1. Assessment Plan - Four Column

PIE - Administrative Services: Technical Services - Event Services Unit

Where We Are: Analysis and Summary

2017-18

Contact Person: Kevin Owen
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External Conditions, Trends, or Impacts (Student Services): The campus and Event Services has seen a full year of operation on 25Live - paper event requests have been completely phased out. The full transition to all events being scheduled through 25Live was halted at 65% completion. The Instruction unit is continuing to schedule ad hoc events through Banner which include one-off department events, tutoring sessions, study sessions and continuing education classes. This presents a number of challenges for service providers across campus as Maintenance, Campus Safety, Energy Management, Custodial and Grounds do not receive notification or visibility when these types of events are scheduled.

Due to the conversion from our internally written event management software to 25Live, some usage statistics are reported differently, however the labor statistics are consistent, and show continuing increases in demand for our services. In 2015-2016, Event Services processed 7,109 labor shifts, this increased to 9,257 shifts in 2017-2018, an increase of 30.22 percent. During the same time period, overtime labor usage decreased by 19.16 percent, while hourly labor usage increased by 41.28 percent. This indicates that cost savings are being accrued through the use of hourly labor in lieu of employee overtime. Overall, the Full Time Equivalent number of employees increased from 10.08 to 13.11, an increase of 30.01 percent. This represents 27,681 labor hours being scheduled by the Event Services Office.

Significant planning input has been dedicated toward the design and function of the new stadium and student centers. Both facilities will be operated by Event Services and have the capability of supporting a wide range of events and volumes of guests. All of the current event spaces on campus have a number of design and operational challenges, so careful planning is going toward these new facilities to optimize their operability.

A number of other departments across campus currently collect fees for various programs such as plant sales through the Horticulture unit and veterinary fees through the RVT program. Both of these units are currently only able to accept cash or checks which not only poses convenience challenges but in the case of Horticulture, is severely limiting sales. Fiscal Services has proposed using AudienceView, the college's Central Box Office operating system to administer credit card sales for these other campus organizations. Rollout for these applications is currently underway.

Internal Conditions, Trends, or Impacts (Student Services): The Event Services department saw its first retirement in decades. James Gonzales retired in December 2017 and a successful recruitment was completed in August, 2018 with the hiring of Shaun Cole. Shaun, a previous Event Services hourly employee brings a fresh perspective along with several years of experience managing a help desk call center in the technology arena.

Additional one-time funds were obtained to extend Brandin Bowman as a project administrator for the ongoing system oversight of 25Live and the acquisition and implementation of Workforce. In addition to these duties, he has been working with other departments on campus to implement credit card sales through the AudienceView application and assisting with the event management oversight in Event Services.

Continuing the trend from last year, the lack of a large event-space on campus has driven several other banquet type events to be held in the dance studio. This requires significant changeover of the space to lay carpet and install drapes, plus whatever event elements are needed (sound, lighting, projection, tables etc.). Depending on the size and time of the event, this can require that dance classes are displaced into other smaller facilities. The dance studio lacks suitable food finishing and cleanup areas. A dedicated event center would mitigate all of these impacts and provide an appropriate place for all of these events to take place. Careful planning is currently underway for the new event space in the Student Center. This space is anticipated to absorb all of the events currently held in 9C, 6-160, the Dance Studio, and a significant portion of the events in Founder's Hall and 13-1700.

Critical Decisions Made by Unit: After a multi-year search for a companion timekeeping platform to 25Live, Event Services partnered with Payroll and selected Workforce Software's Time and Attendance platform. Workforce will be used to track all hourly labor time in Event Services along with campus wide overtime associated with events. Due to the robustness of the software, Payroll has elected to roll Workforce out to all Classified, Confidential and Management employees. Implementation of the software is currently underway with an expected go-live date of Febuary 1, 2019.

Event Services has transitioned all contract fee processing to Audienceview, the operating software platform for the college's Central Box Office. This has streamlined the deposit process along with providing a fiscally accountable audit trail and enabled the use of credit cards for fee collection.

Notable Achievements for Theme C: Secure Human, Technological, & Financial Resources: The selection of Workforce Software as the college's timekeeping software will not only serve to replace the time tracking application used by Technical Services but also bring a number of operational improvements to the college as a whole. Classified, confidential and management groups will have access to real-time accurate leave balances, streamlined time off requests, and improved time reporting.

Notable Achievements for Theme D: To Foster an Atmosphere of Cooperation and Collaboration: Expanding the use of AudienceView for credit card sales to the Horticulture and Veterinary programs is a testament to the flexibility and robustness of the application. In conjunction with this, it is an example of the varied services available to the campus from the Technical Services division.

Unit Goals	*Resources Needed*	*Where We Make an Impact: Closing the Loop on Goals and Plans*
Increase Operational Efficiency of Event Services - Increase Operational Efficiency of Event Services through review and improvement of office operations, event support methodology and support logistics. **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19 **Goal Entered:** 08/05/2016	**In Progress -** Event Services Storage Facility As part of the development of the new parking structure at the north end of the campus, the support building that was housing all the support assets for the department had to be demolished. This 1000 square foot building housed the tables, chairs, canopies and sound equipment used to support the record number of 936 events staged on campus in 2016-2017. These events required the distribution of	**Reporting Year:** 2017-18 **% Completed:** 50 Progress has been made toward the material handling component of this goal. After evaluating the initial idea of a trailer approach to material handling, it was determined that the slope of the campus presented too many challenges. Alternatively, a 16' box truck is currently on order which will help with rapid deployment of event resources and reduce the number of times things are handled. (09/11/2018) **Reporting Year:** 2017-18 **% Completed:** 0 As priorities have shifted over the last year, funding for this project was reallocated to other general campus

62,603 chairs, 13,385 tables and 1,358 canopies. Although a plan to replace this building was under development, nothing has happened with this project for more than two years. These assets are currently stored in shipping containers south of Gym 3. Working with these containers is extremely inefficient in terms of labor and safety. Every day that the new building is delayed costs the District in terms of inefficiency of hourly labor, which is a direct and quantifiable cost.

Additionally, due to previous planning activities, the Event Services department has budgetary approval in Phase 4 of the new resource allocation process to purchase material handling equipment including a high capacity tow vehicle and additional skid-steer warehouse carts to facilitate the delivery of large quantities of tables and chairs. This plan is based on the current method of deploying large numbers of canopies for campus events, where the department constructed two skid-steer carts that each hold 16 full canopy systems, allowing a crew of 4 people to rapidly deploy as many as 32 canopies in about two hours. By adding table and chair carts to this system, material handling labor can be reduced by 50%. Unfortunately, without the new warehouse building to support these carts, these efficiencies can mot be realized.

improvements. Additionally, with the opening of the Business and Computer Technology complex, it has become apparent that the proposed location for this storage facility is not optimal. The location poses some circulation challenges due to terrain, adjacencies and relation to heavily serviced areas throughout the campus. The current concept to to build this storage facility into the new Student Center building on the first level. The current design of the Student Center has been optimized to facilitate this goal by providing a 2-space loading dock immediately adjacent the storage area. Incorporation of the dock will greatly ease truck loading and unloading, increasing efficiency and worker safety.

Funding for the Student Center is contingent on the passing of the general obligation bond in November, 2018. Planning efforts for the facility are currently underway and Technical Services will keep a close eye on the design of the facility to ensure the operational concerns are met. (08/20/2018)

Reporting Year: 2016-17
% Completed: 0
This project was initiated in September, 2017. We are currently awaiting design feedback from the architect. (09/26/2017)

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans

The plan is to work with Facilities Management to complete the design development phase of this project and begin construction in the Summer of 2018.

Describe Plans & Activities Supported: Facilities Project Manager, District Funding

Lead: William Eastham

Type of Request: Facilities

Planning Unit Priority: High

What would success look like and how would you measure it?: Functional drive thru building designed to reduce material handling by 50%

Documentation Attached?: No

In Progress - Event Services and Systems Manager

*This is duplicated under the "Provide Adequate Staffing" goal as it impacts both areas.

With the addition of 25Live for event-space scheduling and the upcoming new labor/cost tracking system, along with the long-standing AudienceView ticketing system, coupled with the complex and very agile nature of the Event Services department, there needs to be a dedicated manager in this area. This area currently suffers from both understaffing and a lack of consistent operational oversight. Additional management support in this area will help to create a more homogeneous operation and provide for improved service to the

Reporting Year: 2017-18
% Completed: 0
Awaiting Funding.   (08/20/2018)

Reporting Year: 2016-17
% Completed: 0
Awaiting funding.   (09/28/2017)

campus and surrounding community. With retirement of the longest tenured member of Event Services last year, and an opportunity to revise operations and procedures, this management position is crucial to the future success and agility of this area. As Hilmer Lodge approaches 12 months until substantial completion, there is a need to begin operational planning efforts for event operations. The size and complexity of the facility will require a significant increase in staffing for events.

Salary projection updated 9/18, M14 fiscal projection.
Describe Plans & Activities Supported: Full time Manager of Event Services and Systems
Lead: Kevin Owen
On-Going Funding Requested (if applicable): 166134
Type of Request: Staffing
Planning Unit Priority: High
Partial Funding Requested -
Technical Services Division and Event Services Department Office Relocation/Rennovation
Describe Plans & Activities Supported: Technical Services is currently out of office space for the number of employees it currently houses. Additionally, it is long overdue for a major renovation. In the short term, we are proposing a modest reallocation and renovation of current space to accommodate displaced employees. Long term,

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	the plan is to move the Division management and administrative operations along with the Event Services operations to the 3rd floor of the new Student Center. The 3rd floor will be the central event space for the campus with other event operations taking place on the lower floors and surrounding outdoor spaces. Colocating these offices in this space will significantly increase operational efficiency in a fiscally sound approach. The vacated space in Building 6 can then be reallocated for the Broadcast and Audio Visual departments under Technical Services. **Lead:** Kevin Owen **Type of Request:** Facilities **Planning Unit Priority:** High	
Improve Customer Service and Satisfaction Levels - Identify and implement ways to increase customer service and satisfaction levels. Due to old processes and understaffing, the Event Services operation is not able to be a full-service provider for event planning and management. **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19 **Goal Entered:** 08/05/2016	**In Progress -** Implement an online scheduling & reservation system. The current paper based event request process is labor and resource intensive and provides little user feedback. The current scheduling system, which was homegrown by the department 25 years ago, will be extremely difficult to support when the system programmer retires in 2020. In 2016-2017, the current scheduling system (FMS) scheduled 11,176 events, an increase of 19.7% from 2012-2013. Each of these events requires the creation and approval of a multi-part NCR form that is then manually circulated for approval and	**Reporting Year:** 2017-18 **% Completed:** 75 *Event Scheduling Component* The full transition to all events being scheduled through 25Live was halted at 65% completion. The Instruction unit is continuing to schedule ad hoc events through Banner which include one-off department events, tutoring sessions, study sessions and continuing education classes. This presents a number of challenges for service providers across campus as Maintenance, Campus Safety, Energy Management, Custodial and Grounds do not receive notification or visibility when these types of events are scheduled. (09/11/2018) **Reporting Year:** 2017-18 **% Completed:** 25 *Time & Cost Tracking Component* The timekeeping and cost tracking component of this project is currently underway. Workforce Software was selected as the cost tracking software for Technical Services and, more broadly,

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans

the manually input to the FMS system.

Additionally, the campus lacks a comprehensive, searchable master calendar that can provide information on every class, activity and event taking place on campus at a given moment. This information is critical for both emergency preparedness and resource allocation optimization that is vital to manage campus growth. By providing multiple comprehensive campus calendars that can be subscribed to on-line, we can enhance student and staff satisfaction with the services provided to the campus.

As a result of previous planning efforts, the Technical Services Division received funding in Phase One of the New Resource Allocation Process to purchase and began implementing an all new hosted scheduling system, Schedule 25. This purchase was made following a comprehensive review of available products by a committee composed of team members from Instruction, Administrative Services and Marketing. The selection of an additional software component to manage crew scheduling, asset tracking and cost allocation is still under review, this additional product will need to be selected and implemented in parallel with the implementation of Schedule 25, as

the timekeeping system for all Classified, Confidential and Management groups on campus. The temporarily funded Project Administrator position in Technical Services is currently overseeing the implementation of this system. (09/11/2018)

Reporting Year: 2016-17
% Completed: 50
The implementation of 25Live is approximately 70% complete. However, we still need to identify, purchase and implement the support software and we need to train a large number of staff members in the basic use of 25Live. (09/25/2017)

the two products must exchange information via an Application Program Interface (API). The implementation of this scheduling process has required a large amount of staff time, as the physical characteristics of every space on campus needed to be entered and verified in the Schedule 25 software. Now that these characteristics are determined and entered, it is particularly important that this information be constantly maintained as the campus evolves, as a lack of the correct information will seriously degrade the ability of the scheduling system to produce meaningful results. Maintenance of this information as well as system administration and access control to the scheduling processes will require the addition of a classified management position to the Technical Services Division.   This position would also support the maintenance of information in the Division's Audience View box office software and assist with the management of the Scala Digital Signage system.

Although the funding for the acquisition of the scheduling software and the additional software for crew scheduling and cost tracking was approved in Phase One of the New Resource Allocation Process on March 24, 2015, the ongoing support costs of $54,000 (neded to provide software

maintenance and hosting services) were folded into the one time request, resulting in a one-time budget figure of $274,000. In order to implement these new programs, the on-going support costs were funded in Phase 7 of the New Resource Allocation process.

Schedule 25 went live for the Fall 2017 term. We are running a parallel process with our old FMS system for the purposes of tracking costs until the associated support software is selected and implemented. We have been using the services of part time professional expert (Brandin Bowman) to fully implement the scheduling system and to investigate options for the cost tracking payroll software. Brandin was funded through a one time request in New Resource Allocation Phase 6 for implementation assistance. As we have been developing and implementing this software package, it has become abundantly clear that we will need a full time system manager to support this system as well as our box office system.
(Active)

Describe Plans & Activities Supported: Full time Manager of Event Services and Systems
Lead: Kevin Owen
On-Going Funding Requested (if applicable): 166134
Planning Unit Priority: High
Documentation Attached?: No

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	In Progress - Event Coordinator Position Many of the events on campus require specialized planning, layout and coordination. Currently, these tasks are largely left up to the user and often go unfulfilled. As a result, users often leave the event details to the last minute, fail to coordinate event logistics, request more resources than can fit in an area, are required to hand draw their layouts (especially in outdoor spaces) and attempt to determine all the setup logistics necessary for their event. This often translates into changes needed during setup, missed planning elements, and ultimately, decreased success and student experience. **Describe Plans & Activities Supported:** Full-Time Event Coordinator Position **Lead:** Kevin Owen **On-Going Funding Requested (if applicable):** 93097 **Type of Request:** Staffing **Planning Unit Priority:** Medium	**Reporting Year:** 2017-18 **% Completed:** 0 Awaiting funding. (09/11/2018) **Reporting Year:** 2016-17 **% Completed:** 0 Awaiting funding. (09/28/2017)
	In Progress - Interactive event layout software Social Tables software provides a way to manage space diagrams and floor plans for event management needs. The software comes with various standard furniture and layout templates and provides users an easy way to diagram furniture layouts for their events. A large	**Reporting Year:** 2017-18 **% Completed:** 0 Awaiting Funding (09/11/2018) **Reporting Year:** 2016-17 **% Completed:** 0 Awaiting funding (09/28/2017)

number of the furniture layouts in our configurable spaces are custom to each user's needs. This tool will provide them an easy way to diagram their setup, ensure that clearances are maintained for safety and functionality, and allow us to better serve their needs. There currently isn't a formal way for users to communicate their setup needs. Often, hand drawn sketches are made showing desired layouts, but since scale is subjective, we often find that what users envision is not practically possible. The Social Tables software will eliminate this guesswork and enable users to get the room configuration that best suits their event.

Describe Plans & Activities Supported: Social Tables Software
Lead: Kevin Owen
One-Time Funding Requested (if applicable): 7000
On-Going Funding Requested (if applicable): 8000
Planning Unit Priority: Medium
Full Funding Requested - Funding for part time project labor.
Describe Plans & Activities Supported: In an effort to modernize and streamline the event reservation process, room layouts, drawings and maps need to be created to assist requesters in determining space capabilities. There currently aren't any public-facing diagrams of indoor or outdoor spaces that show layout

options, scale, and space relationships. This will provide funding for a part-time employee to begin the process of providing outward-facing maps, drawings and space layouts for event requesters and planners.

Lead: Kevin Owen

One-Time Funding Requested (if applicable): 8000

Type of Request: Staffing

Planning Unit Priority: Medium

Digital Room Activity & Reservation Signage

Describe Plans & Activities Supported: With many of our reservable rooms being used by multiple users throughout the day, there is often a need to inform both the requesters and attendees what event is currently happening and when the next one will be starting. In the case of study and practice rooms, there is a need for instantaneous ad-hoc room reservations.

25Live has the capability to interface with several digital room activity and reservation signage manufacturers to provide real time display of room usage through the use of a touchscreen at the entry door to a facility. With many of our reservable rooms being used by multiple users throughout the day, there is often a need to inform both the requesters and attendees what event is currently happening and when the next one will be starting.

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	Exploration into the various product offerings and cost analysis is needed before determining a project cost estimate. **Lead:** Kevin Owen **Type of Request:** Facilities , Instructional Equipment, Non-Instructional Equipment **Planning Unit Priority:** Medium **Full Funding Requested -** Ongoing funding for software including Bluebeam, AutoCad, Sketchup, SnagIt and D-Tools **Describe Plans & Activities Supported:** There are several software applications that have become an integral part of operations for the Technical Services unit. These applications require annual support fees for updates and ongoing functionality. **Lead:** Kevin Owen **On-Going Funding Requested (if applicable):** 6400 **Type of Request:** Non-Instructional Equipment **Planning Unit Priority:** High	
Provide Appropriate Staffing Levels - Provide appropriate staffing levels to ensure adequate oversight of technical and personnel resources in order to meet the needs of the campus community. **Status:** Active **Goal Year(s):** 2018-19, 2019-20, 2020-21 **Goal Entered:** 09/11/2018	**Full Funding Requested -** Event Services Technician **Describe Plans & Activities Supported:** Event Services regularly operates events on campus a minimum of 6 days per week and up to 15 hours per day. This workload is currently handled with a single Event Services technician and a pool of student workers. An additional Event Services Technician position is	**Reporting Year:** 2017-18 **% Completed:** 0 Awaiting Funding (09/11/2018)

needed in order to provide consistent coverage to regular campus events. There has been a substantial increase in the number of events over the last 15 years, (more than 40% in just the last 5 years), without any staffing increases. This additional position will also help to expand the workload and knowledge base beyond the current, single position. There are a number of processes and nuances intrinsic to the position that need to be supported by more than a single position. This is an existing classification, CSEA Unit A, Range A-68

Salary Projection updated 9/18, Fiscal Services estimate A-68 Step 3.
Lead: Kevin Owen
On-Going Funding Requested (if applicable): 73743
Type of Request: Staffing
Planning Unit Priority: High
Full Funding Requested - Add a second Lead Event Services Technician position
Describe Plans & Activities Supported: There is currently only a single person in this position. This position is responsible for meeting with groups across campus to determine event requirements, schedule staff, and supervise temporary employees. The number of events and support provided has increased significantly over the last 15 years, (more than 40% in just the last 5 years) while staffing has not

Reporting Year: 2017-18
% Completed: 0
Awaiting Funding (09/11/2018)

	been increased. Adding this position will enable Event Services to more fully serve clients, be proactive for events and activities and reduce the backlog of tasks. Additionally, it will expand the current knowledge base of this position from a single person, better allowing the department to sustain vacations, leaves and absences. This is an existing classification, CSEA Unit A, Range 89.

Salary projection updated 9/18, Range A-89 Fiscal Projection Step 3
Lead: Kevin Owen
On-Going Funding Requested (if applicable): 88337
Type of Request: Staffing
Planning Unit Priority: Medium
Full Funding Requested - Manager, Event Services & Systems
Describe Plans & Activities Supported: With the addition of 25Live for event-space scheduling and the upcoming new labor/cost tracking system, along with the long-standing AudienceView ticketing system, coupled with the complex and very agile nature of the Event Services department, there needs to be a dedicated manager in this area. This area currently suffers from both understaffing and a lack of consistent operational oversight. Additional management support in this area will help to create a more homogeneous operation and provide for improved service to the campus and surrounding community. With retirement of the | **Reporting Year:** 2017-18
% Completed: 0
Awaiting Funding (09/11/2018) |

longest tenured member of Event Services last year, and an opportunity to revise operations and procedures, this management position is crucial to the future success and agility of this area. As Hilmer Lodge approaches 12 months until substantial completion, there is a need to begin operational planning efforts for event operations. The size and complexity of the facility will require a significant increase in staffing for events.

Salary projection updated 9/18, M14 fiscal projection.
Lead: Kevin Owen
On-Going Funding Requested (if applicable): 166134
Type of Request: Staffing
Planning Unit Priority: High
Full Funding Requested - Administrative Assistant 1 - 47.5%
Describe Plans & Activities Supported: There is a lack of dedicated front-line customer service coverage in the division office for a majority of the business hours.   The existing Admin 1 position is only 47.5% and covers the mid-afternoon & evenings, four days per week. The incumbent is unable to work additional hours, thereby preventing the hours for that position from being expanded. This results in the higher level Admin Specialists in the division office having to devote time from already full workloads to deal with the reception desk duties during the

Reporting Year: 2017-18
% Completed: 0
Awaiting Funding (09/26/2018)

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	busiest times of the day. This added position would provide daytime coverage and front-line support to the main reception desk in the division office. Salary projection Range 69 step 3, 47.5%, Fiscal Services Projection **Lead:** Kevin Owen **On-Going Funding Requested (if applicable):** 25609 **Type of Request:** Staffing **Planning Unit Priority:** High	
Campus Collaboration - Collaborate with other departments to improve operational efficiency and technical offerings. **Status:** Active **Goal Year(s):** 2018-19, 2019-20, 2020-21 **Goal Entered:** 09/11/2018	HVAC integration with 25Live **Describe Plans & Activities Supported:** 25Live offers a robust interface to 3rd party applications. One application in particular, Events2HVAC sits between 25Live and the campus energy management system and can operate the HVAC systems based on room occupancy data in 25Live. With 25Live already synchronized with course data in Banner, and events being scheduled in 25Live, 25Live now becomes a central repository of all room usage. This data can be directly translated through Events2HVAC to optimize HVAC operations for occupied spaces. Not only does this translate into energy savings, but also labor savings as the scheduling of HVAC systems no longer needs to be a manual process. Further exploration and analysis is needed in collaboration with	**Reporting Year:** 2017-18 **% Completed:** 0 Awaiting Start (09/11/2018)

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	Facilities Planning & Management to determine the scope, cost and feasibility of implementing a system such as this. **Lead:** Kevin Owen **Type of Request:** Facilities **Planning Unit Priority:** Medium Access Control Integration with 25Live **Describe Plans & Activities Supported:** There are a number of buildings and rooms across campus on electronic access control locks. These locks require manual programming, both for regular classes and one-off events. 25Live offers a robust interface to 3rd party applications, including access control systems. With 25Live already synchronized with course data in Banner, and events being scheduled in 25Live, 25Live now becomes a central repository of all room usage. Through an interface between 25Live and the campus access control system, great efficiencies can be achieved by automating the building/room unlock & lock based on up to date class and event schedules. Further exploration and analysis is needed in collaboration with Facilities Planning & Management to determine the scope, cost and feasibility of implementing a system such as this. **Lead:** Kevin Owen **Type of Request:** Facilities **Planning Unit Priority:** Medium	**Reporting Year:** 2017-18 **% Completed:** 0 Awaiting Start. (09/11/2018)

12/20/2018   Generated by Nuventive Improve   Page 18 of 18