities.

The Director of College Facilities oversees the overall maintenance and safety of the main campus and reports to the Vice President of Administrative Services. College Facilities has a staff of approximately 35 people with one director, three supervisors, one operations manager, one general foreman, nineteen custodians, two gardeners, seven trades people, and one clerical staff person. College Facilities is organized into two main areas: Plant Facilities and Maintenance and Operations. The Maintenance and Operations Department is supervised by a manager who oversees custodial, shipping, receiving, and reprographics services. The Plant Facilities Department is supervised by a general foreman who oversees gardening, electrical, ventilation, plumbing, painting, carpentry, and other related services.

LAMC closely adheres to all federal, state, and local agencies and regulations which mandate air quality levels, inspection of safety vessels, operation and inspection of automatic devices, and storage of hazardous material. The facilities safety standards established by California Occupational Safety and Health Act (Cal OSHA) regulate machinery and workplace conditions. Building fire sprinklers and fire alarms are designed to meet National Fire Protection Association recommendations and Uniform Building Code standards. State agencies regulate lighting, fire escape procedures, exit doors, and fire extinguisher inspection. Federally mandated regulations through the Americans with Disabilities Act (ADA) are applied to Los Angeles Mission College facilities. All new building projects follow these standards.

The Five-Year Facilities Construction Plan and the Annual Space Inventory Report include the capacity/load ratios, which are based on current and projected enrollments. These figures are developed in FUSION (Facility Utilization, Space Inventory Options Net), which is a framework designed for the California Community Colleges (CCC). FUSION (III.B-3) is a Web-based system that streamlines the CCC's current facilities planning process and works in conjunction with the California State Department of Finance. The statistics in the plan show evidence of available square footage compared to utilization. The Maintenance and Operations Department and the Vice President of Administrative Services update these plans yearly (III.B-1) (III.B-2) (III.B-3).

The District Risk Management Department regularly makes recommendations to improve campus safety. This department evaluates programs, projects, and facilities to identify liabilities and exposure, develop loss control programs, and implement risk-avoidance programs including staff training and development.

Plant Facilities has instituted an online work request process (TAMIS) to enable all campus constituencies to request facility improvements or repairs. For example, faculty and staff can enter a request for repairs or office upgrades directly to Plant Facilities online through the



TAMIS work order process. Another avenue to address facility issues is the Work Environment Committee (WEC). The WEC is an AFT Faculty Guild committee that reports to the College President and works closely in conjunction with the Facilities Planning Committee.

## **SELF EVALUATION**

With the addition of the East Campus, Culinary Arts Institute, Center for Child Development Studies, and the Media Arts Performance Center, Los Angeles Mission College is making strides to meet the educational demands of the communities it serves. When all projects are complete, Los Angeles Mission College will have the capacity to serve a population of approximately 15,000 students.

The Office of Academic Affairs created an Enrollment Management Committee to increase student enrollment and maximize the efficiency of classroom usage. To schedule classes and maximize room occupancy, a variety of software is utilized and monitored for classroom efficiency. Academic Affairs manually assesses and tracks occupancy of each classroom and uses it to evaluate classroom usage. Each department analyzes its enrollment data to evaluate the level of growth, the need to increase or decrease sections, and to justify changes in classroom locations. The Office of Academic Affairs identified two pressing issues that limited enrollment management efforts: the need for additional large capacity lecture classrooms and additional laboratory facilities for the sciences. These needs were incorporated into the Facilities Master Plan and have been largely addressed through the construction of the new Center for Math and Sciences. Since the last accreditation report, the College has improved the number of its large capacity lecture classrooms as well as greatly increased laboratory facilities for math and science with the opening of the Math and Science Center.

The Facilities Construction Plan utilizes capacity/load ratios to identify and evaluate current and future physical resource needs. Committees such as College Council and the Work Environment Committee also participate in evaluating the institution's facilities needs.

All building exteriors are maintained by the Plant Facilities Department and are in good condition. The older buildings, such as the Collaborative Studies Building and Instructional Administrative Building interiors are outdated and could be improved by better space planning, upgrading interior finishes, acoustic treatment, furnishings, and more signage.

The College Curriculum Committee and the Distance Education Committee assist the Information Technology (IT) Department and the Plant Facilities Department by recommending improvements in infrastructure support for equipment needed for distance education delivery. Ted Tokio Tanaka Architects (TTTA) conducted a survey in 2004 to analyze the existing campus conditions. During this process, the TTTA team performed a thorough photo-survey on campus as well as a careful review of relevant existing building/site documents. The findings clearly identified all campus areas that are in need of both functional and aesthetic improvement. The TTTA team also identified issues that need to be addressed as it proceeds with implementing the College Master Plan. The goal of the TTTA team was to develop a set of comprehensive design guidelines aimed to facilitate the successful achievement of the campus vision stated in the College Master Plan which included the acquisition of the adjacent property to the north of the

campus in El Cariso Park. When the District was unable to reach an agreement with the Los Angeles County government on the acquisition of this property, LAMC had to redo the Master Plan and submit a new EIR for the new plan for the purchase of the property at the corner of Eldridge and Hubbard Streets. Leo Daily was the architect and designer who developed the 2007 - 2009 Master Plan. The design of this plan will assist Los Angeles Mission College with creating a user-friendly, attractive, and functional educational environment (III.B-4).

In the Fall 2011 Faculty and Staff Survey, 80% of the 158 respondents either agreed or strongly agreed with the statement *“I am kept aware of construction activities that are being planned and going on at the college”* (Table 3). The Spring 2012 Student Survey of 3,219 Los Angeles Mission College students included questions to assess the impact of campus construction on students (Table 4) (III.B-5). In this survey, 71% of students either strongly agreed or agreed that the College has made a good effort to reduce the impact of construction on students. Both of these surveys indicate that the College has been fairly successful in these areas by keeping its constituents informed and minimizing the impact of construction.

The replacement of hardware, mechanical equipment, furniture, and/or fixtures is frequently a challenge, but Los Angeles Mission College manages well with the resources it currently has. While many departments would like to order new and updated equipment, priority funding is normally routed to equipment that is in violation of safety or regulatory standards or is obsolete. Some areas and programs are able to obtain external funding for these purposes.

The Work Environment Committee (WEC) (III.B-6) works collaboratively with Plant Facilities, the Facilities Planning Committee, and the College Council to discuss and make recommendations to remedy any problems that affect the overall operation, maintenance and safety of students and staff at Los Angeles Mission College. One of the main goals of the committee is to promote informed and constructive dialogue about the effective development of a safe work environment. In order to accomplish this goal, the WEC reviews, recommends, and/or approves space utilization, remodeling of existing facilities, and safety issues.

**TABLE 3**  
**FALL 2011 FACULTY AND STAFF SURVEY (N=158)**

Survey Questions	Strongly Agree or Agree %	Disagree %	Strongly Disagree %
10. Exterior walkway and parking lot/structure lights function properly.	84	9	1
16. I am kept aware of construction activities that are being planned and going on at the college.	80	11	4
11. Interior/exterior areas of campus are clean and litter free.	78	17	4
9. Food service areas (including staff lounges) are clean, tidy, and pleasant.	76	10	3
1. Building entries, lobbies, hallways, elevators, and stairs are clean.	72	18	8
8. Office floors, walls, and flat surfaces are clean.	72	14	6
2. Trash and recycling receptacles are conveniently located throughout the campus and are emptied regularly.	71	22	6
14. Facilities and Operations personnel are responsive to emergencies.	71	3	4
17. The Facilities and Operations Department meets my overall expectations.	71	17	8
12. Office trash and recycling receptacles are emptied regularly.	70	17	4
7. Classroom furniture is clean, in good repair, and arranged in an orderly fashion.	68	13	7
13. Special events are set up properly and in a timely manner.	65	3	3
6. Classroom floors, walls, and flat surfaces are clean.	62	18	10
5. Restroom trash receptacles are emptied regularly.	54	29	15
4. Restroom supplies (soap, paper towels, toilet paper) are restocked regularly.	47	32	20
3. Restroom floors, walls, and partitions are clean.	44	35	18

Through the review of the Educational, Facilities, and Technology Master Plans, Program Review, and requests for equipment, the College is able to evaluate and prioritize the need for physical resources. When determining equipment replacement for program and service needs, Los Angeles Mission College reviews federal, state, and county code regulations while abiding by District purchasing policies. In meeting the needs of its programs and services, the College evaluates the effectiveness of the facilities and equipment by gathering information from various sources. The College also reuses salvageable equipment in order to keep technology costs at a minimum while planning for future growth in technology.

As discussed in the 2009 College Master Plan, the campus uses 61 percent of its space for classrooms and another 20 percent for support staff. This means that of the campus' 530,000 gross square feet, over 80 percent is currently being utilized to offer instruction and services on campus, which supports the plan to update, build, renovate, and maintain the College in accordance with the Master Plan.

### **ACTIONABLE IMPROVEMENT PLAN**

The Facilities Planning Committee and College Council will ensure that all constituent groups are familiar with the progress of the Facilities Master Plan by providing regular updates to the campus community by spring 2013.

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

### **DESCRIPTIVE SUMMARY**

Los Angeles Mission College's main campus is located at the intersection of Hubbard and Eldridge Streets in Sylmar, California. This is a mostly a residential area. The East border of the campus is the El Cariso Golf Course and on the North border is El Cariso Park. The parking lots have several paved walkways that lead to the campus. The Plant Facilities Building has its own entrance along the rear fire access road as does the bookstore facility and the Culinary Arts Institute, which also have loading docks. The East Campus, consisting of the Health, Fitness, and Athletics Center (HFAC) and the Center for Math and Science (CMS) is located at the intersection of Eldridge and Harding and is bordered by a residential area, golf course, and Maclay Street.

The Los Angeles Community College District has a contract with the Los Angeles County Sheriff's Department for its campuses. A staff of 15 provides service to Los Angeles Mission College students, faculty, and staff 24 hours a day, seven days a week, including one full-time Sheriff Deputy who works at the Main and East Campuses, seven cadets who patrol the Main and East Campuses, and seven security officers who work at the Main and East Campus locations. Due to contractual agreements with the Sheriff's Department, additional security companies cannot be used for special events. However, special event planning does include additional funds for security personnel. All of the event security needs are analyzed on a case-by-case basis and the appropriate amount of security is allocated for each event.

Once a year, the District Risk Management Department, along with the District Safety Compliance Officer, and its insurance carrier, Global Insurance Co., conducts a campus safety hazard and building hazard inspection. If any problems are found, they make recommendations to the Operations and Facilities Departments for corrective actions and/or to eliminate any problems. Additionally, there is a mechanism for staff, students, and faculty to report problems with safety, lighting, and cleanliness to the Maintenance and Operations Department. An online work order can be generated and is evaluated immediately to determine a course of action. The Work Environment Committee (WEC) reviews all safety issues on campus and makes recommendations for corrections. Furthermore, the members of the WEC are responsible for on-going site inspections in their respective work areas.

The College developed an Emergency Preparedness Plan (III.B-7) in 2005 to respond to a wide range of scenarios including bomb threats, earthquakes, fire, flooding, terrorist attacks, utility

outages and hazardous material incidents. An emergency preparedness task force was formed to review this plan in 2010. The task force included the Sheriff, a representative from Plant Facilities and a representative from Academic Affairs. An all-campus earthquake and evacuation drill was conducted in October 2010 and 2011 as part of the state wide earthquake drill—California Shake Out. This drill tested LAMC’s emergency and evacuation procedures.

The College Facilities Department has a key policy (III.B-8) to safeguard campus buildings. The policy requires that department chairs or supervisors approve the issuance of keys to faculty and staff. Keys are not transferable. In addition, keys are not issued to student workers, and employees must turn in keys at the end of their assignments. In 2006 the College Council approved a Facilities Use Policy which covers general use of campus grounds, facility and space use guidelines, and fees and payment schedules for the use of facilities (III.B-9).

## SELF EVALUATION

The Maintenance and Operations Department handles safety concerns in a timely fashion. Requests that are not emergencies or do not pose an immediate threat to safety are prioritized and completed when staff becomes available. The District adopted a new funding model for Maintenance and Operations in June 2012, and LAMC received an additional \$450,000 to hire staff to maintain the new facilities.

In May of 2006, the College purchased and installed a new online Web-based work order system called the TAMIS system (III.B-10). This system is accessible to all campus Web users from the Los Angeles Mission College Web site and can be used to submit online work requests to Facilities, Maintenance and Operations, and the IT Departments. It provides automatic e-mail receipt of work orders by maintenance, assignment to maintenance personnel, and verification and completion of close out. The person who enters the work order can track the progress of his/her request online from start to finish.

The College maintains all crime statistics (III.B-11) in conjunction with the Sheriff’s Department. All crime statistics are published every year in October pursuant to the Clery Act (III.B-12). This report can be found on College’s Web site. In the most recent report, October 2012, only three offenses were mentioned.

The Spring 2012 Student Survey of 3,219 Los Angeles Mission College students included questions to assess students’ perception of the adequacy, maintenance, and safety of campus facilities (Table 4) (III.B-13). In this survey, at least three-quarters of students either strongly agreed or agreed with the following statements: “*I feel safe and secure on this campus*” (94%); “*I would encourage others to attend this college*” (92%); “*The grounds and public areas are clean and well maintained*” (84%); “*The campus is free of safety hazards*” (80%); “*Food service on this campus is sufficient*” (79%); and “*The parking lots are safe, well lighted, and well maintained*” (75%). Survey items that received lower marks were “*The restrooms on this campus are clean and well maintained*” (63%), and “*Sufficient parking is available on campus*” (60%). The lack of parking became more of a problem for some students after the opening of the Heath, Fitness, and Athletic Center in 2011 because for one than one year no parking lot was available for students on the East Campus. During this time students were transported from the

Main Campus to the East Campus by a shuttle service. Since the opening of the Center for Math and Science with 400 parking spaces in fall 2012, this has become less of a problem.

<b>TABLE 4 SPRING 2012 STUDENT SURVEY (N=3,219)</b>			
Survey Questions	Strongly Agree or Agree %	Disagree %	Strongly Disagree %
79. I feel safe and secure on this campus.	94	4	1
78k. I would encourage others to attend this college.	92	4	2
83. The grounds and public areas are clean and well maintained.	84	10	4
80. Campus buildings are clean and well maintained.	81	12	5
84. The campus is free of safety hazards.	80	12	4
81. Food service on this campus is sufficient.	79	6	2
87. The parking lots are safe, well lighted, and well maintained.	75	10	4
85. The campus has adequate outside lighting after dark.	72	15	6
88. The college has made a good effort to reduce the impact of construction on students.	71	15	9
82. The restrooms on this campus are clean and well maintained.	63	20	15
86. Sufficient parking is available on campus.	60	18	13

In addition, the Fall 2011 Faculty and Staff Survey included questions to assess the perception of employees about the adequacy, maintenance, and safety of campus facilities (Table 3) (III.B-14). In this survey, at least three quarters of respondents agreed or strongly agreed with the following statements: “*Exterior walkway and parking lot/structure lights function properly*” (84%); “*Interior/exterior areas of campus are clean and litter free*” (78%), and “*Food service areas (including staff lounges) are clean, tidy, and pleasant*” (76%). However, as in the 2012 Student Survey, restroom maintenance and cleanliness seemed to be a concern. Less than half of all respondents agreed or strongly agreed with the following statements: “*Restroom supplies (soap, paper towels, toilet paper) are restocked regularly*” (47%), and “*Restroom floors, walls, and partitions are clean*” (44%).

Another area that the Fall 2011 Faculty and Staff Survey assessed was the awareness of and satisfaction with the campus request processes for facilities, computer, and telephone (Table 5). Based on the responses, it appears that most employees are familiar with how to place a work order request. However, satisfaction with the timely completion of Campus Facilities, Custodial, Building and Grounds Requests was rated somewhat lower than most other items.

**TABLE 5**  
**FALL 2011 FACULTY AND STAFF SURVEY (N=158)**

Survey Questions	Yes	No	
19. Do you know how to place a work request to fix campus facilities, custodial, building, and grounds problems?	74%	26%	
20. Do you know how to place a work request to repair computer and telephone equipment?	84%	16%	
Survey Questions	All or Most of the Time	Some or None of the Time	Not Applicable
19. Timely completion of campus facilities, custodial, building and grounds requests	50%	23%	27%
20. Timely completion of computer and telephone requests	74%	8%	18%
Survey Questions	Very or Somewhat Satisfied	Not Satisfied	Not Applicable
19. Satisfaction with completion of campus facilities, custodial, building and grounds requests	61%	16%	23%
20. Satisfaction with completion of computer and telephone requests	78%	6%	17%

Recognizing the need for additional custodial and maintenance staff as a result of the recent and significant expansion of campus facilities, the District has increased the College allocation to provide additional support staff. The College plans to hire several custodians and trades employees to address these needs.

### **ACTIONABLE IMPROVEMENT PLAN**

No recommendations at this time.

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

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

### **DESCRIPTIVE SUMMARY**

Los Angeles Mission College reviews its facilities needs on an annual basis through the Program Review process. Educational and facilities planning requests for increased space or repair of

existing facilities are considered during this process. Approved requests from the campus planning documents are prioritized by the Vice Presidents and included in the Five-Year Facilities Construction Plan submitted to the state. The latest version was submitted on June 1, 2012 (III.B-15). Other requests for space are prioritized by the Facilities and Planning Committee Space Allocation Task Force.

Requests for emergency repairs are made through the online work order process or by calling the Plant Facilities Office.

The Work Environment Committee is a college standing committee chaired by an elected member. Members to this Committee are appointed from various departments to maximize campus representation. The WEC meets monthly and considers requests from multiple sources (departments, faculty, etc.). With the limited physical facilities on campus, the requests usually address changes in the use of existing facilities.

Annual evaluations of campus facilities are made by the Director of College Facilities and the Vice President of Administrative Services. Recommendations for priorities and funding for the scheduled maintenance of existing buildings and grounds are presented to the District's Facilities, Planning, and Development Department. They are then prioritized with the other nine colleges' requests, and they are submitted to the state for possible funding. Once the state approves the requests, the funds become available for individual projects on the campuses. The Facilities Planning and Development Department oversees the distribution and expenditures of the funds.

Requests for instructional equipment are addressed through the Program Review and planning process. Vice Presidents review and prioritize requests for equipment annually as part of the operational budget planning process. Additionally, equipment requests may be fulfilled through Specially Funded Programs and grants. These programs utilize an established proposal and allocation process that follow state and federal guidelines for grants and are linked to campus needs identified through the Program Review process.



**TABLE 6**  
**ACTIVE PROPOSITION A AND AA PROJECTS**

<b>PROJECT NAME</b>
Project 04M-4.2-6405 - Media Arts Center
Project 04M-4.2-6406 - Student Services Center
Project 04M-4.3-6407.04 - Instructional Student Services Building – Remodel
Project 04M-4.3-6408.01 - Campus Center – General
Project 04M-4.2-6414 - Plant Facilities
Project 04M-4.5-6473.04 - RWGPL – Campus-Wide Landscaping, Irrigation and Signage
Project 14M-4.3-7415.01 - Instructional Building – General
Project 14M-4.3-7415.05 - Instructional Building – Culinary and Faculty

Scheduled maintenance needs are identified and prioritized for available funding sources by the Vice President of Administrative Services in consultation with the College Plant Facilities Office and the other Vice Presidents.

Current facilities and equipment needs include:

- Continued maintenance of the landscaping and trees
- Roofing tile repairs campus wide
- Development of additional "smart" classrooms

Some of these needs are being addressed through state scheduled maintenance funds while others are being addressed through LACCD Bond A/AA and Measure J funding. As a result of the passage of Bond A in 2001, Bond AA in 2003, and Measure J in 2008, a process was developed by the administration to create a Los Angeles Mission College Master Plan. A college wide Master Planning Committee was formed in 2001 with large campus membership to address the necessary planning related to Bond A/AA spending. Construction and renovation priorities were identified, discussed, and finalized by the Facilities Planning Committee. Facilities planning consultants, as well as architectural consultants, held multiple college wide forums as well as individual task force meetings. Current facilities were analyzed, proposed facilities were conceptualized, and plans were drawn for the Facilities Master Plan. Users of each identified facility (as previously listed) formed task forces, which were involved in selecting architects and all design phases.

**TABLE 7**  
**CLOSED PROPOSITION A AND AA PROJECTS**

<b>Project Name</b>
Project 04M-4.3-6407.01 - Instructional Student Services Building Expansion
Project 04M-4.3-6407.02 - Roll-up Doors and Kiosk Keyboards
Project 04M-4.3-6408.02 - Campus Center – Flooring Replacement
Project 04M-4.5-6473.02 - RWGPL – CSB Parking Lot
Project 04M-4.5-6473.03 - RWGPL – Delivery and wash-down Control Area
Project 04M-4.1-6479.01 - Campus Improvements – General
Project 04M-4.1-6479.02 - Campus Improvements – Chiller Replacement
Project 04M-4.1-6479.03 - Campus Improvements – Boiler Replacement
Project 04M-4.1-6480 - Site Survey and Infrastructure Studies
Project 04M-4.1-6483 - Soil Testing
Project 14M-4.3-7409.05 - Learning Assistance Center, Library Building – Leak Repair
Project 14M-4.3-7415.02 - Instructional Building – Interior Painting
Project 14M-4.3-7415.03 - Instructional Building – Flooring Replacement
Project 14M-4.3-7415.06 - Instructional Building – Exterior Waterproofing and Window Re-gasketing
Project 14M-4.5-7473.05 - RWGPL – Fire Lane Access at the CDC

Long-range capital planning culminated in 2009 with the Facilities Master Plan (FMP) developed by an architect and guided by the Facilities Planning Committee. This plan will help guide the build out of Los Angeles Mission College to an institution with 15,000 students. Guiding principles have included completing the College in areas where facilities were missing, such as classroom space, parking, laboratories, office space, and a One-Stop Student Service Center. The plan includes renovating some of the older buildings and several new buildings. Total cost of ownership has been given careful consideration in deciding whether to construct new buildings or renovate existing structures. The uncompleted projects of the Bond A/AA and Measure J, along with the status of each project, are listed in reference III.B-16. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.

### **SELF EVALUATION**

The Work Environment Committee (WEC) designates faculty office space by following parameters set several years ago that involve assigning office space by discipline and seniority. The Bond projects have been largely successful; however, there have been some issues. Some of these issues were highlighted in a series of articles in the Los Angeles Times in 2011 and include non-disclosure of financial interest by the previous Vice President of Administrative Services and payment of invoices without work being completed (III.B-17). The District has been very aggressive in taking corrective measures to ensure these issues do not occur again.

Starting in the fall of 2005, the Office of Academic Affairs created an Enrollment Management Committee (EMC) to increase the efficiency of the campus space utilization. This made it

possible to evaluate enrollment of students on campus and classroom placement to maximize classroom space and to increase the number of full-time equivalent students (FTES). This level of review primarily ensures that large classes (50+ students) are assigned to “large lecture rooms.”

There are varied district wide processes already in place to evaluate and prioritize scheduled maintenance needs. Each campus identifies maintenance needs through campus and district staff on an annual basis. This information is then submitted yearly to the state for matching funds in the Scheduled Maintenance Project Program.

In recent times funding has been the biggest issue limiting responses to some facilities needs. However, additional funds have become available for scheduled maintenance projects as matching funds are obtained from Bond A/AA monies. In fiscal year 2011-12 alone about \$270,000 of scheduled maintenance projects have been completed (III.B-18) with the College portion of matching funds from the bonds. Over the past several years, the bond program has also been instrumental in helping to complete many other projects that have assisted the campus to become more efficient and helped improve working and learning conditions. Below is the list of projects completed as of November 2012.

Los Angeles Mission College needed a more coordinated and equitable process to ensure all requests for equipment are considered and funds are distributed fairly. Rather than accommodate replacement furniture requests on a case-by-case basis, the College President and the Vice President of Administrative Services asked the Work Environment Committee to coordinate a process for soliciting, reviewing, and prioritizing the procurement of replacement furniture such as chairs, desks and file cabinets, but not electronic or technology equipment (III.B-19). As a result of the bond program, \$100,000 was allocated for this purpose. This process was used for the purchase of new office furniture for almost all office staff and was completed in 2009.

Individual project groups have spearheaded the process of long-range capital planning for Bond A/AA and Measure J capital improvements under the leadership and guidance of the College President, Vice President of Administrative Services, and the Director of Facilities. The new master planner, USR Corporation, and the College project management group, Gateway Science and Engineering, will continue to work on those goals and will combine planning with budget limitations in order to meet priorities of the College (III.B-20).

### **ACTIONABLE IMPROVEMENT PLAN**

No recommendations at this time.

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

### **DESCRIPTIVE SUMMARY**

Physical resource planning begins at the department or program level with identification of physical resource needs. Departments and programs plan for their physical resource needs through the Program Review process and annual budget planning.

Los Angeles Mission College reviews its facilities needs on an annual basis through facilities planning development and the Program Review process. Requests for increased space or repair of existing facilities are considered during these reviews. The needs for increased space are identified through the Work Environment Committee and the Educational Planning Committee and then approved through College Council and subsequently included in the Five-Year Facilities Construction Plan submitted to the state. The latest version was submitted on June 1, 2012. Recommendations of priorities and funding for the scheduled maintenance of existing buildings at LAMC are presented to the President after the Director of Maintenance and Operations and the Vice President of Administrative Services complete an annual evaluation. The nine colleges and the District then meet to discuss priorities for all the colleges and how state funding for scheduled maintenance will be distributed among the Colleges. The Vice President of Administrative Services continually monitors prior year requests and their status. These outstanding needs continually are placed on the current year request.

### **SELF EVALUATION**

The institution bases its physical resource decisions on program and service needs as evidenced by the buildings recently constructed and those in planning stages for construction. Many of these facilities had been previously identified in the Facilities Master Plan. The effective use of physical resources, at least in terms of scheduling classes, is done through the Academic Affairs Office and the Enrollment Management Committee.

In the beginning of the bond program, it seemed that some facilities development and maintenance decisions had been made primarily at the senior staff level without much consultation with faculty and staff. Since the last accreditation visit, however, additional input is now obtained through the Work Environment Committee (WEC), which is a college standing committee with college wide representation. Members to this committee are appointed from various departments and collective bargaining groups to maximize campus representation. In making decisions about work space assignments, this committee, with input from the Maintenance and Operations Department, considers a number of issues such as privacy/confidentiality issues, sufficient working space, location of related offices, ADA, parking access, communication, computer access, and file space. Furthermore, each department now completes a comprehensive Program Review every three years with annual updates of its facility needs. The Program Review process also includes assessment of its Service Area Outcomes along with recommended improvements. This process has resulted in a more inclusive discussion of facilities planning, ensured the integration of physical resource and institutional planning, and assessed the effective use of physical resources.

To allow for an efficient procurement process, larger bulk purchase requests should be considered priority. The bond program seeks to procure furniture, fixtures and equipment primarily by bulk purchasing agreements. Any replacement or new furniture is primarily selected from the catalogs made available to user groups for the Proposition A/AA and Measure J acquisitions. User groups on occasions have visited vendor showrooms to get a first-hand feel for the furniture. The user groups make recommendations to the President for acquisitions. Recommendations consider the critical elements of budget and college standards.

**ACTIONABLE IMPROVEMENT PLAN**

No recommendations at this time.

**STANDARD III.B – EVIDENCE**

Evidence documents can be found at: <http://www.lamission.edu/2013accreditation/IIIB.aspx>

- III.B-1 LACCD 2011-12 Space Inventory Report
- III.B-2 LACCD 2014-2018 Five-Year Construction Plan
- III.B-3 Facility Utilization, Space Inventory Options Net (FUSION) Access
- III.B-4 2009 LAMC Master Plan and Environmental Impact Report (EIR)
- III.B-5 Spring 2012 Student Survey
- III.B-6 Work Environment Committee
- III.B-7 2005 Emergency Preparedness Plan
- III.B-8 LAMC Key Policies
- III.B-9 LAMC Facilities Use Policy
- III.B-10 TAMIS Online Work Order System
- III.B-11 Crime Statistic Report
- III.B-12 Sheriff's Department and the Clery Act
- III.B-13 Refer to III.B-5
- III.B-14 Fall 2011 Faculty and Staff Survey
- III.B-15 Refer to III.B-2
- III.B-16 Uncompleted Projects of the Bond A/AA and Measure J
- III.B-17 Los Angeles Times Articles on LAMC Bond Program in 2011
- III.B-18 Completed projects of the Bond A/AA and Measure J
- III.B-19 Work Environment Form
- III.B-20 Refer to III.B-4