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.*

IIIB1. 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.

**DESCRIPTIVE SUMMARY** Safety and facility effectiveness are evaluated through a number of mechanisms built into the planning process. In compliance with the Division of State Architects (DSA), the College’s facilities are built and maintained to the legal standards and codes as required by the LACCD, the State Chancellor’s Office, and education code. Beyond the commissioning of a building and through years one to 50, the College Facilities and Maintenance Operations (FMO) department is responsible for the ongoing safety requirements prescribed by the District Office. Facility maintenance that involves either contract or compliance issues is inspected by LACCD-employed inspectors.\(^1\)

The FMO department is charged with the responsibility of ensuring that all safety codes are routinely examined and enforced whenever applicable. Facility evaluations are reported to the area cluster manager, usually the vice president, and the enforcement of any “notice to correct” is directed to the manager in charge of the area. The process for assuring the safety and sufficiency of the College’s equipment is similar. In spring 2011, an ADA consultant coordinated a campus wide Americans with Disabilities Act (ADA) compliance study that documented all campus facilities and their accessibility.\(^2\)

Faculty and staff review facility effectiveness through the Work Environment Committee (WEC), which is comprised of faculty, classified, certificated, and administrative staff.\(^3\) Academic and Student Services evaluations of facility effectiveness also occur through division or unit meetings, unit planning, as well as at the meetings of the Academic or Student Services cluster.\(^4\) The College Planning Council (CPC), the Academic Senate, and various committees formed from the AFT and Senate, i.e. Career Technology Education (CTE), and advisory committees also contribute.\(^5\)

For off-campus events, the administrator in charge of the area is required to conduct a site visit prior to the event to ensure a safe environment that meets all state and federal requirements. 95 percent of all off-campus events are held at local, state, and federal locations.
The remaining five percent are generally at a local event source, i.e. Boys and Girls Club, YMCA, or YWCA. These locations are 100 percent in compliance with state ADA regulations. All contracts properly provide for insurance indemnification.

SELF EVALUATION

The College provides and maintains a facility that is safe and secure. Oversight provided by the LACCD, the FMO, and campus wide vigilance ensures the College’s safety and accessibility. The College is current with federal and state ADA laws. Harbor College facilities support the needs of its educational program. Traditional instructors and those engaged in distance learning are supported by Article 9 of the AFT Faculty Guild/LACCD contract. For traditional instructors, the campus provides an appropriate workspace and teaching equipment, and faculty members who engage in distance learning as their primary means of delivery are given access to an office, computer station, telephone, and areas for student conferences whenever needed.

IIIB1a. 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

Harbor College is in the process of being physically transformed and redesigned in order to meet the challenges of the 21st century. Bond Propositions A/AA/and J have provided the College with a unique opportunity to assess the effectiveness of the campus facility in terms of student access and learning. As a result of the bond passages, facility planning occurs in terms of new construction as well as maintenance.

New building construction has dramatically changed the look and accessibility of the Harbor College campus. Beginning in 2007, construction was completed on the Facilities, Maintenance, and Operations Building (26,850 sq. ft). In 2009, the Northeast Academic (65,563 sq. ft.), Student Services and Administration (38,975 sq. ft.), Technology (59,140 sq. ft.), and Central Plant (4,975 sq. ft.) buildings were completed. Overall, the campus has added over 100,000 square feet of new construction. College wide Emergency Call Stations were also implemented in 2009. In 2010, the Child Development Center and PE/Wellness Center were opened, and a two-megawatt solar photo voltaic cogeneration system was built over the
parking lot. The Fine Arts, Theatre, Nursing, and Music buildings have also been renovated. In addition to these renovations, three scheduled maintenance projects on the Nursing classrooms, the roof of the Administration Building, and the Library windows have been completed. Other renovations include upgraded lighting on the covered walkways, the campus parking lots, the Special Programs and Services trailer, and the baseball and football team rooms. Outside grant monies paid for the Cafeteria kitchen upgrade.

Building design and construction are Leadership in Energy and Environmental Design (LEED) certified, and awards have been received for electrical excellence for the Central Plant and photovoltaic/solar cogeneration system. The construction program itself is completely green. It uses products made from recycled materials. There is 100 percent diversion from landfills of all construction materials, and furniture within the new buildings is certified recyclable. Natural light controls and ventilation are in use in the new buildings to save on electricity, heating, and air conditioning costs. Storm water management is monitored and tested as required by the State of California.

Numerous other projects are in various stages of construction depending upon their placement within the master facilities plan. These include: Library/Learning Resource Center; Life Sciences; Student Union, including the Bookstore and the Culinary Department; Allied Health, including the Student Health Center and Special Programs; and renovations to the General Classrooms and Theater/Fine Arts/Music Quad.

Campus facility planning and development is coordinated between the Educational Master Plan, the Five-Year Capital Construction Plan, the Space Inventory Plan, and the Five-Year Scheduled Maintenance Plan. The College’s annual space inventory and master planning process provide for appropriate space allocations. The District Facilities Planning and Development Office maintain a database of space on all campuses and their relative condition to ascertain when any one component has reached the end of its useful life and requires replacement. The director of College facilities develops an annual Scheduled Maintenance Five-Year Plan of all facility maintenance needs campus wide. ADA compliance, key issuance, ADA Transition Plans, and Environmental Impact Reports (EIR) are also provided. The Facilities Director personally inspects the
DESCRIPTIVE SUMMARY

The facilities director and staff determine maintenance needs on a daily basis by inspecting equipment and deciding whether equipment should be serviced, repaired, or replaced. Preventative maintenance and safety inspections are done on a weekly/monthly basis to ensure that equipment is up to code. The College complies with all codes and regulations, makes regular visual inspections, and fulfills work requests. WEC, which meets on a monthly basis, also provides information to the Facilities Department. Faculty and staff are also able to submit online work requests, which are prioritized and carried out by the Facilities staff.

Harbor College uses its buildings effectively in support of the Educational Master Plan and course offerings. The Academic Affairs Office allocates classrooms based on class size, instructor needs, and availability.

Planning occurs primarily in the Administrative Services Committee, the Facilities and Work Environment Committee, and the Core Group and Building User Group committees, which are implementing Propositions A/AA/J. The minutes of the Budget Committee and Work Environment Committee provide input for approval of expenditures.

SELF EVALUATION

Planning and execution of the bond measures has led to the construction of numerous new buildings on campus. A challenge has been to integrate bond construction with overall campus facilities. In particular, decisions regarding the updating of College technology have been revisited. Better options have become available since the planning process has been completed. The time lag between the planning process and when a building is actually constructed, however, is often too long and does not allow for the flexibility to use the most current technologies. This time lag has meant more expense and uncertainty in terms of desired results. New construction has also placed an additional challenge on the daily workload of facility staff.

The LACCD shift to a “Design-Build” process has enhanced the College’s ability to manage these planning and building issues. A change in the project management structure in 2010 has also improved communication among the College, the architects, and project management. Overall, the College has had to cope with physical resources issues, and, despite some difficulties, the physical environment of the campus has significantly improved. Though no major concerns involving Harbor College have resulted from state-level audits of District bond implementation decisions, the College will work closely with the District
to resolve any matters that may involve the College in the future.

**ACTIONABLE IMPROVEMENT PLAN**

Institute a preventive and predictive maintenance program to prolong the life of building systems and to identify and assess current and future repair needs.

**IIIB1b. 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**  

**Signage**

Throughout the construction process, the College has worked to provide correct signage for pathways around construction sites and new buildings. The College Web site provides an interactive campus map to highlight buildings, construction, and available parking. During the first two weeks of each semester, information tables are situated in strategic campus areas to provide maps and classroom information. Arcadis, the College’s principal project managers, provides physical signage and paper maps.

**Access**

Two access issues predominate—physical access/entry and ADA compliance for access/entry points. The physical access and entry points are monitored by the campus sheriff personnel and College staff. The ADA compliance policy and current issues are reviewed by the campus ADA subcommittee, chaired by the administrative vice president and an ADA specialist, and funded by the construction bond through 2016. Efforts to ensure accessibility have contributed to an ongoing dialogue and training across campus that includes facility and construction managers as well as administrators and faculty.¹³

The four new buildings (Northeast Academic, Administration and Student Services, Physical Education and Wellness Center, and Child Development Center) that have been open since 2006 have been designed to provide optimum accessibility for those who have physical impairments and to comply with ADA regulations. The *Five-Year Construction Plan* also provides for safety and special testing of these facilities.

The opening of several new campus buildings in 2009 illustrates how the facility assessment process works. Shortly after the opening of the Northeast Academic, Administration and Student Services, and Physical Education and Wellness buildings, outside consultants and representatives from WEC conducted a hands-on tour of the buildings to evaluate accessibility. The committee found that, even though all structures met state ADA requirements, both the Northeast Academic and the Physical
DESCRIPTIVE SUMMARY (continued)

Education and Wellness buildings lacked supplementary hardware that would more easily activate doors between buildings and into restrooms. The Administration then approved the use of Bond J monies to install additional hardware to make the buildings even more serviceable for the disabled community.

Facilities staff are trained to recognize, prevent, and correct issues that can cause potential access problems. LACCD Build also hired consultants to conduct a comprehensive study of ADA compliance on campus. Existing issues emphasized by the study’s matrix will/would be paid with bond monies, and other issues will/would be addressed upon discovery.

Ongoing assurance of safety and maintenance at off-site facilities relies solely with the vice president, the area cluster’s designee, and the ongoing assurance of safety and maintenance at off-site facilities relies with the vice president, the area’s cluster designee, and the program coordinator assigned to the project/program.

Health and Safety
All construction projects on the Harbor College campus must be engineered and architecturally planned in accordance with established federal and state standards so that they meet current safety, security, and health regulations. Further, all plans and specifications for major College construction projects have to be reviewed and approved by the Division of the State Architect (DSA) to ensure that they meet the established standards prior to actual construction.

Several College departments and committees are involved in ensuring that state and federal health and safety standards are met. Part of this effort involves the dissemination of information on bulletin boards and in safety manuals regarding health and safety notices related to local, state, and federal codes. Plant Facilities takes an active role in health and safety by adhering to achievable maintenance standards. Health and fire department codes require the FMO department to keep food services, restrooms, and classrooms in compliance. The Facilities department is also required to keep the public buildings safe by providing fire alarms, exit signs, extinguishers, and evacuation drills to ensure a safe way to exit in case of an emergency.

The FMO department’s monthly fire extinguisher check program involves most Facilities personnel. Staff involved have assigned buildings or locations, and on a monthly basis, they must sign off on the fire extinguishers in their area of responsibility. Units reporting any deficiency have their issues addressed immediately. When complete, documentation is submitted to the general foreman and is filed for verification purposes. Handling of hazardous waste is also a job for the
DESCRIPTIVE SUMMARY (continued)

FMO staff, who deal with health and safety issues.

The FMO department also enforces CAL-OSHA regulations to ensure the occupational safety and health of all employees. These rules regulate the elevators, dumbwaiters, and ADA lifts and allow the FMO to keep the entire campus free from hazards. The FMO department is also subject to Air Quality Management District (AQMD) regulations on boilers, fleet vehicles, and refrigerants. These regulations also require the FMO department to ensure that smog certifications for all vehicles are up to date.¹⁶

All new buildings on the Harbor College campus are wired with current emergency notification systems that allow the Sheriff’s Department to communicate via loudspeaker in the event of an emergency. As the result of a campus blackout in fall 2010 which prompted a campus evacuation, the College installed Evacu-Trac Safety equipment in spring 2011. Evacu-Trac enables the safe evacuation of disabled persons in the event of a power outage. This system is now available on the second floors of the Technology, NEA, and SSA buildings. The Work Environment and Facilities Committee’s subcommittee on disaster preparedness, planning, and evacuation, is currently updating the College’s comprehensive disaster plan. The earlier plan for campus preparedness was widely vetted in on-campus informational meetings that were attended by administrators, faculty, and staff. A similar distribution of the preparedness update will ensue once the plan has been approved. ¹⁷

Credit classes are primarily offered on the campus in Wilmington or through distance education. Some of Harbor’s contract education and community service classes are offered off-site. Although the College does not have direct control over off-site facilities, such as the service area high schools where outreach classes are conducted, the administration maintains direct and constant communication with the service area schools.

Security

Security at the College is provided by a component of the Los Angeles County Sheriff’s Office. The Harbor College Sheriff’s Office is manned by two full-time officers (one a supervising officer), nine security officers, an office assistant/dispatcher, and seven police cadets. Work assignments place staff on duty 24/7. ¹⁸

The officers are responsive to campus security needs and are provided with state-of-the-art equipment, including a radio/cellular phone communication system and fully equipped police cruisers. The Sheriff’s office is also equipped with two electric carts and four patrol bicycles.
Emergency call boxes have been purchased and installed on the campus to support our emergency awareness system. The call boxes work on a radio frequency, are directly linked to the campus Sheriffs’ office, and can be used for evacuation drills. Blue strobe lights also draw attention to the specific sites and have built-in vandalism systems that notify Sheriffs of tampering. The College plans to add more of these devices on campus in the near future.

In the fall 2009 Student Survey, over 90 percent of student respondents agreed or strongly agreed that “I feel safe and secure on this campus.” In spite of ongoing construction, 80 percent of student respondents also felt that the campus is free of safety hazards; 68.6 percent stated that the College has made a good effort to minimize the impact of construction. Lighting appeared to be an issue with 29 percent of respondents stating that they found the campus lighting to be inadequate. Since the completion of this survey, however, the West Parking Structure has been completed, providing increased parking availability in a well-lit facility.

Given the likelihood of the campus confronting an emergency situation or a disaster, the College as a whole must remain vigilant with issues of security. To this end, it is imperative that the WEC subcommittee on disaster preparedness, planning, and evacuation, complete and widely distribute its revisions to the plan.

Harbor College must continue to push for a security surveillance system for future use at the College. In March 2010, PlanNet Consulting-Security discussed the College’s security master plan. The dialogue included information on the physical, technical, and operational principles of the plan, which is yet to be implemented.

IIIB2. To assure the feasibility and effectiveness of physical resources in supporting institutional programs and services, the institution plans and evaluates its facilities and equipment on a regular basis, taking utilization and other relevant data into account.

IIIB2a. Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.
DESCRIPTIVE SUMMARY

With the possibility of Proposition A/AA/ and J funds, the College determined the need to rethink and redesign the general layout of the College in terms of what would best meet the needs of the 21st century student. The monies provided by these propositions brought on board a wide variety of new participants with more direct on-campus involvement in decision-making.

The Facilities Master Plan was developed in relation to the Five-Year Capital Construction Plan, the Space Inventory Plan, and the Five-Year Scheduled Maintenance Plan. The Master Plan also results from a study of community and campus needs as identified by a large group of constituents, comprised of homeowners, business and community leaders, students, and senior citizens. The architectural firm of Johnson and Favro created the initial Master Plan, which included five, ten, and 30-year projections for the campus. The initial plan was revised by the Steinberg Group in coordination with a citizen oversight committee and through a series of CPC meetings devoted exclusively to this concern. For new buildings, the Steinberg Group also organized discipline-specific user groups to give building users a voice in the planning process.

The Facilities Master Plan is reviewed monthly by the CORE campus group which meets to review construction progress and determine future plans. The CORE Committee includes College administrators, the president of the Academic Senate, faculty and classified staff members, and construction consultants. In addition to the monthly oversight of CORE, each building project also has a users group that consults at each stage of the planning process. The general and overall understanding campus wide is that all facilities belong to the entire campus. This understanding has been reflected in user-group meetings, CORE, CPC, and in the campus wide World Cafés and Campus Summits. Outside consultants and on-campus users have invested in seeing that the plans developed and implemented have been sound and inclusive.

The CPC initiates long-range capital plans, and the affected clusters and CORE group continue the planning process. The planning and implementation process continues once funding becomes available. The CPC and WEC ensure College wide representation, implement planning, monitor project duration, and identify possible deficiencies. The WEC works through the participatory governance structure to provide for campus wide involvement in addressing facilities concerns.

Total cost of ownership of the campus is supported by cost savings that have been implemented throughout the construction processes. For example, to save money on utilities, the campus constructed a $33 million solar farm over campus parking lots and buildings. The farm is currently generating three megawatts of energy and is moving the campus toward...
energy sustainability. In addition, in spring 2010, the campus piloted the wrapping of gas lines with nano-wrap in order to reduce campus gas bills. As of fall 2011, the campus has seen a 38 percent savings in gas costs.

In addition to on-campus savings, the College works closely with the LACCD to ensure that the College manages the total cost of ownership. The District Budget Committee has appointed an executive workgroup to review and revise the District allocation model in order to accommodate the maintenance and operations of the College’s four percent space increase. The revised model calculates the cost of ownership by funding the College based upon total gross square footage multiplied by the dollar amount required for maintenance and operations.

SELF EVALUATION

The Facilities Master Plan was programmed by the Steinberg Group in coordination with the Educational Master Plan. In keeping with the College’s goal of “students first,” new classroom buildings and student services were the first buildings to be constructed. These student-focused buildings were followed by a sensible phasing-in of later construction. All construction projects have been designed to minimize campus disruption and to accommodate the need for swing space. As construction continues, the campus is notified of possible disruptions, traffic interruptions, and power issues via campus wide email blasts from Arcadis. As with any project of its size, as construction progresses, certain difficulties become evident. The majority of these issues, however, are solved by user groups, CORE, and CPC with a minimum of disruption.

The planning and evaluation process has significantly improved to reflect the involvement of all College user groups. Hopefully, a working consensus will continue to build and be maintained throughout the rest of the College’s reconstruction process. The current president is also committed to consensus building and to ensuring that all future facility decisions fall within the College planning process.

The District’s decision to go with “Design-Build” has enabled the campus to streamline the construction process. “Design-Build” is a publicly
Self Evaluation Report 2012 – STANDARD IIIB

Self Evaluation (continued)
advertised request for proposals based on a building concept where design teams compete. The winning proposal chosen by the College is awarded the project, and the company finalizes the design with user-group input. The process has allowed for improved design and construction. As future buildings are completed, the strength of the procedure will be further evaluated.

Actionable Improvement Plan
Further integrate facilities planning in all of its aspects to reflect both the Educational Master Plan and the completion of bond construction.

IIIB2b. 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
Facility planning and assessment is organized within the Five-Year Construction Plan in coordination with the Educational Master Plan, the area cluster teams, CORE, CPC, and the Academic Senate. \(^{21}\) After the first phases of construction (2006-09), campus groups engaged in extensive dialogue that included evaluating the initial construction experience and plans for the future. \(^{22}\) Of the capital improvements undertaken during the self evaluation period, about two-thirds were derived as a result of community input, College user groups, and CORE consultations. The other third of the decisions were decided primarily by College administrators.

Self Evaluation
Decision-making involving campus construction and the purchase and installation of equipment in accordance with the formal planning process raise some practical difficulties. Proceeding in accordance with the facilities planning process would ensure that the College has the necessary funding, not only to make the purchase but also to provide the physical and financial resources for installation, maintenance contracts, and in-house expertise to maintain the equipment properly.

1 Asbestos Survey Report (On file in Facilities); Cafeteria and Child Development Center Health Inspection Reports (On file in Facilities)
2 ADA Matrix: http://www.lahc.edu/govplanning/accreditation/evidence_IIIB.html
3 http://www.lahc.edu/govplanning/governance/wec/wecmin.html
4 Academic Cluster http://www.lahc.edu/govplanning/governance/acadaffairs/index.html
5 http://www.lahc.edu/govplanning/governance/vtea/minutes.html
6 AFT Faculty agreement: http://www.laccd.edu/faculty_staff/hr/documents/2008-11FacultyContract.pdf
7 Sample 2009-2010 Space Inventory- Report 17 disc  (Current inventory discs on file in Facilities

Physical Resources 181
1. LACCD 5-Year Scheduled Maintenance Plan (On file in Facilities)

2. 5-Year Scheduled Maintenance and Hazardous Substances Plan (On file in Facilities)

3. Statement regarding visual inspections made by the Director of College Facilities; Listing of Facilities’ Departments; Listing of Services provided by Facilities’ Departments; Workers’ Compensation Claim Form - Proof of Worker’s Compensation Coverage


5. WEC: http://www.lahc.edu/govplanning/governance/wec/wecmin.html


8. WEC: http://www.lahc.edu/govplanning/governance/wec/wecmin.html


10. Key Policy Form: http://www.lahc.edu/govplanning/accreditation/Key%20Policy%20Form.pdf

11. ADA Book (On file in Facilities)

12. Description of Online Work Request System


14. Waste Diversion Reports (On file in Facilities)

15. Safety Meeting List, Fire Extinguisher Inspection Records (On file in Facilities)


18. Facilities Planning Book (On file in Facilities)

19. LAHC Plan Book (On file in Facilities)


22. CPC: http://www.lahc.edu/govplanning/governance/cpc/index.html


24. Space Inventory Book (On file in Facilities)

25. Spring 2010 Facilities Department Survey Results:


27. CORE: http://www.lahc.edu/govplanning/governance/owners/index.html