



**2024-2026**

*Kern Community College District*

*District Office Administrative Unit Review*

*Construction and Facilities Planning*

Randy Rowles, PE

Associate Vice Chancellor of Construction and Facilities Planning

Submitted by:

Randall Rowles

## 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.
  - Five goals have been identified to assist in ensuring accomplishment of the Administrative Unit Outcomes.
    - Fully implement a utility shutoff map for each of the colleges in FacilitySoft;
    - Convert all construction and as-built drawings to electronic format and create a central accessible location for all Colleges to access files;
    - Reduce the average change order cost value of closed projects by 2% from previous year;
    - 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) Provide a brief abstract of synopsis of your unit's current circumstances and future needs. Please include any college priorities that affect your unit, and the connection to college planning and priorities.**

The Construction and Facilities Planning Unit has been experiencing very challenging local and national economic conditions for the last two years making projects cost estimates and budgets very volatile while greatly impacting project schedules too. All economic indicators forecast higher material costs and tightening supply chains which will continue to put pressure on the Measure J and other capital projects. which was predictable done with little or no service disruption to the colleges. Cost models for the KCCD Measure J Capital Improvement Program, show expenditures for design and construction exceeding \$70 Million at three colleges. This very high level of construction activity will continue for the next three years. The increased demands for administrative and support services on the department will be challenging and require some additional department staffing. To meet this workload and service delivery standards require continuous adjustments of our priorities as determined by the colleges. Lastly, District Office Building Operations and personnel have been added to the department. This will provide more support to Building Operations staff and new coordination efforts with extending DO support to the three Colleges' Maintenance and Operations teams.

## 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. Additionally, the District Office operations personnel have been added to the department for mor efficient management and coordination of activities.

All colleges and educational centers benefit directly by the services provided by the unit.

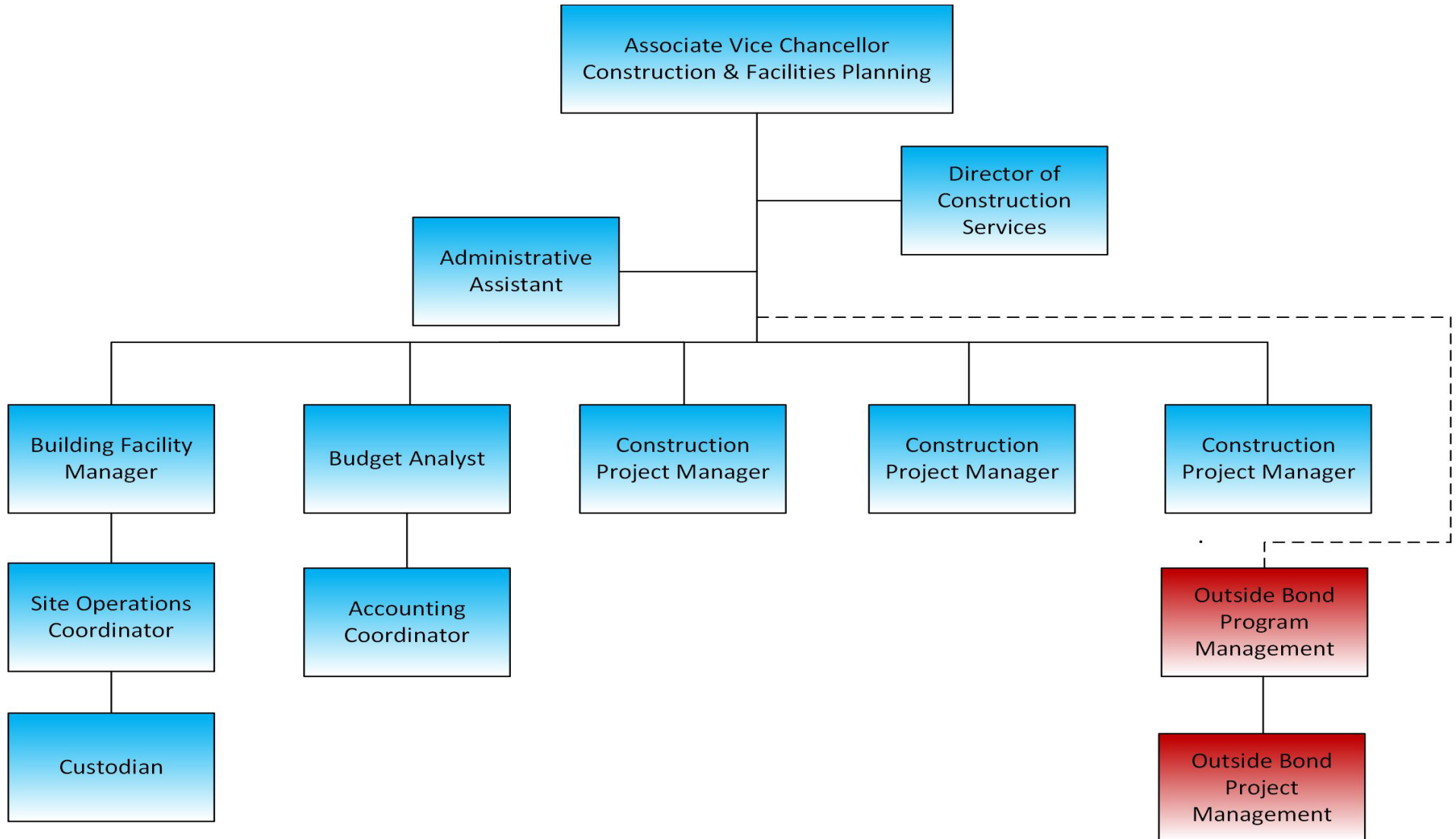
## **Section One: Unit Overview** *(continued)*

### **b) Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.**

The Construction and Facilities Planning Unit supports the facilities planning, construction and maintenance programs at the three colleges and their associated educational centers by assisting in planning efforts and constructing safe, state-of-the-art facilities to support student learning. In particular, the unit meets monthly with the College Presidents, Vice Presidents, and M&O Executive 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.

Section One: Unit Overview *continued*

c) How is the unit structured within the district? Modify the org chart template below to illustrate the unit's organization.



**Section One: Unit Overview** *(continued)*

**d) For the positions included in the unit’s organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.**

Position	Primary Functions/Processes	Supplemental Functions/Processes	Additional notes
Administrative Assistant	<ul style="list-style-type: none"> <li>• Track department’s Board items.</li> <li>• Track and log all Project Program Reports (PPRs) and distribute accordingly once approved.</li> <li>• Assist the AVC and PM’s in scheduling meetings &amp; events with other departments, offices and outside agencies.</li> <li>• Order department supplies and obtain documentation for department Cal- card for payment processing.</li> <li>• Manage and maintain annual space inventory in FUSION and Facility Soft databases.</li> <li>• Create agenda and minutes for the Bond Oversight Committee M Administrative support to the department.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Legal Counsel to respond to public records request and provide documents accordingly.</li> <li>• Work with Human resources to process personnel actions for new hires.</li> </ul>	

<p>Director of Construction Services (proposed)</p>	<ul style="list-style-type: none"> <li>• Provides daily leadership to Project Managers regarding construction services delivery to the Colleges.</li> <li>• Coordinates with College Executive Directors regarding construction budgets, quality and schedules.</li> <li>• Manages and revises PPR's, PFPs and other internal budget and approval documents as needed,</li> <li>• Coordinate and perform daily and long-term planning activities with AVC.</li> </ul>		
<p>Budget Analyst</p>	<ul style="list-style-type: none"> <li>• Prepare financial and statistical reports for audits.</li> <li>• Prepare financial reports for Bond Oversight Committee.</li> <li>• Create budget revisions as needed.</li> <li>• Track budget and expenditures for accuracy in FacilitySoft database.</li> <li>• Supply financial information to project managers to help manage budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Business Services personnel to provide audit requests and documentation.</li> <li>• Assist AVC in preparing reports for Bond Oversight Committee.</li> <li>• Assist AVC in annual budget development process.</li> </ul>	



Accounting Coordinator	<ul style="list-style-type: none"> <li>• Provide financial reports and invoice back up for various state agencies.</li> <li>• Create Quarterly Reports and expenditure reimbursements for state funded projects in FUSION database.</li> <li>• Establish org codes for new projects.</li> <li>• Create, monitor and analyze all project budgets.</li> <li>• Create budget transfers as needed.</li> <li>• Update annual energy calculator state compliance report.</li> <li>• Prepare expenditure transfers.</li> <li>• Create purchase orders and PO change orders.</li> <li>• Process all invoices received directly from vendors and through e-Builder software.</li> <li>• Maintain Facilities financial filing system.</li> </ul>		
Project Manager, BC (2)	<ul style="list-style-type: none"> <li>• Manage multiple construction projects concurrently, at</li> </ul>	<ul style="list-style-type: none"> <li>• Support college when the M&amp;O Director is out of the office and lend minor</li> </ul>	

	<p>Bakersfield College, The Weill Institute, Arvin Shafter, SW Center and the Delano Campus Center and as assigned.</p> <ul style="list-style-type: none"> <li>• Manage project development regularly with College, faculty staff, contractors, and architects, from the pre-planning stages through construction completion and project closeout.</li> <li>• Develop and manage all construction related contracts, documentation and logs.</li> <li>• Provide requested updates and documentation to outside regulatory agencies.</li> <li>• Update all projects and initiate approvals using District software, FacilitySoft, e-Builder and BoardDocs.</li> <li>• Create project scopes and budgets.</li> <li>• Create and coordinate construction schedules.</li> </ul>	<p>assistance with maintenance projects.</p> <ul style="list-style-type: none"> <li>• Provide technical assistance on Title 24 code issues and professional advice on construction related topics.</li> <li>• Provide overall support and oversight of third-party program managers.</li> </ul>	
--	---	---	--

Project Manager, CC

- Manage multiple construction projects concurrently, at Cerro Coso Community College, Kern River Valley, Cal City, Tehachapi, Bishop Center, Mammoth Center, Weill Institute and as assigned.
- Manage project development regularly with College, faculty, staff, contractors, and architects, from the pre-planning stages through construction completion and project closeout.
- Develop and manage all construction-related contracts, documentation and logs.
- Provide requested updates and documentation to outside regulatory agencies.
- Update all projects and initiate approvals using District software, FacilitySoft, e-Builder and BoardDocs.
- Support college when the M&O Director is out of the office and lend minor assistance with maintenance projects.
- Provide technical assistance on Title 24 code issues, provide advice on construction related topics.

<p>Project Manager PC</p>	<ul style="list-style-type: none"> <li>• Manage multiple construction projects concurrently, at Porterville College and as assigned.</li> <li>• Manage project development regularly with College, faculty staff, contractors, and architects, from the pre-planning stages through construction completion and project closeout.</li> <li>• Develop and manage all construction related contracts, documentation and logs.</li> <li>• Provide requested updates and documentation to outside regulatory agencies.</li> <li>• Update all projects and initiate approvals using District software, FacilitySoft, e-Builder and BoardDocs.</li> </ul>	<ul style="list-style-type: none"> <li>• Support college when the M&amp;O Director is out of the office and lend minor assistance with maintenance projects.</li> <li>• Provide assistance on Title 24 code issues, provide advice on construction related topics.</li> </ul>	
<p>Associate Vice Chancellor</p>	<ul style="list-style-type: none"> <li>• Provide leadership and oversee department activities.</li> <li>• Meet and take direction from college presidents</li> </ul>	<ul style="list-style-type: none"> <li>• Make presentations to the Board of Trustees.</li> <li>• Assist the Chancellor and CFO on new initiatives.</li> </ul>	

	<p>on college facilities planning and construction issues.</p> <ul style="list-style-type: none"><li>• Create all plans due to the Chancellors Office.</li><li>• Manage Measure G and Measure J general obligation bonds.</li><li>• Coordinates all CCCCO required updates in FUSION.</li></ul>		
--	---	--	--

## 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 to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided
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	2022-23	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	2022-23	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 inhouse 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	2022-23	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, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.**

During the 2022-2023 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 3-5 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)	2020-21	2021-22	2022-23
1. Number of State Compliance Plans submitted on time and approved by the Chancellors Office	4	4	4
2. Percent of non DSA projects closed within 3 months after Notice of Completion	41%	37%	64.7%
3. Average cost % of change orders for closed projects	4.25%	0.03%	0.03%
4. Number of projects within budget for closed projects	15	13	34
4a. Percent of projects closed within budget	100%	100%	97%
5. Successful district audits and bond measure audits	2	2	2

b) **What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?**

We did not experience any unexpected changes during this cycle. The data tells us that what we are doing is working to mitigate the uncertainty in both construction costs and project delivery schedules.

## Section Four: Progress on Unit Goals

a) **List the unit's current goals.** For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

Unit Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Progress on goal achievement (choose one)	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1. Fully implement a space utilization database for the colleges to better utilize their instructional space	Goal #5	X Completed: 6-30-23 <input type="checkbox"/> Revised: _____ (Date) <input type="checkbox"/> Ongoing: _____ (Date)	Goal Completed	CC, PC and BC through President and Vice President meetings.	
2. Reduce the average change order costs of closed projects by 2% of the average total compared to 2020-2021.	Goal #5	X Completed: 6-30-23 X Revised: 6-30-23 _Ongoing:	Goal completed. Goal will be revised to compare against 2016-17 instead of 2015-16.		
3. Continue to keep projects that stay within budget at 100%.	Goal #5	X Completed: 6-30-23 <input type="checkbox"/> Revised: _____ (Date) <b>X</b> Ongoing: 6-30-23	97% of the 34 closed projects stayed within their budget in 2023.		AVC, Construction and Facilities Planning



4. Submit 100% of Chancellors Office required plans on time and get them approved.	Goal #5	X Completed: 6-30-23 <input type="checkbox"/> Revised: _____ (Date) X Ongoing: 6-30-23	100% of Chancellors Office required plans were submitted on time are were approved.		AVC, Construction and Facilities Planning and State Chancellors Office
--	---------	--	---	--	--

**Section Five: New or Revised Goals**

2) List new or revised goals, if applicable. (Add additional rows as necessary.)

Replacement Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges’ planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1. Fully implement a utility shutoff map for each of the colleges in FacilitySoft.	Goal #5	New goal. Work with each college to gather needed information and consolidate the information into a single database.	CC and PC	AVC, Construction and Facilities Planning
2. Reduce the average change order amount of closed projects by 2% of the average total compared to 2022-23.	Goal #5	Goal will be revised after review of 2023-24 project data.		
3. Convert all construction and as-built drawings to electronic format and create a central	Goal #5	New goal. Work with each college to gather needed	BC - through construction meetings.	District Office Construction and Facilities Planning Department

accessible location for all Colleges to access files.		documents and find a cost-effective location for housing the documents.		
---	--	---	--	--

## 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	
<b>Staffing</b> (list current staffing levels)	•1.0 FTE Associate Vice Chancellor, 4.0 FTE Project Manager, 1.0 FTE Budget Analyst, 1.0 FTE Administrative Assistant, 1.0 FTE Accounting Coordinator, 1.0 FTE Facility Building Manager, 1.0 FTE Site Operations Coordinator, 1.0 FTE Custodian	
<b>Technology / Equipment</b>	•Each staff member uses a PC, most use a cell phone.	
<b>Space / Facilities</b>	• The department occupies 2,036 square feet of office space at the District office.	
<b>Budget (Unrestricted) Total</b>	\$2,237,739.45	<b>Notes (if any)</b>
1000 (Academic Salaries)	\$0.00	
2000 (Classified Salaries)	\$1,291,388.67	
3000 (Employee Benefits)	\$590,348.25	
4000 (Supplies & Materials)	\$2,000.00	
5000 (Operating Expenses and Services)	\$311,155.81	
6000 (Capital Outlay)	\$42,846.72	
7000 (Other Outgo)	\$0.00	
<b>Budget (Restricted) Total</b>	\$	
<b>Budget (Contract/Community Ed) Total</b>	\$	

## Section Seven: Resource Request Analysis

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (Include Cost)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.)	Rank
<p><b>Positions:</b> Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.</p>	<p><input type="checkbox"/> 1: Classified Staff <input type="checkbox"/> 2: Administrator</p> <p><b>Director of Construction Services (\$15,000.00)</b></p>	<p>The Construction and Facilities Planning (C&amp;FP) Department's current administrative and technical personnel staffing is based on the Measure G construction activity levels of approximately \$10.3 Million annually. KCCD Trustees have directed C&amp;FP to implement a more aggressive capital program which will average approximately \$70 Million annually in design and construction services for the first seven (7) years of the program and average over \$25 Million annually in bond program activity over the 21-year program schedule.</p> <p>C&amp;FP provides all administrative support for the entire KCCD Measure G and J Bond programs. The BC projects receive program and project oversight/coordination from AECOM/Parsons. C&amp;FP provides all District support to BC projects. BC has chosen more "locally responsive" project delivery models like Construction Management - Multi-Prime (CMMP) and Construction Management -</p>		1

		<p>Multi-Prime at Risk (CMAR). These project delivery models can require between 25 to 20 individual contracts per project and all associated administrative support. Lastly, AECOM/Parsons contract will expire September 2024 and they are proposing flat Bond Program staffing for the next year.</p> <p>The accelerated program schedule (7 years vs. 20) and the elevated administrative support activities (up nearly 600% over the current staffing baseline) does not allow for the delegation to an existing department employee, rather requires additional personnel. <b><i>The addition of a Director of Construction Services will allow for greater focus on construction projects during the existing volatile bidding and construction environment. The position will move forward with a reduction in one project manager position. This will provide a position upgrade for a nominal increase in salary expenditures. Lastly, the reduction in AECOM/Parsons fees due to the September 2024 contract expiration will result in savings of nearly \$3.0 M of Measure J bond funds.</i></b></p>		
<p><b>Professional Development:</b> Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle</p>	<input type="checkbox"/> 1: Provide Professional Development <input type="checkbox"/> 2: Attend Professional Development			
<p><b>Facilities:</b> If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.</p>	<input type="checkbox"/> 1: Space Allocation <input type="checkbox"/> 2: Renovation <input type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance			2
<p><b>Technology:</b> If your unit receives technology (audio/visual – projectors, TV's,</p>	<input type="checkbox"/> 1: Replacement Technology <input type="checkbox"/> 2: New Technology <input type="checkbox"/> 3: Software			3

document cameras) and computers, , explain how this request or requests will impact your unit's service to the colleges.	<input type="checkbox"/> 4: Other _____			
---	--	--	--	--

**Seven: Resource (c**

Resource Category	Resource Requested (Include Cost)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.)	Rank
<b>Other Equipment:</b> <i>If your unit receives equipment that is not considered audio/visual or computer equipment technology, , explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Replacement <input type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____			
<b>Total cost of resource needs over and above current budget allocation:</b>		<b>\$15,000.00</b>		

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

## Section Eight: Conclusions

Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):


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; (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 department has developed strong working relationships with the three colleges. Based on feedback from college administrators, the department has responded well to college needs and adapted quickly when changes were needed to support the colleges in fulfilling their mission.

**Routing and Review**

Submitter's Name: Randall Rowles

Title: Associate Vice Chancellor, Construction and Facilities

Submitter's Signature: 

Date Submitted: October 22, 2023

Submitter's Immediate Supervisor: \_\_\_\_\_

Date of Review: \_\_\_\_\_

Chancellor's Signature: \_\_\_\_\_

Date of Review: \_\_\_\_\_

Date of Presentation to Administrative/Consultation Council: \_\_\_\_\_