



2018-19

Kern Community College District

District Office Administrative Unit Review

→ Construction and Facilities Planning

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Submitted by:

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Executive Summary

a) In one paragraph or with bullet points, summarize the key points learned in this evaluation. *[list the highlights of the document]*

The purpose of the Construction and Facilities Planning Unit is to:

1. Support the Colleges in their facilities planning, construction and maintenance efforts by providing expert advice and guidance;
 2. Oversee and administer Measure J, Measure G and other construction and renovation projects throughout the District;
 3. Comply with all CA Community College Chancellors Office required plans and programs; Such as the Annual Space Inventory Plan, the Scheduled Maintenance 5 Year Plan, the Instructional Equipment 5 Year Plan, the annual energy calculator, the 5 Year Construction Plan, including IPP's and FPP's and the Proposition 39 Energy program.
 4. Stretch local dollars by maximizing and leveraging State and other external funding sources and;
 5. Ensure construction activities are in compliance with local, state and federal laws.
- Three Administrative Unit Outcomes have been identified to measure the effectiveness of the department.
 - The department will provide the colleges with expert advice and guidance.
 - College Administrators will feel confident that their construction projects will be managed efficiently and effectively.
 - College administrators will know that all externally required plans, programs and audits have been complied with.
 - Four goals have been identified to assist in ensuring accomplishment of the Administrative Unit Outcomes.
 - Achieve full implementation of a new space utilization database
 - Reduce the average change order amount of closed projects by 2%
 - Continue to keep projects that stay within budget at 100%
 - Submit 100% of Chancellors Office required plans on time and get them approved
 - Five Key Performance Indicators have been identified to measure the effectiveness of the goals.

Future Directions of the Unit

a) How will your unit address internal and external trends in the next 3-5 years? *[how will the unit respond and improve in the future]*

The first step to addressing internal and external trends is to identify them. External trends will be monitored closely by the department managers. The Associate Vice Chancellor is a member of two facilities related committees administered through the California Community College Chancellors Office and a member of the Board of Directors for the Community College Facilities Coalition (CCFC). These groups are policy advisory committees, which allows the Associate Vice Chancellor to influence policy before it is implemented and align the District's actions to benefit from these policies.

The internal trends will be identified through onsite meetings with the College Presidents, information gathered from College Directors of M&O, Board of Trustee actions and changes in Board policies. These methods of assessment should assist the department in identifying issues when they are small and addressing them before they become large problems.

Section One: Unit Overview

- a) **What is the purpose of the unit and what populations (internal and external) are served by the unit?** *[why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit]*

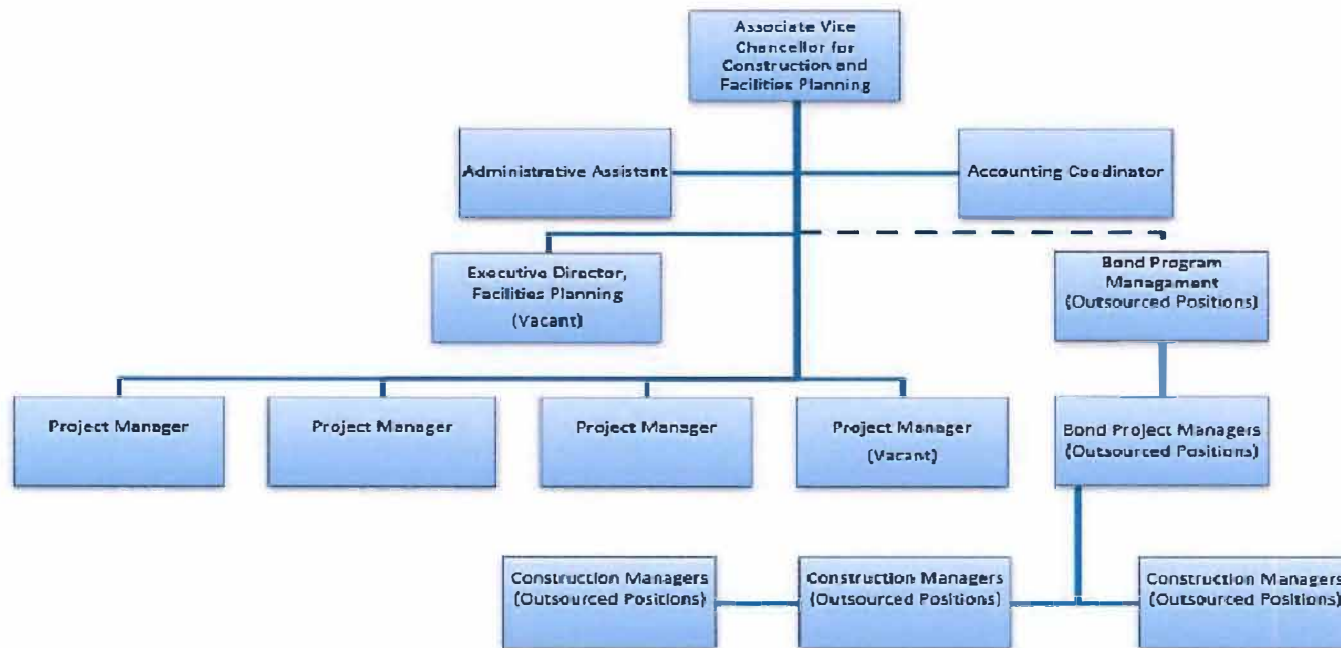
The purpose of the Construction and Facilities Planning Unit is to (1) support the Colleges in their facilities planning, construction and maintenance efforts by providing expert advice and guidance; (2) oversee and administer construction projects throughout the District; (3) to comply with all California Community College Chancellors Office required plans and programs, such as the annual Space Inventory Plan, the Scheduled Maintenance Five Year Plan and update of Scheduled Maintenance Project Funding Proposals, the Instructional Equipment Five Year Plan, the annual Energy Calculator, the Five Year Construction Plan including Initial Project Proposals and Final Project Proposals, and the Proposition 39 energy program; (4) to stretch local dollars by maximizing and leveraging State and other external funding sources and; (5) to ensure construction activities are in compliance with local, state and federal laws.

The Construction and Facilities Planning Unit supports the facilities planning, construction and maintenance programs at the three colleges and their associated educational centers. In particular, the unit meets monthly with the College Presidents, Vice Presidents and M&O Directors to review all current plans and projects as well as to address any outstanding issues and create solutions. In addition, each Project Manager makes a minimum of one site visit per week to review individual projects and plans with the College M&O Directors.

b) How is the unit structured within the district?



Construction and Facilities Planning Department Organizational Chart



Bond program management company reports directly to Bakersfield College and coordinates with District Office

Section Two: Administrative Unit Outcomes (AUOs)

a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides. Specify the time-period in which each AUO will be assessed (focus on 1 to 3 assessments per year). Describe the method of assessment and the criteria used to determine success.

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Outcome or Desired Outcome
1. The Construction and Facilities Planning Unit will provide the Colleges with expert advice and guidance to enhance institutional effectiveness.	Goal 5 – Strengthen Organizational Effectiveness	2018-19	An individual evaluation by the appropriate college administrators will be requested to gain feedback.	College administrators will feel confident that they are given expert advice and guidance.
2. College administrators will feel confident that their construction projects are being managed efficiently and effectively.	Goal 5 – Strengthen Organizational Effectiveness	2018-19	An individual evaluation by the appropriate college administrators will be requested to gain feedback.	College administrators will feel confident that their construction projects are being managed efficiently and effectively by in house and outsourced staff.
3. College administrators will know that all externally required plans, audits and programs have been complied with.	Goal 5 – Strengthen Organizational Effectiveness	2018-19	Construction and Facilities Planning department staff will report out on plans, audits and programs where compliance was not met.	College administrators will feel confident that their required plans are being completed on time and approved.

b) **Summarize the results from any AUOs evaluated during the past year providing details regarding findings and plans for change or improvement.**

During the 2017-18 fiscal year, feedback from college administrators indicated satisfaction with these AUO's. For AUO #3, all plans were submitted on time and were approved by the Chancellors Office, this was communicated to each college during their monthly meetings with the Associate Vice Chancellor of Construction and Facilities Planning.

Section Three: Key Performance Indicators (KPIs)

a) List the KPIs for the unit along with the relevant outcomes for the last 3 years. KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.

Key Performance Indicators (KPIs)	2015-16	2016-17	2017-18
1. Number of State Compliance Plans submitted on time and approved by the Chancellors	3	4	4
2. Number of projects closed	25	14	19
3. Average cost % of change orders for closed projects	1.41%	1.91%	0.37%
4. Number of projects within budget for closed projects	20	14	19
5. Successful external audits and Bond Oversight Committee audits	2	2	2

b) Summarize any changes or findings.

The number of State Compliance Plans that the department is responsible for went from three to four two years ago. The Instructional Equipment 5 Year Plan became the responsibility of the department in fiscal year 2016-17 and was submitted on time in 2016-17 and 2017-18. 100% of plans submitted were approved. 100% of projects closed were within final budget authorization. Average change order percentages were well below industry and Chancellors Office standards.

Section Four: Prior Year Goals

a) **List the Goals from the prior year.** Indicate the status and list an anticipated completion date if not complete. Were unit outcomes met and/or what findings were realized in the process? *[starting in 2017-18, this will relate directly to the goals and outcomes listed in section five]*

Prior Goals	Status	Strategic Plan Alignment	AUO Alignment	Outcomes and/or Findings
1) Achieve a Board of Trustees Ad Hoc Committee approved Measure J implementation plan.	This goal was achieved	Goal 5 – Strengthen Organizational Effectiveness	AUO #1	A full Measure J Implementation plan was achieved and is now being implemented. Several contracts have been let and a few major construction projects have been started.
2) Increase the number of projects closed yearly by 5%.	This goal was achieved	Goal 5 – Strengthen Organizational Effectiveness	AUO #2	Because the size and duration of each project is different, it was determined that the number of projects closed in a given timeframe is not an indicator of project management performance.
3) Reduce the average change order amount of closed projects by 2% of the average total.	This goal was achieved	Goal 5 – Strengthen Organizational Effectiveness	AUO #2	This goal was achieved and the average change order amounts were well below industry standards.
4) Increase the number of closed projects that stay within budget by 10% compared to 2015-16.	This goal was achieved	Goal 5 – Strengthen Organizational Effectiveness	AUO #2	100% of projects closed in 2016-17 and 2017-18 were within budget. In 2015-16 80% of projects closed were within budget.
5) Submit 100% of Chancellors Office required plans on time and get them approved.	This goal was achieved	Goal 5 – Strengthen Organizational Effectiveness	AUO #2 and AUO #3	100% of California Community College Chancellors Office required plans were submitted on time and were approved.

Section Five: Goals for the Upcoming Year

a) **Identify annual goals for the unit.** Describe how progress toward the goals will be measured during the upcoming year. Describe the target to be met during the year and the timeframe for completion. Specify how the unit goals align with the goals and objectives outlined in the districtwide strategic plan and the unit's AUOs. Indicate whether additional resources will be needed. *[just a Yes or No – these will be described in section seven]*

Unit Goals	Assessment Method	Annual Target and Timeline	Strategic Plan Alignment	AUO Alignment	Resources Needed (yes/No)
Goal 1: Fully implement a space utilization database for the colleges to better utilize their instructional space.	Direct feedback from College Vice Presidents	July 1, 2019	Goal 5	AUO #1	No
Goal 2: Reduce the average change order amount of closed projects by 2% of the average total compared to 2015-16.	Review in house data	July 1, 2019	Goal 5	AUO #2	No
Goal 3: Continue to keep projects that stay within budget at 100%.	Review in house data and key performance indicators	July 1, 2019	Goal 5	AUO #2	No
Goal 4: Submit 100% of Chancellors Office required plans on time and get them approved.	Review in house data	July 1, 2019	Goal 5	AUO #2 and AUO #3	Yes

Section Six: Current Unit Resources

- a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level	
Staffing (list current staffing levels)	•1.0 FTE Associate Vice Chancellor, 1.0 FTE Project Manager (1 FTE is vacant), 1.0 FTE Administrative Assistant, 1.0 FTE Accounting Coordinator	
Technology / Equipment	•Each staff member uses a PC, most use a cell phone.	
Space / Facilities	•The department occupies 2,036 square feet of office space at the District office.	
Budget (Unrestricted) Total	\$0.00	Notes (if any)
1000 (Academic Salaries)	\$0.00	
2000 (Classified Salaries)	\$742,404.74	
3000 (Employee Benefits)	\$343,338.32	
4000 (Supplies & Materials)	\$1,200.00	
5000 (Operating Expenses and Services)	\$5,020,450.00	
6000 (Capital Outlay)	\$10,040.00	
7000 (Other Outgo)	\$0.00	
Budget (Restricted) Total	\$6,117,433.06	
Budget (Contract/Community Ed) Total	\$0.00	

Section Seven: Projected Unit Resource Needs

- a) **List the unit's needs above the current level.** [if a Unit Goal in section five has a 'Yes' in the resources needed column, the need should be outlined here] Describe the unit goal to which the request is related. Indicate the expected cost along with the rationale. Rank the proposals in order of their importance to the unit (a rank of '1' would be the most important resource the unit needs in order to achieve its goals).

Resource Needs	Proposed Allocation, Need or Change	Related Unit Goal or AUO	Cost and Justification	Rank
Staffing	Executive Director of Facilities Planning Position	AUO #3	This position was approved by the Chancellor, Chancellors Cabinet and Consultation Council in 2016-17. It was reviewed and the salary was set by an outside HR consultant and budget was added to the departments 2017-18 budget. Then, just before the position was advertised to be filled, the position was placed on hold until the Measure J implementation plan was completed and the need for the position could be reevaluated. The need for this position still exists and it is requested that the position be filled in 2019-20. If the position is not filled, planning services will need to be outsourced.	
Technology	No additional technology needed			
Equipment / Supplies	No additional equipment/supplies needed			
Space / Facilities	No additional space needed			
Professional Development	No additional professional development needed			
Other: [describe]				
Total cost of resource needs over and above current budget allocation:			\$167,000	

Routing and Review

Submitter's Name: Eric Mittlestead

Title: Associate Vice Chancellor of Construction and Facilities Planning

Submitter's Signature: 

Date Submitted: 10-28-18

Submitter's Immediate Supervisor: 

Date of Review: 12/13/18

Chancellor's Signature: 

Date of Review: 12-13-18

Date of Presentation to Administrative Council: 10/29/18