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Executive Summary

In 2004, the Citizens of the West Kern Community College District passed a $39.8 million bond for construction and renovation of the Taft College Facilities. The bond was called Measure A. This approval, through careful planning, makes the College eligible for over $80 million in construction financing from other sources. In all, Taft College will have over $120 million available for campus improvements.

Although over 70% of the 2004 planned Measure A improvements have been completed, the primary purpose of the 2012 Facilities Master Plan is to update and document Taft College’s facilities needs and projected growth. Since 2004, many of the planned improvements have been implemented and some new projects are now being considered. This Facilities Master plan will document the past projects and provide a well thought out, long range strategy for the continuing improvement of buildings, path of travels, roads, parking, and other physical features of the campus.

Since a Campus Facilities Master Plan is a reflection of the academic and campus life endeavors of the institution, it is based on a series of assumptions and guiding principles. The plan will show that the College’s needs go far beyond what the 2004 Measure A bond is capable of producing. The College will continue to seek State funding as well as donations.
Sections Offered

Economic conditions in California have impacted the California Community College system, which has experienced a 12% decline in state funding since 2008-09. At Taft College, this is resulted in a 20% drop in the number of sections offered on campus from 637 in 2007-08 to 511 sections offered in 2011-12. The decline in state funding has also impacted the number of sections offered through the Taft College training agreement with the Westside Energy Services and Education Center (Westec). Changes in industry certification requirements have also impacted Westec offerings. In sum, the total number of sections offered through all modes of delivery has declined 43% over the past five years. However, the decline in course offerings has been coupled with an increase in greater efficiencies due to increases in average class size during this same period. In fact, Taft College full time equivalent student (FTES) counts have remained consistent during this period – illustrating that the College has served approximately the same number of FTES while offering a smaller number of course sections.

<table>
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<tr>
<th>Mode</th>
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<td>On-line</td>
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<td>Off-line</td>
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<tr>
<td>On Campus</td>
<td>637</td>
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<td>Westec</td>
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<td>Zero Unit</td>
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</tr>
<tr>
<td>Total</td>
<td>2600</td>
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Source: West Kern Community College District
Institutional Research Department

FTES

The number of full time equivalent students (FTES) at Taft College has fluctuated slightly year to year but comparison of total FTES in 2007-08 and 2011-12 show that the number of FTES in those years is nearly the same. Overall,
total FTES has remained stable during this period of time although the FTES generated through the Taft College partnership with Westec has declined significantly. In 2007-08, Westec produced 581.54 FTES as compared to 306.00 FTES in 2011-12. This constitutes a 47% decline in FTES produced by Westec, indicating a decline in the number of FTES produced through the Westec partnership which has been offset by a growing demand for classes at the Taft College main campus.

<table>
<thead>
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<td>581.54</td>
<td>599.88</td>
<td>353.14</td>
<td>345.66</td>
<td>306.00</td>
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Source: West Kern Community College District
Institutional Research Department and Office of Instruction

Headcount: Fulltime, Part-time, Westec

Over the past five years, there has been a significant shift in enrollment patterns for full and part-time students based on headcount data. In Fall 2007-08, 70% of Taft College students were part-time students carrying less than 12 units. Conversely, 30% percent of students carried a full time load of 12 or more units. By Fall 2011/12, the percentage of part time students had fallen to 61% while the percentage of full time students rose to 39%. These figures do not include Westec students, all of whom are part-time students. For Westec students, the change from Fall 2007-8 to Fall 2011-12 is dramatic. Headcount for Westec students fell by 72% due to changes to industry certification requirements and reductions in the number of courses offered by Taft College through the Westec partnership.

<table>
<thead>
<tr>
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<td>18017</td>
<td>2420</td>
<td>17243</td>
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Source: West Kern Community College District
Institutional Research Department
**Headcount by Mode by Actual and Projected Semester**

Another significant development over the past five years is the increase in the number of students taking both online and on-campus courses concurrently. In Fall 2008, 30% of all Taft College students took both online and on-campus courses. In Fall 2012, 43% of all students enrolled at Taft College took courses through online and on-ground delivery. Stated differently, since 2007-08 the percentage of students who take courses exclusively through online delivery or exclusively through on-campus delivery has fallen. In Fall 2008, 37% of all Taft College students took classes exclusively on-campus, while 30% of students took classes exclusively online. In Fall 2012, 29% of all Taft College students took classes exclusively on-campus, while 23% took classes exclusively online.

Enrollment is expected to grow by 2% per year for the next five years. This is a conservative estimate based on the uncertainties of state funding and growth within the college district.

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*Source: West Kern Community College District*  
*Institutional Research Department*
## Weekly Student Contact Hours (WSCH)-Weekly Census Courses

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<td><strong>30519</strong></td>
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Source: West Kern Community College District Institutional Research Department
Existing Conditions

In 2004 the existing analysis phase of the facilities planning was completed along with the planning of Measure A. It involved a study of the existing conditions on the campus in order to identify key planning issues. The information was obtained from discussions with the Master Plan Team, meetings with District Staff, and campus tours. The following are graphic and narrative descriptions of the existing conditions.

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Pedestrian Circulation 13
Regional Context

■ City of Taft

Taft is a city in the foothills at the southwestern edge of the San Joaquin Valley, in Kern County, California. Taft is located 30 miles west-southwest of Bakersfield, at an elevation of 955 feet. The population was 9,327 at the 2010 census. According to the United States Census Bureau, the city has a total area of 15.1 square miles.

Most of the traffic traveling to Taft is along Highway 119. Highway 119 connects Bakersfield to Taft and also provides the connection to Taft from Interstate 5.

Taft is situated in a major petroleum and natural gas mining region in California. A large system of oil pipes and refineries surround the town.
Taft College Area

Taft College is located in the western Kern County community of Taft with a population of 17,000. The surrounding area brings the total population to about 21,000. The community is in the heart of the Midway-Sunset oilfield, one of the nation's best producing fields. While oil is the leading industry, the area also is rich in agriculture, light industry, and recreation.

Taft College is located in the City of Taft. The district contains 735 square miles and is composed of the Taft City, Midway, McKittrick, Elk Hills elementary school districts and the Maricopa Unified District.
Neighborhood Context

History of Taft College

Taft Junior College was established September 30, 1922 as part of the Taft Union High School District. Classes were held on the high school campus. The school title officially became Taft College on July 1, 1954 and in September of 1956 a separate campus opened on Emmons Park Drive adjacent to the high school.

The West Kern Junior College District was formed in an election on June 19, 1962, and became operative on July 1, 1963. Two years later the Maricopa Unified District was annexed to the West Kern Junior College District, and on July 1, 1971, the district’s name was changed to the West Kern Community College District.

The Taft Community College is surrounded in property by a Taft Elementary School, Taft High School and a Child Development Center making the area a central teaching and learning hub for the community. The area also includes a County Library, along with coffee shops and neighborhood shopping areas. The Historic Fort to the West of the Campus offers the neighborhood views reminding the area of Taft’s rich history.
Existing Campus

The West Kern Community College District encompasses a 767-square-mile district in western Kern County. The Taft College campus is located at 29 Emmons Park Drive and serves more than 2,400 full-time equivalent students on its campus. Campus buildings are considered excellent structures with adequate space provided for physical education, recreation and athletics.

The campus was built in 1956 and originally included classrooms, a library, student union, and administrative offices, marking the first step in separating the college from the high school. A physical education building was completed in 1956, but was converted in the Student Services Center in early 1977 to centralize all student personnel services in one location. The science building was completed in 1966, the technical arts facility a year later, and the vocational and technical education center in 1969.

A 36-student addition to the campus residence halls, lighted tennis courts, and a women's softball field were added in 1978. Three years later a sports center designed to accommodate physical education classes, athletics, and community services programs was finished. An 80-student residence hall opened in 1983 and brought the total campus capacity to 200 students.

Most of the college's occupational programs are headquartered in an off-campus center called Westec (Westside Energy Services Training and Education). The facility is headquarters for a nonprofit corporation established to work with the college in providing a variety of services to the oil industry in Kern County and the western United States. Westec expanded during 2001 with the purchase of a vacated elementary school north of Bakersfield. This expansion saw the college partner with Bakersfield College to provide increased offerings in petroleum technology as well as the growing correctional officer training program. The new addition is called the North Kern Training Center.

The Children Center was completed in April of 1991 to meet the needs of college students with young children, and to provide a community children's center. In 2008 a new Children's Center Facility was completed with the help of Measure A and General Obligation Bonds replacing many of the dated modular trailers. The Children's Center has grown to become the largest day care center in the county.

A 6,500-square foot dental hygiene complex that includes offices, classrooms, and a clinic was completed in 1993 when the college christened what has become one of the most highly regarded dental hygiene programs in the state.
Vehicular Circulation

Vehicles enter the campus from two points on Emmons Park Drive, via 6th street on the East end of campus and also via Ash Street on the South-West end of campus. There is a digital marquee on the 6th street entrance about twelve feet in the air, pole mounted that identifies the College as you enter Emmons Park Drive. The South-West entrance to the campus is not identified as a College entrance.

Emmons Park Drive serves as Primary access to the College. The adjacent elementary school also uses part of this road as part of their access around their school. There is a bus route that travels on Emmons Park drive serving the campus.

Observations:

• Emmons Park Drive divides the main part of campus from the South end of the campus. This creates a hazardous environment when students are trying to cross traffic.

• Parking is situated on the South end of Emmons Park Drive. This creates an environment where all students parking across Emmons are required to cross the road making it a dangerous and difficult situation for pedestrians and drivers.

• Given the diagonal lay out of Emmons Park Drive, it serves as a community shortcut in order to avoid the intersection of 6th Street and Ash Street. This creates increased traffic on Emmons Park Drive.

• Parking lots are inefficiently laid out due to the interruption of Emmons Park drive across the middle of campus and the angles it creates.

• Parking lot lighting is insufficient across Emmons Park Drive and throughout both parking lots.

• Campus Identification needs to be strengthened.
Vehicular Circulation Map
Pedestrian Circulation

The main pedestrian circulation around the campus is similar to the vehicular traffic. It runs across or along Emmons Park Drive. Students parking at Taft College park on the opposite side of the campus across Emmons Park Drive making crossing Emmons Park drive a daily challenge for both pedestrians and vehicles.

There is a bus stop along Emmons Park Drive in the North-East corner of the Technical Arts building serving the campus and community.

Observations:

- Emmons Park Drive divides the main part of campus from the South end of the campus. This creates a hazardous environment when students are trying to cross traffic.

- Parking is situated on the South end of Emmons Park Drive. This creates an environment where all students parking across Emmons are required to cross the road making it a dangerous and difficult situation for pedestrians and drivers.
Pedestrian Circulation Map
4

Campus Measure A

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  • Modular Swing Space 19
  • RFE– Library, Student Services, Administration 20
  • Science Modernization 21
  • Courtyard Modernization 22
  • Stem Lab– Horticulture 23
  • Maintenance and Operations 24
  • Technical Arts Modernization 25
Measure A History

In 2004, the Citizen’s of the West Kern Community College District passed a $39.8 million bond for construction and renovation of the Taft College Facilities. The bond was called Measure A. This approval, through careful planning, makes the College eligible for over $80 million in construction financing from other sources. In all, Taft College will have over $120 million available for campus improvements with the use of this much needed bond.
Measure A Completed Projects

[Map of Campus Completed Projects]

[Legend for projects]

- Child Development Center
- Modular Swing Space
- Pre-1 Library, Student Services, Administration
- Science Modernization
- Courtyard Modernization
- S.C.L. Lab (Art/Culture)
- Maintenance and Operations
- Technical Arts Modernization

- Campus Completed Projects Map
**Child Development Center**

The Taft College Child Development Center was completed in 2008. This project provided approximately 10,000 SF of Child Development Center space. The project included classrooms for day care and educational purposes, administrative offices and staff support spaces, a kitchen sized for the entire Child Development Center Complex and a common playground including play equipment and shade structure.
Modular Swing Space

The Modular Swing Space project was a Measure A project completed in 2008. This project was set up to facilitate temporary space for most of Measure A’s Swing Space needs as the campus goes through its modernization projects.
RFE – Library, Student Services, Administration

The Library, Student Services, Administration building project was completed in 2008. The project consisted of replacement of the existing Library and remodel of the Administration and Learning Resource Building. The project was approximately 24,000 SF of new LRC construction and 30,000 SF of Administration and Student Services reconstruction.

The completed Library portion of the project now houses a completely new state of the art Library, Learning Resource Center and related support spaces.

The Student Services portion of the project provides all of the necessary services for students under one roof much improving the previous disconnected services in multiple areas of campus.

The second floor of the project houses the Administration component of the campus. It provided spaces for Human Resources, Business, Office of the Superintendent and the various Vice Presidents.
Science Modernization

The Science Modernization project was completed in 2009. The project consisted of a complete remodel of interior and exterior spaces. The approximate square footage of the project was 12,000 Sf. The project modernized the existing Science and Math laboratories and classroom spaces. The building also houses the Campus Main Distribution Frame for all phone and data servers.
**Courtyard Modernization**

As part of the campus water management component in the Geology and Hydrology analysis, improvements were required for the main campus courtyard. This is a space that is surrounded by Administration, Student Services, Instructional buildings and Cafeteria. The effort was made to improve the space for staff and student use and design it within the guidelines of water management. All campus planters and grass areas adjacent to buildings are contained planters capturing the irrigation and providing proper direct drainage to the campus storm drain system. The Courtyard Modernization project provides an outdoor amphitheatre, open and private spaces for staff and student interaction along with a water feature that displays a sculpture of the schools mascot.
STEM Lab– Horticulture

The Stem Lab used grants from the STEM Grant received by the college to provide a Horticulture component to the campus. A small modular lab was purchased and installed adjacent to the Science Building. The STEM building has direct access to a greenhouse.
Maintenance and Operations

Completed in 2010, the Taft College Maintenance and Operations facility constructed approximately 20,000 SF of Maintenance Shop and offices. It also included buildings used for Grounds, Custodial and Storage. The facility also reorganized the Transportation component of the campus.

© Maintenance and Operation facility - Entry View

© M & O Building
Technical Arts Modernization

The Technical Arts building was Modernized and completed in 2011. This project included reconstruction and modernization of 10,000SF of Classrooms and Labs. The project also included the construction of a school Art Gallery and improvements to the surrounding site add stairs, ramps and self contained landscape planters.
Campus Recommendations

The Master Facilities Plan for the West Kern Community College District presents an overall picture of the proposed development that is designed to support the institutional goals of Taft College. The recommendations listed meet the needs of the projected enrollment and program forecast for the College and are a translation of the educational planning data to facilities space needs.

Recommendations for future development include the construction of new instructional buildings, renovation and expansion of the gymnasium building, a much needed sports field project and a series of site improvement projects proposed to improve vehicular and pedestrian circulation.

While drawings and sketches in the plan appear specific, the forms are conceptual that highlight the location and purpose of recommended improvements. The final design of each site and facility project will take place as projects are funded and detailed programming and design occur with a designated group.

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New Facilities
Center for Independent Living

The Center for Independent Living complex is currently under construction, scheduled to complete in 2013. The project is all new construction in a new location on campus (old M&O complex site). The complex includes 32 dorms, a 2,600 SF student lounge (which includes a laundry facility), and an 11,500 SF Administration/Classroom building to support the Center for Independent Living program. Along with the construction of this project comes the re-design of the entire main campus parking lot and Emmons Park Drive. Emmons Park Drive will no longer be a thru-street dividing the campus, the road will terminate with a traffic circle near the Library, allowing for safer vehicular and student foot traffic on campus.
Center for Independent Living Site Plan
Student Center

The Student Center is currently in the initial design stage. It will be sited where the existing T-Dorms are, providing direct access to the recently remodeled campus Courtyard and Wildcat Way. Siting the Student Center at this location provides both student access from campus as well as community street access from Wildcat Way, which will allow the building to be used not only by the students of Taft College, but by the community of Taft as well. The Student Center will integrate a new kitchen, dining facility, student commons, and bookstore all under one roof. Site work will be done adjacent to the new building tie into the existing campus courtyard to the west, the dorms to the south, and the street front to the east. Outdoor dining and lounge activities are being programmed in the site work to allow the building to have an open flow between interior and exterior space, and provide more square footage for student use.
Vocational Center

This project will replace and provide for increased vocational space on campus. Much of the existing vocation instruction takes place in facilities that are not Field Act compliant. This project will provide 20,000 SF of labs, classrooms and support spaces for vocation instruction including a Dental Hygiene component.
### Field Sports

Taft College is missing a key component of the Physical Education program which is Field Sports. There is one ad-hoc baseball field but it is of non-standard design. The instructional component of Field Sports is held in modular buildings that are not DSA approved. This project will construct a proper Field Sports facility that not only provides for equality but for a full program of instruction.

Field Sports Map
Technology Center

This project will increase instructional capacity of the campus, primarily in laboratory but also lecture space. There will also be related office space. The project will provide approximately 21,000 SF of additional laboratory and lecture space along with offices and support spaces.
Modernization/ Renovation

- **Ash Street Dorms Modernization**

The Ash Street Dorms where constructed in 1982. Although a major renovation is required in order to bring the dorms to date, the funds allocated for this project will only be able modernize the interior restroom and take care of a few space utilization items inside the dorm units themselves. The site will be upgraded to only provide compliance with current ADA regulations and safety concerns. A Phase 2 Modernization will be required in the future to update the rest of the facility.
Old TIL Dorms Modernization

The Old TIL Dorms were constructed in 1964. Although a major renovation is required in order to bring the dorms up to date, the funds allocated for this project will only be able to modernize the interior restroom and take care of a few space utilization items inside the dorm units themselves. The site will be upgraded to only provide compliance with current ADA regulations and safety concerns. A Phase 2 Modernization will be required in the future to update the rest of the facility.
Gymnasium Modernization

The existing gymnasium is in severe need of structural repairs. The existing campus is located almost entirely on collapsible soil. The existing facility has experienced considerable subsidence in the last 20 years. This project will modernize and expand the Gymnasium building. The expanded 27,505 ASF facility will include added lecture space, offices and physical education and other spaces. This project is also proposed to provide geotechnical repairs to the existing portion of the gymnasium to repair the existing damage and prevent future damage.
Site Improvements

**Vehicular Circulation**

The proposed vehicular circulation recommendations call for strategies to improve vehicular flow through the campus and improve identity at both campus entry points. It will also improve the safety of vehicles and pedestrians along Emmon’s Park Drive and maximize parking space around the proposed development.
Pedestrian Circulation

The proposed pedestrian circulation recommendations call for creation of a clear progression as pedestrians approach the campus from the parking lots, dorms, bus stops and passenger drop-off areas. Walkways will provide clear pathways for pedestrians as they approach campus buildings entrances. Universal access will be a key design priority.