

**SP 2014-2019 (LMC EMP)**  
**Goal 4. Invest in technology, fortify infrastructure, and enhance fiscal resources**  
**Program Review Report 2016-2017**

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
AR	Purchase additional equipment--color printer	A color printer will help the students review their evaluation results more clearly. With the new Hobson's suite of products, Degree Planner and Early Alert, it would be helpful to have a color printer to provide detailed materials for training sessions of the counselors, faculty and staff.	When A&R processes evaluations, we print the electronic degree audit and mail it to the student. We process over 1,000 evaluations each year and when we send the evaluation, the students don't understand some of the elements because it is in black & white. A color printer would delineate the different sections and make it easier to understand, which would eliminate many phone calls. With the new Hobson's suite of products, Degree Planner and Early Alert, it would be helpful to have a color printer to provide detailed materials for training sessions of the counselors, faculty and staff.	Purchase color printer for use by evaluations office. Color printer to also be used for Hobson's Implementation team.	This request has been made by the staff, but processing of evaluations have changed. We now email the evaluation to the student which eliminates the need for printing.	N/A
ART	Provide safe and comfortable facilities and environment for teaching, learning, and working	To provide a classroom environment that supports more comfort for active teaching and learning, rubber or other cushioning mats can be put down in areas where instructors and/or students must stand for long periods, for example near the media carts and in front of the white boards. Quality mats are worth the investment as they last for years, we have some that were new in 2010 and are wearing very well.	students and instructors in art classrooms are often standing to draw, paint, demonstrate, etc. Providing a classroom environment that supports more comfort for active teaching and learning adds to student success in general and in addition this will improve and enhance the physical plant and help make the best use of the art labs.	Order mats with help from facilities maintenance and work with janitorial to set up a system for periodic cleaning/maintenance.	We are going to seek to get these from facilities maintenance	

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ART	To provide art faculty with the equipment and tools needed to perform their job	To provide quality labs and equipment to for art department faculty. To provide the necessary equipment and tools for faculty and staff to perform their job.	4.1.A. Provide college-wide technology and related services that meet the needs of students and College personnel. B. Invest in technology, fortify infrastructure, and enhance fiscal resources. - Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services. C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services. I. The Art program strives to utilize existing resources, extend their lifetime, and to be in conversation with college IT planning to provide sustainable, state of the art technology. In conversing with IT, Mike Becker, The computers in Lucy Snow's office and classroom are up for replacement and/or upgrades. Desktop - Lucy Snow's computer has recently been replaced with an equally old machine (circa 2005) during the second week of December 2015. Although she is on schedule to have a replacement at the end of this academic year, we are asking for an Apple station in place of the PC PC Laptop - The CC3-316 SMART station laptop is in working condition and is used daily for the SMART station in the classroom for multimedia lectures, research and supplemental demonstrations. Two Apple macbooks - Upgrade is needed for presentations to remain high quality and current. Our current laptops, which are used to archive, maintain and display images for classroom lectures are now seven years old and growing unstable due to age. We are extremely concerned that these laptops will fail suddenly and believe that obtaining funding now will prevent a	Order and install computers. Train faculty on operating system.	We have pursued updates for the computer in cc3-317 and to have a computer in 327 which can be used to access the internet to show Canvas updates and videos, etc, supposedly we are on a refresh list for this, but it hasn't happened. The computer in 317 is more than ten years old! Initial requests for replacement began in 2014 for the Office computer in CC3-317. The department was assured that the replacement would take place in next 2 years. Please advise as we are not aware of the actual refresh date.	

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ART	Improve and sustain quality labs for art and graphics students - Graphics and Journalism software s	To provide quality labs and equipment to students enrolled in the graphics and journalism program. To provide a classroom environment that emulates the graphics and 3-D modeling industry workspaces and reflects the industry standards software.	4.1.A. Provide college-wide technology and related services that meet the needs of students and College personnel. B. Invest in technology, fortify infrastructure, and enhance fiscal resources. - Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services. C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services. I. The Graphics program strives to utilize existing resources, extend their lifetime, and to be in conversation with college IT planning to provide sustainable, state of the art technology. In conversing with IT, Mike Becker, there are site license options that could cost the district less than the per computer license that we currently own. Adobe is offering some new licensing options that would provide 2 program needs; to offer current software to train students , faculty and staff in the graphics program with the current version of the Creative Suite Request licensing for the Adobe Creative Suite for the department chair's station and the 2 laptops. The Graphics program strongly supports IT in this site license purchase. It would reduce the redundancy of software licensing across the campus. If the plan does not go forward, the graphics program will need to purchase the new licenses soon. Adobe has changed their platform for licensing we will need to upgrade.	Install and upgrade the Adobe Creative Suite in the graphics classroom, faculty, and staff computers.	Completed	The Adobe Creative Suite has been installed in Graphics and Journalism. Though ongoing issues with updates remain, this objective is completed. Students are now working with current industry standard software, preparing them for the workforce or the next stage of their education.
ART	Improve and sustain quality labs for art and graphics students - Graphics and Journalism software s	To provide quality labs and equipment to students enrolled in the graphics and journalism program. To provide a classroom environment that emulates the 3-D modeling industry workspaces and reflects the industry standards software.	4.1.A. Provide college-wide technology and related services that meet the needs of students and College personnel. B. Invest in technology, fortify infrastructure, and enhance fiscal resources. - Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services. C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services. I. The Graphics program strives to utilize existing resources, extend their lifetime, and to be in conversation with college IT planning to provide sustainable, state of the art technology. In conversing with IT, Mike Becker, there are site license options that could cost the district less than the per computer license that we currently own. Autodesk Maya is offering some new licensing options that would provide 2 program needs; to offer current software to train students , faculty and staff in the graphics program with the current version of the Autodesk Maya The Graphics program strongly supports IT in this site license purchase. It would reduce the redundancy of software licensing across the campus. If the plan does not go forward, the graphics program will need to purchase the new licenses soon. Autodesk has changed their platform for licensing we will need to upgrade.	Install and upgrade Autodesk Maya in the graphics classroom, faculty, and staff computers.	Completed	Students now have more tools that they can use for design and also more opportunities for contract work using industry standard cutting-edge software. Students who learn this software become more attractive candidates for digital arts colleges and positions.

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ART	Improve and sustain quality labs for art and graphics students - Improve Graphics classroom	To provide quality labs and equipment to students enrolled in the graphics program. To collaborate with IT and ensure sustainable hardware and software solutions.	4.1.B. Invest in technology, fortify infrastructure, and enhance fiscal resources. - Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services. C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services. I. To meet the needs of our students and provide job skillsets for graphics and 3-D modeling. Technology demands for the job market require core knowledge of current software and equipment. In planning for the next software upgrades, Adobe Creative Suite / Autodesk Maya / OSX 10.10, our equipment needs upgrades to handle the increase in memory demand. We offer students experience in the same software that they would use in the following industries; graphic design, publication, advertising, marketing, animation, 3-D modeling, and photography. II. The Graphics program strives to utilize existing resources, extend their lifetime, and to be in conversation with college IT planning to provide sustainable, state of the art technology. In conversing with IT, Mike Becker, our lab is in the last phase of the computer replacement cycle. With this in mind we have initiated a maintenance plan to last through this cycle. Our sustainable solution asks that we upgrade the necessary components to keep the existing equipment in good working condition. This includes the increase in memory to accommodate the new software and operating system demands. Maintenance of aging equipment often calls for replacement of broken equipment such as hard	upgrade RAM – purchase and install RAM to maximize our computer capacity in the graphics classroom purchase and replace hard drives – Our computers were manufactured in 2009. Hard drives are reliable for 4-6 years under regular use. Our 3-D modeling and animation courses are heavy users of the hard drives for rendering and processing video. We plan to purchase and replace broken hard drives on computers in graphics classroom replace broken mice and keyboards – IT may have a stockpile of used mice that will be adequate. However students are often confused in the classroom when mac specific shortcuts are given on PC keyboards. We prefer to replace broken keyboards with original Apple or 3rd party apple keyboards. Wacom Tablet – we have 15 graphire drawing tablets. For our Photoshop, photography, and 3-D modeling courses we would like to pilot the new intuos pro tablet to evaluate the new hardware. Many experts are recommending the Wacom intuos pro tablets. They are becoming a viable option because of their resolution and increased pressure sensitivity. (the are more responsive and dependable than our existing tablets)	Completed	The RAM upgrade, though helpful, has been only partially successful due to the IT department ordering incorrect ram and delivering it almost a year late.

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ART	Improve and sustain quality labs for art and graphics students - Graphics and Journalism Server	To provide quality labs and equipment to students enrolled in the graphics and journalism program. To provide a classroom environment that emulates the graphics and 3-D modeling industry workspaces	4.1.B. Invest in technology, fortify infrastructure, and enhance fiscal resources. - Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services. C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services. I. The Graphics program strives to utilize existing resources, extend their lifetime, and to be in conversation with college IT planning to provide sustainable, state of the art technology. In conversing with IT, Mike Becker, our lab is in the last phase of the computer replacement cycle. However, IT has recommended that we upgrade the server to meet the current needs of the graphics and journalism classrooms. Our current server was built in 2009 and is in need of replacement after the last server software upgrade. The server controls the shared drives for Graphics and Journalism, which includes the storage of classroom projects (2 year cycle), instructional materials, the digital archive of all of the LMC Experience newspapers, and a backup of these drives. As camera megapixels have increased and projects have become more advanced, the current storage has become inadequate.	Replace macmini – purchase and install macmini with current server software and drives. Replace and upgrade server storage drives– replace server classroom hard drives and backup Graphics - RAID 5 storage and drives Journalism – RAID 5 storage and drives Backup - RAID 0 storage and drives	Completed	Hardware and software installed. Students now have space to store work, The Experience newspaper is able to keep the entire Experience archive online. Backups have been used to recover important work already. The server is considerably faster allowing students to concentrate on learning instead of waiting.
ASTRO	Classroom assessment clickers	The planetarium has its own set of classroom assessment clickers along with the software and the antenna to make them work.	Earl Ortiz urges us to get the clickers because they will increase student attendance, engagement, learning, and success. Scott has seen the clickers demonstrated at a flex workshop, and Earl's claim seems correct.	Submit a program improvement request for clickers, their antenna, and their software.		
AUTO	Smog machine replacement	Replace 12 year old smog inspection equipment	Due to past breakdowns (totaling \$6197.23) in the last three years and probable future issues resulting in even higher expenses the department needs to consider the replacement of this equipment. Breakdowns are not only expensive but interrupt the learning environment and have a negative effect in student success.	Collect quotes of state approved smog machines. Assess cost of replacement vs. ongoing cost of repairs and student impact.	The State has not approved a replacement smog machine for our current BAR 97 unit. Until the bureau of Automotive repair designates an acceptable unit no purchase can be made.	

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BIOSC	Critical Technology Needs	Restore the ability for teachers to prepare and teach effectively using computer technology in the LMC Science Building	The computers in the smart podiums on the first floor of the LMC Science Building are the original equipment from the opening of the building in 2008, and have experienced heavy daily use and abuse continuously since that time. Also, the available processor speed on these machines is inadequate to run modern operating systems. The result is that instructors and students must endure unreliable and less effective classroom presentations. Instructors are also reluctant to incorporate additional technology-assisted instruction for fear that the classroom computer will not run. In addition, the printer that is shared by all instructors, and that is heavily used to create learning materials for students, has been unreliable for several semesters, and the photocopying ability has been completely broken for a long time. These are mission-critical pieces of technology that must be replaced. This objective lines up with LMC Strategic Priority #4 - Invest in Technology. It is also lines up with District goal #1 - Enhance student learning and success, in that it is hard to promote learning and success when the basic classroom technological infrastructure doesn't work.	1. Purchase replacement computers for all classroom smart stations on the first floor of the LMC Science Building. 2. Purchase a printer/photocopier to replace the one currently in room SC1-122. 3. Install all equipment and attach it to the campus network.		
BUSOF	Provide continuous and value-added Customer Service	In order to effectively support the college's Strategic Direction of enhancing fiscal resources the staffing level of the LMC Business Office should be re-evaluated. Prior evaluation of workload identified that staff sometimes spent time on clerical tasks (like filing and data entry) that could be completed by a student worker. The current clerical support of a student worker has allowed for time to provide more value-added services and is deemed necessary on an ongoing basis.	While acknowledging the efficiency and exceptional work of the current staff, the department continuously strives for timely accomplishments of tasks and services as the campus' demands for guidance and customer service continue to increase. This has sometimes led to the untimely processing, review and approval of documents; while staff incur overtime in order to complete routine accounting, human resources, payroll and campus facilities related tasks. Prior evaluation of workload identified that staff also spent time on clerical tasks – of organizing (and filing) paperwork and recording numerous information (data entry) received in the department – that could be completed by a student worker, and therefore had insufficient time to focus on reviewing/processing complex information and providing continuous value-added support to the campus community. The current clerical support of a student worker (engaged at 10-20 hours per week) has provided some flexibility to the staff and is deemed necessary on an ongoing basis.	This position would assist employees with clerical tasks such as: the sorting, filing and labeling of documents; basic word processing assignments; handing out of pay-stubs under necessary supervision; delivering, picking up and distributing information to and from central services; and providing other miscellaneous clerical support to the Business Office staff and customers.		

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BUSOF	Develop procedure manuals for all Business Services positions	Each staff member in the Business Services unit shall develop and maintain a desk/procedures manual that details their specific responsibilities. The manual shall include instructions for completing assigned tasks, timelines, contacts/resources, and examples.	In the normal course of business, it can be expected that an employee may not be present to complete assigned tasks (planned/unplanned absences, retirement, etc.). It may be necessary for a co-worker, newly hired employee or temporary employee to assume and/or complete tasks with little or no training or experience. Developing and updating desk/procedure manuals can facilitate a smooth transition and ensure uninterrupted work flow. Procedure manuals also provide a resource for the current employee to ensure consistency for tasks that may be completely infrequently. Periodic review and update of these manuals helps in the identification of areas that can be streamlined due to improved processes, technology or enhanced knowledge.	By Fall 2015, each staff member will develop an outline of their routine and non-routine assignments. In 2015, staff will develop procedures for all identified assignments for inclusion in their manual. Staff will periodically review and update the manual as necessary.		
BUSOF	Provide continuous and value-added Customer Service for Campus Facilities Stakeholder	In order to align the campus facilities goal with college strategic direction #4 (Invest in technology, fortify infrastructure and enhance fiscal resources), the furniture (mostly chairs) used for internal and external events need to be replaced, as current inventory is old and mostly broken.	Given that this is somewhat the face of the college to external stakeholders, there is a need to upgrade all chairs used when setting up for events. These chairs were replaced last about 15 years ago, and have stood the test of time, to date.	- Purchase new chairs to replace the existing 200 chairs currently being used for facilities events - Purchase new chairs (approximately 104) to replace chairs in L109.		
BWCTR	Technology Enhancements	Further improve available technology in Brentwood Center classrooms and available services for students taking classes in Brentwood.	The Brentwood Center currently has six "Smart" classrooms but only two of them have document cameras installed. Faculty are increasingly relying on document cameras to enhance instruction by magnifying and projecting the images of actual, three-dimensional objects, as well as transparencies. Given the remaining seven classrooms that do not offer "smart room" technology the use of portable smart carts helps to meet a growing demand. One extra cart was approved for purchase through last year's RAP process, however the purchase has been delayed while IT support is pending. An additional smart cart would service to provide additional smart room access and also provide a back-up, in the event that a smart classroom is not functional. This would help address faculty members' increasing reliance on smart room technology for classroom instruction using D2l, online textbooks and tests, power point presentations, etc. Use of this technology is also more appealing to students. Additional computer access in the Brentwood Center for Academic Support would better meet the needs of the faculty consultants, tutors and students. Additional computers can contribute to program growth and help to establish a more recognized presence at the Brentwood Center.	1.) Purchase four document cameras that can be installed in all smart room podiums that don't already have document cameras (two out of six smart classrooms already have). 2).Purchase additional "smart cart" to enable other Brentwood Center classrooms without smart room technology to meet growing demand among faculty. 3). Purchase two computers for use in the Brentwood Center for Academic Support. There are currently two computers in the lab but additional computers are needed to meet student and faculty needs. 4). Replace computer in Financial Aid Office at Brentwood Center, one for staff and two for student use.		All of the activities that were identified to achieve this objective have been completed: - Four document cameras were purchased and installed to improve faculty access to smart classroom technology. - Funding was received to purchase an additional smart cart, addressing the demand for smart classrooms in Brentwood. - Two additional pc's were purchased for student use in the Center for Academic Support in Brentwood. - The pc's in the Brentwood Financial Aid Office were upgraded for faster access to FAFSA applications and other financial aid screens.

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CHEM	Improve Student Learning in the Lab	New instruments (NMR, GC-MS, and IR) have been purchased and installed, and additional equipment will be ordered in the near future. Lab experiments and activities need to be developed implementing the new instruments and equipment.	Science students must obtain hands-on experience using modern scientific instrumentation in order to develop lab skills required of their careers and in order to be competitive with students at transfer colleges and universities.	Train instructors. Develop experiments to integrate the instruments. Work with STEM grant team to purchase approved additional equipment. Work with Lab Coordinator to establish and implement a maintenance routine.		Instructors have been trained on the new instruments. Experiments to integrate the new instruments into the Organic Chemistry curriculum have and are continuing to be developed. Additional work is needed to integrate the instruments into the General Chemistry curriculum and establish and implement a maintenance routine.
COLADV	2. Grant Planning and Proposal Writing	Support student success through the implementation of campus-planned programs and initiatives through grant funds with pre-approved institutionalization strategies.	Many of LMC's most successful programs and initiatives at LMC began with grant funding, and were sustained as on-going institutionalized (college funded) programs. A sampling of such programs and initiatives include the PTEC and ETEC programs, Umoja, the Honors Program, the Transfer Academy, the Center for Academic Excellence, the enhanced Transfer Center, and the Welcome Center, to name a few. Each of these programs and initiatives were designed through LMC's planning processes, including program review and strategic planning. LMC's Strategic Plan calls for the support of campus-planned programs and initiatives through grant funds, as can be found in Direction 4.3.A: Expand fiscal resources through grants and external funding sources to achieve Strategic Directions. Over the past several years, as we continue to successfully utilize grant funds to support student success, we have learned the importance, and the need for, a clear and pre-approved institutionalization process. All too often, successful programs struggle to find institutionalization dollars at the end of grant-funding. Creating a pre-approved grant-institutionalization process, which holds the programs accountable to pre-specified goals and success factors, will provide a greater continuity in providing quality services for our students and our greater college-community. Additionally, we have begun to write more grants in collaboration with outside partners, including local school districts, local industry and regional public agencies. These grant partnerships speak directly to STRATEGIC PLAN DIRECTION #2: Strengthen community engagement and partnerships, and its related OBJECTIVE 2.2:	1. Work with LMC's President's Cabinet and SGC to develop a documented Grant Institutionalization Process. 2. Research and identify grant opportunities and write grant proposals for programs and services, including but not limited to: LMC's STEM, Basic Skills, PTEC, Veterans Services, Nursing and technology programs, as identified in departmental Program Reviews. Include institutionalization plans/strategies as appropriate. 3. Meet with an Ad-Hoc Grant Committee at least once each semester to gather input regarding new programs and initiatives which emerge from campus planning processes and are potential ideas for future grant-funding. 4. Outreach to potential community grant partners, including schools, industry and local/regional public agencies, with appropriate grant opportunities.		A grants inventory document has been created and updated regularly. This document is brought to Cabinet at least 2 time per year for discussions about reapplying for grants and about institutionalization of activities as appropriate. Ad-hoc committees were formed for a Veteran's Grant (not funded), HSI STEM Grant (not funded) and BSI Transformation Grant (funded). These committees were able to identify gaps for which funding was requested. The grants program will be moving to the Office of Planning and Institutional Effectiveness in spring 2017.
COMSC	Restore Computer Lab Support	Restore Computer Lab support to the level before cuts were made in the 2012-13 academic year.	The historic staffing level for the two Computer Center Technician II positions was cut by 2-2.5 hours per week and 6 weeks per year as a part of overall college budget cuts in 2012-13. This has negatively affected not only the Drop-in Lab, but the Business and PTEC computer labs as well. Returning these positions to their historic level will restore support of students, faculty, and staff to the level present before the budget cuts.	Open the Drop-in Lab an hour earlier. Before the beginning of each semester: Work on jobs that have been placed on hold due to decreased hours. Upgrade, install, troubleshoot, and configure servers and PCs located in 4 labs.		
COMSC	Upgrade Computer Lab	Upgrade the computers in the CO-200 Computer Lab	The computers in the lab are now at the end of their useful lives.	Research and compile specifications for new computers. Purchase and install new computers.		



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COUNS	Obtain distance counseling tools and software	To identify and purchase necessary tools to hold secure distance counseling opportunities for students	To provide expanded counseling services to all students, including but not limited to those enrolled at offsite locations and online courses, webcams, software and related equipment are needed to provide live video chat in a secure confidential environment. Accreditation supports equal access for students enrolled anywhere at LMC.	Identify and purchase software, webcams, other equipment such as headset needed Identify training needs and hold trainings for all department faculty Identify best practices for distance counseling and develop procedures and add to counseling manual collaborate with IT, web administrator	The Dean of Counseling is currently in the process of selecting the modality and software company the counseling department will utilize for distance counseling services. He is also working with IT campus services to work out additional technological issues within each counseling department office.	
CSV	Obtain additional resources to support hourly Offset Technician 1 position	Obtain additional funding to be able to: - Increase Offset Technician 1 hours during "Peak Period" or "Rush" for the first two weeks of Fall and Spring semesters, and - Hire and train an additional offset Technician 1 hourly employee that will support central services during the school year.	This position is needed to help relieve the workload of printing demands continuously requested by the campus community. Although the position is needed more during peak or rush periods- to accommodate the demands for printed manuals- it is also needed during the school year to maintain the level of print jobs demands received by the copy shop. In addition, having additional support helps to complete high volumes of printing, copying, and material orders to ensure timely delivery. it also helps fill in gaps in student schedule. Supports entire Central Services staff during busiest times of year.	Determine peak workload periods where increased hourly technicians hours would be most effective. Add up to 10 more designated Offset Technician-1 hours per week; in addition to the previously approved 80 hours (designated to peak period).		
CSV	Retain High Production Copy/Printing Machine	Retain additional high production copier to address increased volume of copy/print jobs.	To eliminate major delays in production as well as save wasted material costs due to malfunctions and service down-time. To better keep up with "rush period" orders, and module production.	Maintain current copier and ensure that it operates effectively during peak season Determine ways to maximize the usage of the copier during rush and non-rush period.		
DRAMA	Replace broken lighting and lightboard	Replace broken lighting and lightboard	Lighting instruments and our light board have been going out over the past few years and have now reached a point where they need to be replaced because they are dangerous	Equipment is used in every production and event held in the theater	The college is looking to replace the broken lighting at the same time the carpets are updated. Before any item is updated the roof of the theatre needs to be repaired.	na
DRAMA	Replace broken speakers in the theater	Replace broken speakers in the theater	The speakers attached to the film screen in the theater are blown and need to be replaced.	These are the primary speakers used for classes and productions.	The speakers were replaced by our insurance because the damage was caused by a leak in the roof.	The speakers have just been received and installed and have yet to be used.
DRAMA	Replace broken shop equipment	Replace broken shop equipment	The Table saw and Sliding Compound Miter Saw in our shop are the items that receive the most use and are not functioning properly and the safety mechanisms are broken and the items need to be replaced.	These tools are used to build every set housed in our theater.	The shop received a new table saw and chop saw with refurbishment funds.	The new equipment is much safer than our previous equipment and will also last longer.

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ENGIN	Replace Desktop Computers	Our computers are incapable of running current instructional applications and software used to teach our courses. The disk drive on Kurt Crowder's computer is inoperable. When Kurt Crowder returns in fall of 2016 he will need a working computer.	Without working computers, it remains difficult or impossible for faculty to perform their duties.	Submit or re-open IT tickets. Wait for replacement computers.		
INSTOF	Course Management, Program Review and Assessment Software	Investigate in collaboration with the Office of Planning and Institutional Effectiveness evaluation of software for course management, program review and assessment.	There has been issues with previous course management vendor, Governet. Delivery of software has been delayed, completion has not been met and software has not been usable by the college.	Research vendors that provide software for course management, program review and assessment. Request vendors software for course management, program review and assessment. to make presentation to college about the	The college was not able to hire a Sr. Dean of Planning this semester, SP17. This objective will be completed in collaboration with the Sr. Dean of Planning.	
INSTOF	Develop and implement the Assessment, Program Review and Catalog modules of CurricUNET.	Develop and implement the Meta Automated Program Review Module, Meta Outcome Assessment Module, Meta Catalog Services.	With the move to using CurricUNET to track COORs, we will also use the additional modules for assessment and program review of COORs , SLOs and programs in an electronic medium that creates greater efficiency and effectiveness. The use of the catalog module (with course, degree and program information) will aid in providing accurate information on our website as well as in print form.	Develop and implement the Meta Automated Program Review module. Develop and implement the Meta Outcome Assessment module. Develop and implement the Meta Catalog services.		
INSTOF	Implement META CurricUNET module.	META Upgrade Conversion Implementation	This is an on-going project to move our tracking and assessment of COORs and SLOs to an electronic medium that creates greater efficiency and effectiveness.	Faculty/Staff training Summer/Fall 2015		

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ITS	Evaluate IT&S staffing and adjust for better service to the campus.	Appropriate staffing levels that will support campus technologies are essential for meeting LMC's Strategic Direction 4.1. Campus technology is continually changing and expanding and staffing must be adjusted to support the increasing demands put on the department.	Campus technologies continue to evolve and expand. In the past few years, hundreds of new devices have been added to the campuses and new technologies (improved Smart classrooms and tablets) have been implemented. The Technology Renovation Project will require that between 200 and 500 new computers are deployed each year in perpetuity. Non-permanent staffing (hourly classified staff, contractors and consultants) may fill an immediate short-term need, but when these people leave, they take their expertise with them. The only way to truly meet the goals for a sustainable infrastructure described in Strategic Direction 4.1 is to hire the necessary, qualified permanent staff to perform the required duties on a continuous basis.	Hire sufficient permanent full-time Computer & Network Technicians to meet the increased demands on IT&S staff due to the continually increasing number of technology devices (computers, printers, servers, tablets, etc.) present at the Pittsburg and Brentwood campuses. Flex the current Electronics Technician to an Electronics Specialist – Computers/Audio Systems to support the new Smart classroom installations. The new installations integrate the computer in the room with the projector and communication (Crestron) equipment. An individual who can troubleshoot and repair all aspects of the Smart classroom is required as the installation of the new Smart classroom design is expanded to the rest of the campus and new Brentwood Center. Assess the current student worker staffing levels of the Helpdesk and for special projects and determine an appropriate staffing level which may include Saturdays. Develop and fund a pool of hourly Media Service Technicians and Computer & Network Technicians to assist in peak times or during absences.	Although a RAP request for permanent staff was submitted, no funding for permanent staff was obtained. \$15,000 for an hourly Computer and Network Technician was approved through RAP. This funding was exhausted in the Fall 2016 semester. Demands on the IT&S department continue to increase as between 300 & 500 new devices are added to the campuses each academic year. A new RAP request for permanent staff will be submitted for the 2017/18 year. All requests to Flex to a higher position have been put on hold pending the results of the Hay Study for classified staff. This prevents flexing the Electronics Technician. Student worker staffing has been evaluated and a RAP request will be submitted for the 2017/18 year. This request will cover: increases to hourly rate and additional needs to support campus projects.	\$15,000 in funding for an hourly Computer and Network Technician was approved through a RAP proposal. This funding, in conjunction with grant funding, was used to supplement campus IT support and complete numerous campus and grant-related projects in the Fall 2016 semester. The funding allowed the IT&S Department to keep up with computer-related support demands for the Fall 2016 semester. Since the funds were exhausted in early January, 2017 it is not certain that support demands can be kept up with for the Spring 2017 semester.
ITS	Continue technology upgrades and improvements across the Pittsburg and Brentwood campuses.	Demand for Smart technology continues to grow, but there are still numerous classrooms at both locations that require the equipment. A redesign of the technology to provide a more user-friendly and reliable Smart infrastructure has been completed and implementation has started. This implementation must continue.	This objective's main goal is to ensure that both campuses of LMC are moving toward state-of-the-art technology as it relates to Smart equipment and software. Smart Classrooms/Carts and current software are important parts of efforts to maintain a state-of-the-art technology infrastructure. Smart Classrooms and Carts are becoming the primary modes of delivering instruction at the Pittsburg and Brentwood campuses. In keeping with LMC Strategic Objective 4.1, providing Smart technology and keeping it up-to-date and useable is a high priority for the college. Increasing the number Smart Classrooms and Carts is underway at both campuses. These efforts need to be continued and a new configuration for Smart equipment needs to be researched, tested and implemented.	Continue to install the new and improved Smart classroom design across the Pittsburg campus. Ensure that the new and improved Smart classroom design is incorporated in all new construction and remodels. Coordinate the development and delivery of more robust training for faculty wishing to use Smart classrooms. Provide a short and comprehensive use and troubleshooting guide that will be attached to equipment in each Smart classroom or cart.	A new design for Smart technology for classrooms and conference rooms is near completion. The new design is being incorporated into remodels and new construction. Training for the new Smart technology has been developed and is being delivered via Flex and one-on-one training. A project to expand the new Smart classroom technology to the Math and Science Buildings is underway.	A new campus standard for Smart classrooms and conference rooms. More robust training program. Expansion of Smart technologies.

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Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
ITS	Continue to develop and implement procedures to provide continuity for IT&S & the campus.	Although an effort to improve documentation of various procedures and departmental knowledge is underway and progress has been made, the workload over the past several years has not allowed for the completion of the documentation. IT&S staff has been reduced over the last few years and, in some cases, the turnover in staff has led to the loss of knowledge in specific areas. Completing the documentation of departmental practices will allow for continuity of the department in the event of turnover	There is much "corporate memory" in the IT&S department that has not been documented. Continuing to create and update procedures and documentation of LMC IT&S practices and knowledge is essential for the long-term continuity of the department.	Continue to develop an inventory of critical campus infrastructure resources (servers, network equipment, UPS systems) in order to plan for licensing, maintenance and replacement costs. Continue to develop and implement procedures for regular maintenance and upgrading of IT&S equipment. 1) Track IT&S purchases - including purchase, maintenance, and warranty information. 2) Develop a tool for equipment replacement and upgrade schedules and the associated costs. 3) Obtain a better understanding of long-term campus equipment needs. Continue documentation and improvement of the following procedures: 1) Computer lab/classroom imaging 2) Campus computer naming convention 3) Virtual server naming conventions 4) Staff/faculty computer replacement 5) Backup 6) Software development 7) Others Continue to develop standards, procedures and processes for application development and database storage. Complete the migration of campus computing to the AC.Portal Domain. Streamline deployment of Microsoft and other security and bug-fix patches by deploying a SCCM or	All identified activities have been started.	Migration to AC.Portal domain continues and is expected to be completed Spring or Summer 2017. SCCM server is being configured to deploy patches and security updates and is expected to be online Spring 2017

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Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
ITS	Improve IT&S participation in planning and communication from IT&S to the campus community	Establish regular and timely communication from IT&S to relevant campus and District entities to inform and instruct constituencies about IT&S projects, procedures, and other technology-related information that affects the campus. Take a more active role in planning campus and District initiatives.	At any time, the IT&S Department is working on several projects that affect various departments in Pittsburg and Brentwood. Due to changing needs of the campuses, the prioritization of these projects can change frequently. Regular communication to the campuses that provides information on current and upcoming project activities and other IT&S department information will benefit the community and inform them of projects related to their area and if these projects or the associated workloads may affect response to other requests. Communications should also include information regarding changes to existing IT&S procedures and new procedures, upcoming projects such as lab software refresh projects, and scheduling for the campus technology renovation, Smart classroom refresh and other projects. Currently, planning for and implementation of technology needs is not always coordinated through the IT&S Department. As such, IT&S is often blindsided by technology projects and purchases initiated by grant, District and other campus entities. This impacts IT&S schedules and can disrupt other scheduled projects and service to the campuses. More active participation, along with increased communication, will improve all campus technology projects and the effectiveness of the IT&S Department.	Two to three times per semester, send out an all-campus e-mail with updates on current and upcoming campus IT&S projects. Create and update a web page that lists current IT&S projects and activities. Work closely with those overseeing grants, construction and other funding sources to provide guidance in the identification, evaluation and implementation of technology funded by those groups. Schedule time at the Department Chair's meeting near the start of each student computer lab software update schedule to discuss the timeline, requirements and expectations. Give regular updates at the President's Council regarding upcoming IT&S activities. Give regular updates to campus and District technology-related committees (TAG, PDAC Technology sub-committee, DEC, District Tech Managers, etc.) Schedule meetings with campus grant, District, construction, and other groups to discuss upcoming technology needs at least once per semester.	IT&S is working with academic and administrative departments and grant writing teams in the development of plans for new equipment and software and in the replacement of existing technology. A vetting process for the adoption of new technologies is being developed in the Technology Advisory Group (TAG). A web page that lists current and upcoming IT&S projects is near completion.	Departments and grant writing teams are making a conscious effort to communicate with IT&S to plan upcoming technology projects.
ITS	Establish a training program to keep staff current on technologies used at LMC	Both the IT and Media areas are constantly changing and new technologies are being introduced and adopted. It is crucial that IT&S staff keep current with hardware and software technologies in order to meet the requirements of Strategic Direction 4.1 and efficiently serve the needs of LMC.	Technology, in all forms, continues to move forward and increases in importance for both instructional and administrative endeavors. Staff supporting LMC's technologies must remain current with many aspects of existing and emerging technologies: identification, installation, maintenance, etc. Keeping IT&S staff trained and current on technologies supports the goal of having a sustainable, state-of-the-art technology at our campuses.	Identify and provide training opportunities for IT&S staff at the appropriate levels and in the most efficient venues. Allow attendance at education-related conferences where new technologies can be identified and investigated. Foster communication at all levels between the CCCCD campus IT&S staff members for cross-pollination of ideas, sharing of knowledge and to reduce "reinventing the wheel" multiple times within the District.	For IT&S, training is an continuous process. Some training opportunities have been offered and utilized. These opportunities need to be expanded to include all IT&S members.	Ongoing RAP funding in the amount of \$2,500 was approved in 2015/16. These funds have been utilized for on-line training for Computer & Network Technicians and Specialists.
ITS	Improve monitoring and maintenance of LMC's back end technology infrastructure.	Monitoring and maintenance of servers, backup systems and other back-end technology infrastructure are critical to creating a sustainable and reliable technology infrastructure required by Strategic Direction 4.1.	Servers, backup systems, and other back-end technology infrastructure need continuous monitoring and maintenance. Current staffing levels only allow for the reactive response to issues that arise on this equipment. So far, IT&S has been fortunate that none of the issues that have arisen could not be dealt with fairly quickly. This will not always be the case. With appropriate staffing, more proactive procedures can be developed and implemented to help reduce the likelihood of catastrophic failures thus ensuring a more stable and sustainable technology infrastructure.	If sufficient staff are available, research, develop and implement procedures to monitor systems, perform preventative maintenance, and track work performed on critical back-end technology infrastructure.	Some steps to meet this goal are in process: Implementation of an SCCM server for software updates and monitoring of desktops. Preventative maintenance processes for A/V equipment will continue. A new system to monitor and control the new Smart classroom equipment is being deployed.	The Electronics Technician continues the preventative maintenance program for A/V equipment. The SCCM server is in the process of being configured and is expected to be online in Spring 2017.

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ITS	Evaluate current campus technology and IT&S budgets and adjust for changing requirements.	Technology requirements change as new technologies (hardware, software and services) are adopted by campus instructional and administrative departments. Often, these new technologies are institutionalized and supported by the campus rather than departments. The budget required for supporting these institutional technologies must be evaluated and adjusted annually.	Campus technology needs are constantly changing. New software packages and services are implemented by instructional and administrative departments and new technologies and hardware are purchased. Most of these technologies become integral to the mission of the college and are institutionalized. The budget associated with these institutional technology requirements must be assessed and adjusted regularly to support a sustainable and state-of-the-art technology infrastructure (Strategic Direction 4.1).	Evaluate the current software and hardware support costs associated with institutionalized technologies and adjust campus technology budget to support the institutionalized costs. Historically, the IT&S Department and campus technology budgets were under the same set of accounting codes. In 2014, the IT&S Department budget was separated from the campus technology budget. The split of these two budgets was never fully reconciled. The two budgets should be evaluated and appropriate funds applied to each budget.	This evaluation is scheduled to take place in Spring 2017 before the conclusion of the RAP process. IT&S will work with the new VP of Business Services to complete the reconciliation of the two budgets.	Updated costs for campus-supported hardware and software services are used to create RAP requests and budget projections.
JOURN	Journalism Lab remodel project	Continue the Journalism Lab remodel project to make the most efficient use of existing space for teaching and learning, and to add archive storage.	The number of journalism students, and the size of the newspaper itself, has grown over the years, but the physical space has not. We need to better use the current space, update the lab facilities as a teaching and learning space, and add storage for the growing physical archive. Phase 1 of the overall plan has been completed, but Phase 2 calls for additional remodeling and the addition of space.	Remove the interior glass wall around the current office, CC3-304, expanding the interior space of the larger Journalism Lab itself. Push the exterior wall of CC3-304 outward, utilizing the unused hallway space in front of the nearby stairwell to Level 2 for a physical newspaper archive. Add exterior displays in front of offices CC3-302 and CC3-303 for plaques, trophies and other Journalism Program displays. Remodel the current outdated wet darkroom into an open alcove workspace with cabinetry. These were all contained in a plan drawn up by architect Charles Ham (Project 3014.1, see data repository) and approved by management during the 2011-12 academic year for completion with future funding. New plans were drawn up by a new architect, and will also include wall and floor treatments, as well as some electrical, communication network and HVAC adjustments. Completion will necessitate additional meetings with architects and construction project managers, as well as fine-tuning the plan. Also request updated vertical blinds to replace the 40-year-old ones which are deteriorating.		The Journalism Lab has been updated and the new space has improved instruction and student learning. The display space on the exterior has been filled and we have received numerous positive comments about it and traffic in the Journalism Lab making inquiries about the program as a result of it.
LIB	Technology Upgrades	In order to provide our students with means to discover library resources, the libraries must invest in technology.	The new generation systems will create significant efficiencies in staff workflows, include cloud based computing which will reduce maintenance costs and improve reliability, and will greatly improve the student user experience.	Migrate to a new library management system Implement a discovery layer Continue to select electronic resources that meet the needs of students and faculty at LMC	The library migrated to Innovative Interfaces' Sierra integrated library system on June 1, 2016. The discovery layer is live and being rolled out.	The system launch was very successful. All library faculty and staff have participated in training on the different products, with additional training scheduled for 2017.
MATH	mathematica in faculty offices	Install Mathematica in all faculty offices.	We use mathematica in classroom, it would help us create innovative lesson plans	Install Mathematica in faculty offices		

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MUSIC	Maintain Safety of Existing Ancillary Equipment	To maintain the safety and operations of current existing ancillary equipment such as music white boards etc. To maintain safety, we need to replace the current existing white boards with new ones. The current existing white boards are in the state of disrepair and are a health hazard with potential to cause minor injuries to faculty and students.	Safety is very important for the music department and for the college as a whole. These equipment has served the music department well for many years. It is time for a replacement as the current equipment is a health hazard and is in the state of disrepair.	Replace old portable music white board by purchasing new portable music white boards in rooms 702, 710, 720 and 730.		
PRESOF	Resource Development & Allocation (Ongoing from 2014-15)	The President's Office will provide appropriate leadership and stewardship in formulating a comprehensive and stable resource development and allocation strategy for the College.	The President's Office has been evaluating the resource needs of the College, as well as its allocation structure and methodology. The campus currently has a means of identifying departmental and program resource needs based on their inclusion in the program review process. A more comprehensive, holistic, and institutional approach – coupled with the current compartmental process – requires further consideration.	o Areas to be considered in this more comprehensive, holistic, and institutional approach include, but are not limited to: ? Exploring and identifying resources to implement Technology Plan and refresh cycle ? Technology infrastructure – assessing short/long-term needs ? Advancing efforts toward development of institutional staffing plan ? Evaluating effectiveness of fundraising strategies ? Assessing grant-funded programs/services/activities as determining factor for institutionalization ? Considering facility needs and space availability resulting from occupancy of the Student Services Center and bond implementation ? Continuing work toward increasing college reserves and identifying opportunities for revenue generation	Progress continues toward this ongoing Objective; see "Program Improvements" for details.)	<ul style="list-style-type: none"> <li>• Budget development/allocation o Working via RAP, with SGC and President's Cabinet, approved approximately \$147K in allocations for Permanent Classified Staffing, Program Improvement, and Program Maintenance o Continuing dialogue with SGC regarding College resource allocation and budget processes o Support/funding provided for direct reports and other personnel to attend professional development activities • Facilities o Served as member of Facilities "Executive Steering Committee" for Physical Education, Student Union, and Brentwood Center projects o Worked with District Facilities team, architects, campus leadership and/or user groups on planning, budget, and programming for new facilities • Fundraising/Foundation o Continue working closely with Director of District Foundation Services, new LMC</li> </ul>
RNURS	Clinical Technology and Clinical Excellence	In an effort to prepare our students for an ever-changing clinical milieu the LMC Nursing Department must offer cutting edge technology. Recent developments in equipment, computers and learning tools necessitate us to expand our instructional resources in order to offer the best instructional and clinical experience to prepare students for a career in Nursing.	100,000 people are killed every year due to medication errors. Many hospitals now employ a Pixis machine to dispense medications while reducing errors. We need to be able to train our students on this technology to prepare them for the workforce. In addition, many hospitals are using an infrared vein locating device to draw blood and start IVs. We need to acquire these devices for our students to be trained of their usage. Finding clinical placements for Labor and Delivery is becoming increasingly difficult. The Board of Registered Nursing has allotted 25% of clinical experience to be done virtually (i.e. using technology). We need to increase our current technology in our Skills Lab and we would like to add the component of virtual simulation. All of these advances in medical instruction technology would increase our student success rate and the rate of our students employment in the medical field.	#NAME?	Due to a limited budget for RAP proposals we were unable to receive the funding for the purchase of a Pixis machine, an infrared vein location device, a Sim-baby, a sim-Mom and a V-Sim. We have developed recent partnerships with the John Muir Community Health Foundation as well as are looking for applying for funding for equipment through Workforce CTE Enhancement Funds and Perkins.	As this objective is behind schedule we have not yet seen any program improvement as none of the equipment items have been purchased due to lack of funding. We hope to see program improvements from this objective as soon as funding is acquired to complete it.

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RNURS	Obtain 48 computer tablets for the RN, LVN, EMT, and Fire programs.	Obtain 48 computer tablets that may be shared between the nursing and EMT/fire departments.	All 3 programs are developed to assist students to pass a certification test . Currently these tests are administered on computer. This is a unique test taking skill that requires practice while in the training programs. There are currently not enough computers to accommodate the large number of students in these programs and their varied testing schedules.By using computers to test the students in these programs data will be collected indicating the effectiveness of teaching methods provided, allowing for program improvement and thereby increasing the success of non traditional students.	Purchase 48 computer tablets to be shared by 4 programs: RN, LVN, EMT and Fire.	We received the additional funding from CTE Enhancement Funds and/or Perkins Funding to purchase the 48 computer tablets to be shared by 4 programs.	Students from all 4 programs have greater ease and access in completing their exams utilizing the tablets. As the NCLEX exams and certification exams for other included programs are all required to be completed on a computer, the tablets assist the student in preparing for taking their exams electronically. The purchase of these tablets has also assisted with exam scheduling for all 4 programs and availability for computer labs for those programs with conflicting exams remedied by the availability of tablets.
WELD	Continue Improvements with CTE Enhancement Grant	Purchase new tooling and supplies to improve the Welding Lab.	The weld lab is need of new equipment to replace older pieces that have become obsolete or worn out. In addition, our teaching capacity will be increased with the new welding equipment by being able to introduce another welding process to students: MIG welding aluminum. These improvements will allow us to teach the students more welding processes that they will be utilizing in industry.	Procure new equipment and materials throughout the spring semester.	Grant is completed and the funding has been spent.	Many improvements have been made: New curtains for the welding booths, many new tools for the future Fabtech course, new tool cabinet, educational video's, MIG guns, Lincoln LN-25 Wire feeder for a new MIG booth, and new power outlets in all front lab welding booths.
WELD	Forklift Shelter	To provide a shelter for the Welding/Auto/Appl. forklift.	Presently, our forklift is outside in the sun all year long. We have no shelter for it. The forklift is becoming damaged by the weather - the sun has dried out the plastic making it brittle and causing the plastic parts to break. The seat is damaged by the sun's UV and has torn open and absorbs water when it rains. All the rubber hydraulic hoses are becoming brittle due to the sun and will start to deteriorate and leak soon. Having a shelter to park it in to protect it from the sun would help to protect it, reduce our maintenance costs and prolong its life.	A new place to park and build a shelter inside the Voctech gated area has to be made. Once a place is determined, a shelter can be made to park it in.	Awaiting for the cleanup of an area of the Voctech yard where I can build a shelter for it.	The forklift is critical to the operation of the welding program as well as other voctech programs. It is used to move heavy pallets of metal/material around the shop yard as well as in/out of Joe's truck for material donations and scrap runs.
WELD	Permanent Budget Increase for the Welding Technology Program	Obtain a supply budget increase for the Welding Program	The cost of welding fillermetals, electrodes, and gases has risen dramatically in the past few years and the budget is not meeting the needs of the program. It is expected to run a large deficit this summer.	Present a Rap proposal detailing the needs of the program and requesting additional funds be placed in the welding supply budget.		
WFDEV	Institutional Outcomes	Position the college to apply for grants, donations and other funds to enhance the workforce development system.	Save for the establishment of a robust external job placement system, the establishment of aggressive K-12 career pathway and counseling services will complete the establishment of a comprehensive college-wide WED system and address Strategic Objective 4.3, "Improve and enhance resource sustainability and fiscal responsibility.	Support the hiring of a Community and Educational Partnership Liaison focused on secondary education to help create seamless pathways for East Contra Costa high school students to LMC CTE career paths.	Educational Partnership Liaison hired and institutionalized via Strong Workforce Program funding.	