



2016-17

Kern Community College District

District Office Administrative Unit Review

→ Construction and Facilities Planning

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Associate Vice Chancellor of Construction and Facilities Planning

Submitted by:

Eric Mittlestead

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 construction projects throughout the District;
 3. Comply with all Chancellors Office required plans and programs;
 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.
 - Four goals have been identified to assist in ensuring accomplishment of the Administrative Unit Outcomes.
 - Five Key Performance Indicators have been identified to measure the effectiveness of the goals.
 - A User Satisfaction Survey will be administered to measure the satisfaction of the services provided by the department.
 - One additional manager is being requested to assist in the completion of the Administrative Unit Outcomes.
 - An additional Project Manager will be requested if Measure J passes in November 2016.

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 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 the use of a User Satisfaction Survey and monthly, onsite meetings with the College Presidents. These methods of assessment should assist the department in identifying issues when they are small and addressing them before they become large problems.

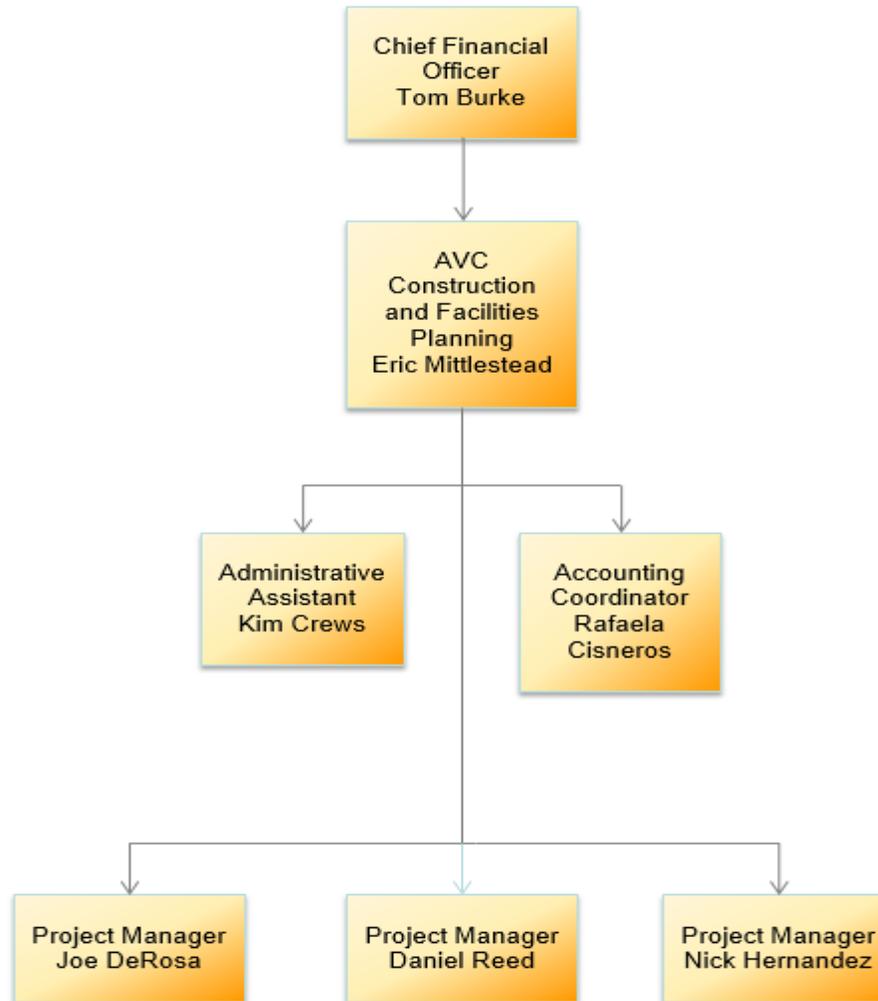
Section One: Unit Overview

- 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 Chancellors Office required plans and programs, such as the annual Space Inventory Plan, the Scheduled Maintenance Five Year Plan and update of Project Funding Proposals, 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. In particular, the unit meets monthly with the College Presidents and Vice Presidents of Administrative Services 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 with the College Facilities or Maintenance Managers.

b) How is the unit structured within the district?



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	2017-18	A User Satisfaction Survey will be administered to the appropriate college administrators.	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	2017-18	A User Satisfaction Survey will be administered to the appropriate college administrators. Key Performance Indicators 2, 3 and 4.	College administrators will feel confident that their construction projects are being managed efficiently and effectively.
3. College administrators will know that all externally required plans, audits and programs have been complied with.	Goal 5 – Strengthen Organizational Effectiveness	2017-18	Facilities department staff will report out on plans, audits and programs where compliance was not met. Key Performance Indicator #1.	College administrators will feel confident that their required plans are being completed and approved.

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

This is the first year that the department has developed Administrative Unit Outcomes so no results or findings from previous years exist. Also, since there no previous year results, there are no plans for change or improvement needed until next year’s findings can be evaluated.

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)	2013-14	2014-15	2015-16
1. Number of Programs or Plans submitted on time and approved by the Chancellors Office	3	3	3
2. Number of projects closed	14	18	25
3. Average cost % of change orders for closed projects	2.26%	7.71%	1.41%
4. Number of projects within budget for closed projects	10	14	20
5. Successful external audits and Bond Oversight Committee audits	2	2	2

b) **Summarize any changes or findings.**

This is the first year that the department has developed Key Performance Indicators so no changes or findings from previous years exist.

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) Get one Capital Outlay project approved and funded at each college and the Delano Center to be paid from the statewide bond on the November 2016 ballot.	Proposals were submitted for 2 colleges and Delano and are currently being evaluated.	Goal 5 – Strengthen Organizational Effectiveness	AUO #1	Each College had input and was given recommendations on what would be a competitive proposal. Each made an informed decision. The results of the Chancellors Office evaluation will be known in January 2017.
2)				
3)				
4)				
5)				

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: Increase the number of projects closed yearly by 5%.	Review in house data	July 1, 2017	Goal 5	AUO #2	No
Goal 2: Reduce the average change order amount of closed projects by 2% of of the average total.	Review in house data	July 1, 2017	Goal 5	AUO #2	No
Goal 3: Increase the number of closed projects that stay within budget by 10%.	Review in house data	July 1, 2017	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, 2017	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, 3.0 FTE Project Manager, 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	\$917,205.59	Notes (if any)
1000 (Academic Salaries)	\$0.00	
2000 (Classified Salaries)	\$607,579.13	
3000 (Employee Benefits)	\$236,576.46	
4000 (Supplies & Materials)	\$1,200.00	
5000 (Operating Expenses and Services)	\$67,450.00	
6000 (Capital Outlay)	\$4,400.00	
7000 (Other Outgo)	\$0.00	
Budget (Restricted) Total	\$0.00	
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 Planning position	AUO #3	To be competitive, this position would cost approximately \$142,000 per year (Step K9) plus benefits. With the increased programs and program monies like Prop 39 and Scheduled Maintenance, the Chancellors Office has increased their scrutiny of plans and they are requiring more paperwork and accountability. For more than 20 years, this function had been outsourced by the KCCD Facilities department and it has only been brought in house since 2015 and it is proving to be too much of a burden on the department without additional resources. This is a very technical position with a steep learning curve since the Chancellors Office policies are unlike the K-12 or CSU system.	#1
Staffing	Project Manager	AUO #2	To be competitive, this position would cost approximately \$101,000 per year (Step G8) plus benefits. Measure J is on the November 2016 ballot and would add \$502.8 million in construction projects if it successfully passes. Should this situation occur, a fourth in house project manager would be required for effective project delivery.	#2
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:			\$306,000	

Routing and Review

Submitter's Name: Eric Mittlestead

Title: Associate Vice Chancellor of Construction and Facilities Planning

Submitter's Signature: 

Date Submitted: 10-11-16

Submitter's Immediate Supervisor: 

Date of Review: 10/17/16

Chancellor's Signature: 

Date of Review: 10/18/16

Date of Presentation to Administrative Council: 10/31/16