

Section 1 and 3 - Analysis of Unit PIE & Updates on Goals



PIE - Administrative Services: Technical Services Manager

2019-20

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Division Mission Statement: Customers will be satisfied with the scope, timeliness and cost effectiveness of support services offered by the departments of the Technical Services Division. The Division will be an advocate for the appropriate applications of technology for the enhancement of the support services provided by the Division. The Division will provide outstanding customer service for events, pioneer the appropriate use of new technology in support of College programs and upgrade and maintain technology systems already deployed on campus.

Summary of Notable Achievements: Broadcast Services:

As the college transitioned to a remote working environment, the demand for services from the Broadcast Team increased dramatically. A number of programs needed assistance with continuity of operations with video support, and the Broadcast group stepped up to the challenge of meeting the increased demands.

After several long years of waiting, the Koff and Associates reclassification process was finally completed for all members of the Broadcast Department.

The Broadcast department played a key role in the success of the College's first Drive-Through Commencement. The team produced several video elements for the ceremony and live streamed the 600+ graduates who participated in the ceremony.

Event Services:

Brandin Bowman was selected as the new Assistant Director of Technical Services. He will oversee the Event Services Department and continue to modify, improve and streamline existing operations, while preparing to operate the new Hilmer Lodge Stadium, Heritage Hall, and Event Center.

The Event Services unit was gearing up for new recruitments and the opening of the new Hilmer Lodge Stadium when the campus closed due to COVID-19. They have continued to support critical on campus functions including laptop distributions to support distance learning as well as the mobile food pantry supplying students with basic needs.

On June 18, Event Services as well as the other Technical Services units produced the 2020 Drive Thru Commencement. Certainly an achievement in these unprecedented times.

Performing Arts Operations:

The Performing Arts Team played a large role in the success of the College's first Drive-Through Commencement this year. The team worked to create a "Red Carpet" experience for over 600 graduates.

The new wireless intercom system that was identified and purchased last year was installed. The system was configured to provide wireless coverage to both the Clarke Theater and Studio Theater, enabling seamless coverage of most of the building. The old systems were out of compliance with FCC regulations and removed from service. The new configuration also makes it possible for sharing of user packs between facilities, a significant improvement over the old systems.

AV/Presentation Services:

Funding and budget items were incorporated into the Measure GO bond project for AV upgrades across campus and AV Technical Design work. The latter is especially critical with the multiple concurrent construction projects in the next several years.

The AV Team has made significant progress on the installation and commissioning of technical systems for the newly built Hilmer Lodge Stadium. Commissioning efforts have been hampered due to COVID, so full completion will come after staff are largely allowed to return to campus.

A centralized IPTV system is being piloted at the stadium. This system will allow us to distribute both cable tv and internal video feeds via the campus network. Cost savings will be realized due to the ability to obtain tv channels from Charter rather than multiple Dish Receiver subscriptions. The plan is to roll this out to the rest of the campus and discontinue the individual Dish receiver subscriptions.

Closing the Loop - Analysis of Progress on College Goals: Broadcast Services:

Work is progressing on installing the new digital repeaters and distributing the digital radios which were purchased some time ago. Parallel to this is commissioning the equipment shed on Reservoir Hall. This shed will serve as a communications base for the current and future equipment.

Ongoing funding for two-way radio maintenance was awarded in the last round of NRA funding. This will help us maintain radios across the campus.

Ongoing funding was awarded for captioning services. With the move to online learning, the amount awarded may prove to be insufficient. Hopefully, any shortfall can be absorbed by unused funds in other areas during this stay at home period.

A number of areas for renovation continue to go unfunded. This is acceptable for the near-term with the stay at home order. As classes return and instruction methods change, these will need to be prioritized again.

Event Services:

An additional pickup truck was ordered and received, replacing a failed 20 year old vehicle. This has proved an immediate win for the department in that the new truck can transport more crew than the old one.

The Lead Event Technician position was reclassified into an Event Coordinator position. This aligns with industry standards and will aid in the recruitment process once we are allowed to fill this position.

We were awarded a much needed and long-overdue second Event Technician position, however the budget constraints due to COVID resulted in this position being frozen. This will be an important position when the college resumes normal operations.

Performing Arts:

Small progress was made this last year toward upgrading older technology, primarily in the area of the wireless intercom system and some small lighting upgrades. This facility will be 25 years old in August of 2021 and is showing signs of age. The list of building components and technology items needing to be replaced grows longer each year. The facility would be well-served to have a round of rehab/upgrades performed to bring it up to current-day standards.

AV/Presentation Services:

Allocating a portion of Measure GO toward AV Technical Design will make great strides toward the goal of processing projects in an efficient and timely manner. This resource is aptly timed to coincide with multiple new construction projects happening in the next few years.

Allocating a portion of Measure GO toward AV upgrades will help to keep systems updated with growing technology advances and replace systems that are unable to be supported. In addition, this gives the unit a significant resource to work through the backlog of outdated and unsupported technology.

Overall - through all units, funding and staffing levels are a challenge to realizing all of the goals. While we solved some of these in this last year, we were presented with other challenges due to COVID which have severely restricted staff. As the college moves out of the stay at home order, we need to pay close attention to upcoming events and activities so that we can stay in front of staffing needs.

External and Internal Conditions Analysis: The Division experienced a change in leadership at both the Director and Assistant Director level this past year. These changes signal the end of a four year period of movement within the management of the division. During these last four years, all management positions were filled. This movement has led to some instability and

uncertainty in the Division, a condition which should be reduced going forward with stable leadership and proper planning.

As of February 2020, the Division was appearing to be well-poised to head into the remainder of the year and next fiscal year. A number of positions were vacant but recruitments were underway for some of them. Other positions were going through long-overdue classification review or reclassification requests, both necessary to help align the positions with the work being performed and stabilize the department. In March, COVID changed all plans and as a result, the four vacant positions are now frozen due to budgetary reasons. Three of these four positions are sole-incumbant positions, not only for the department but for the campus. With a reduction in workload, the remaining staff is mostly able to absorb these activities, though careful attention needs to be paid to reopening efforts. As the college moves toward reopening, these positions will need to be recruited.

The Division is paying close attention to the state of the entertainment industry. Many of the activities and services of the Division are aligned with this industry, and we will look to take our cues for reopening protocols from what the industry at large is doing. Live entertainment will be changed for the near and medium terms, it is unclear if the changes will be long-term or permanent.

Analysis of Division's Plans, Activities, Resources and Critical Decisions: Broadcast Services:

The key component to the Broadcast Services operation at this point is filling the vacant Lead Broadcast Technician position. Without this position, it is unfeasible to move forward on any of the other major projects of the unit. There are a number of upgrade projects along with full commissioning and operation of the stadium that this position is essential for.

Event Services:

There are currently two vacant and frosted positions in the Event Services unit. One of these positions, the Event Coordinator, will become an essential position when operations return to campus. This position also rounds out the small events team, creating a cohesive workflow process from inception to execution. Planning for new facilities and operations will continue through the leadership of Brandin Bowman, but operations will not see full efficiency until this position is filled. Additionally, if Athletic events return in the spring of 2021, these positions will need to be recruited. It is not possible to support on campus events without these positions.

The Event Services Department will continue to evaluate technology aids for the event planning and scheduling process, particularly ones that can help optimize the use of the upcoming Event Center/Student Center.

One advantage to the slowdown right now due to COVID is the ability to evaluate and retool the event reservation process, contracts, and fees. These efforts are currently underway and are expected to be completed by the end of 2020. Once complete, these should help to set the groundwork for better fiscal sustainability, and consistent administration of processes across all venues.

Performing Arts Operations:

There are a number of facility and equipment upgrades that are necessary to the nearly 25 year old Performing Arts Center. The department will prioritize upgrades that can be accomplished out of department funds, but a larger capital improvement program is necessary to capture all of the various items that are aged.

During this downtime due to COVID, the group plans to embark on an upgrade to the AudienceView platform to facilitate Point of Sale operations. When complete, this will make it easier for both Technical Services staff and other users across campus to utilize the platform, especially in a mobile setting, for point of sale needs.

The frosted Ticketing and Patron Services Coordinator position will be needed when ticketed events return to the campus. The first events back are anticipated for the spring of 2021 at the Hilmer Lodge Stadium and include Football, Cross Country, Relays and Commencement.

AV/Presentation Services:

With funding identified from Measure GO to support AV design and AV upgrades, this group will work through the next year on new construction projects and to upgrade existing AV systems. This downtime during COVID should hopefully reduce installation costs and/or improve total project timelines if the work can be done during vacant times.

The campus wide Alertus deployment project was slowed due to the stadium commissioning and then due to COVID. This project, while still necessary, will require significant funding \$4-5 Million to fully accomplish. Significant savings of hundreds of thousands of dollars can be realized if this project can be accomplished during the shutdown period rather than after hours (nighttime).

Overall, throughout all areas of the Technical Services operation, there are challenges from budget and staffing level perspectives. Fortunately, the stay at home condition has helped to mitigate the loss of staff, however, upon returning to campus, these vacant positions will need to be filled in order to resume operations. The event operations components of the department primarily react to the needs of other areas on campus. Continued communication and coordination with these areas is necessary to ensure we stay abreast of upcoming events and needs.