1. **Augment Vehicle and Equipment Replacement Budget.**
   - **SP 4.1 Increase student support and student engagement.**
     - **200,000** Improve, repave and stripe parking lots based on availability of auxiliary funds.
   - **200,000** Install high efficiency street lights in parking areas would provide for safety with less electricity usage. 
     - **90,000** Facilities Ranking: 8

2. **Dorm roof replacement and safety upgrades (Auxiliary funds).**
   - **300,000** Dorm roof replacement and safety upgrades (Auxiliary funds).
     - **5,000** Replace the aging roof and make other improvements to the roof. New roof would replace the one that is in need of a new roof. 
       - **50,000** Advance Efforts for 3 years. Request was for $50,000, but has been increased to $200,000 one-time from Measure Q.

3. **Dorm room heating and electrical upgrades (Auxiliary funds).**
   - **300,000** Dorm room heating and electrical upgrades (Auxiliary funds).
     - **5,000** Replace outdated gas wall heaters, replace carpet, replace leaky windows or doors in needed, and other improvements. Will result in lower annual operating expenses. Funded with auxiliary revenues.

4. **Stadium Renovation (COP).**
   - **640,000** Stadium Renovation (COP).
     - **10,000** Remove broken stadium lights due to safety concerns: $40K (Would likely require a COP).

5. **Install high-efficiency street lights (Auxiliary funds).**
   - **100,000** Install extinction street lights in parking areas would provide for safety with less electricity usage. 
     - **Prop 39 funds** Funded with auxiliary funds or other funds.

6. **Replace dorm parking lot.**
   - **50,000** Replace dorm parking lot. 
     - **Auxiliary funds** Request was for $50,000, but has been increased to $200,000 one-time from Measure Q.

7. **Replace parking lot and driveway curbs.**
   - **100,000** Replace parking lot and driveway curbs.
     - **Auxiliary funds** Request was for $50,000, but has been increased to $200,000 one-time from Measure Q.

8. **Replace parking lot near AR building.**
   - **25,000** Replace parking lot near AR building.
     - **Auxiliary funds** Request was for $50,000, but has been increased to $200,000 one-time from Measure Q.

9. **Replace sidewalks in front of dorms.**
   - **200,000** Replace sidewalks in front of dorms. 
     - **Auxiliary funds** Request was for $50,000, but has been increased to $200,000 one-time from Measure Q.
10 Improve disaster preparedness and prevention

Addresses life safety concerns

This is a mission critical high priority. The District must ensure emergency management planning and updating, emergency planning documents, and its fire alarms and tools. This would allow the District to continue to function after a natural disaster or emergency situation.

This would allow the District to continue to function after a natural disaster or emergency situation.

Measure Q

11 Passenger bus (row 18)

Addresses Strategic Plan 3, Fiscal and Operational Sustainability, 2. Improve college operational efficiencies

Passenger buses need to be replaced to drive passengers long distances after a long day of conference attendance, making people feel welcome.

Measure Q

12 Windows at Welcome Center (row 25)

Addresses Strategic Plan 3, Fiscal and Operational Sustainability, 2. Improve college operational efficiencies

Windows at the Welcome Center need to be replaced to ensure the heart is visible and readable. This would improve the perception of aids and staff.

Measure Q

13 Augment Technology Replacement Budget

ADEC C.1. The institution systematically plans, acquires, maintains, and upgrades or replaces technology infrastructure and equipment to meet instructional needs.

In 2012-13 a small technology replacement fund was included in the budget. This augment is part of a multiphase strategy to increase technology replacement budget to a reasonable level.

This is a mission critical high priority. The District needs to continue to plan for technology replacement.

Measure Q

14 Replace worn out parking permit dispensers and old cameras

SP4.1 Improve technology Infrastructure to support college operations and 4.4 Efficiency through technology.

This is a mission critical high priority. We need to replace our parking permits machines in order to have a crisp image.

This would improve operational efficiency.

Measure Q

15 Check printer and software implementation in Datatel

SP4.1 Improve technology Infrastructure to support college operations

This is a mission critical high priority. We need to check the printer in order to make sure we have a good image.

This will allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

16 Computer station in lobby for student use

SP4.1 Improve technology Infrastructure to support college operations

This is a mission critical high priority. We need to provide a computer station in the lobby for students to use.

This would allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

17 Seven Inspection Camera

SP4.1 Improve technology Infrastructure to support college operations

This is a mission critical high priority. We need to provide a camera in order to see the transactions.

This would allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

18 Software to develop noncredit job readiness classes

AP Goal 2: Develop job readiness noncredit and nondegree programs.

This is a mission critical high priority. We need to develop classes in order to provide students with job readiness training.

This would allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

19 Self Service Module Dataset for Student Ed Plans

AP Goal 2: Develop job readiness noncredit and nondegree programs. 2.2.1 Develop degree plans with course articulation that assure effective utilization and the continuity quality necessary to support its programs and services.

This is a mission critical high priority. We need to develop a module in order to provide students with job readiness training.

This would allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

20 Tabella for IT staff

SP4.4 Improve efficiency through technology

This is a mission critical high priority. We need to improve efficiency in order to provide better service.

This would allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

21 Off-Site SAN backup device

SP4.4 Improve efficiency through technology

This is a mission critical high priority. We need to improve efficiency in order to provide better service.

This would allow the District to continue to meet legal requirements with regard to timely payments.

Measure Q

22 Emergency Alert annual maintenance fee and ARMS reporting maintenance fee

Life safety and health concerns

This is a mission critical high priority. We need to maintain the emergency system in order to provide better service.

This would allow the District to continue to function after a natural disaster or emergency situation.

Measure Q
<table>
<thead>
<tr>
<th>Request #</th>
<th>Description/Action to be taken</th>
<th>Relationship to Institutional Plans or Accreditation Standards</th>
<th>Expected Impact on Program/Student Learning</th>
<th>Benefit, Link to Assessment, or Other Relevance</th>
<th>Funding Source</th>
<th>Planning $</th>
<th>Operational $</th>
<th>Prof Development $</th>
<th>Receiving Cost $</th>
<th>Division</th>
<th>Dept</th>
<th>Name</th>
<th>Notes</th>
<th>Email</th>
<th>Facilities Ranking</th>
<th>Tech Ranking</th>
<th>BPC Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Computer for head coaches (row 14)</td>
<td>Goal 4: Technology; SP 4: Technological Relevance</td>
<td>Improve the ability of the faculty to access the network and complete necessary tasks.</td>
<td>Four video cameras (row 17)</td>
<td>20,000</td>
<td>-</td>
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<td>-</td>
<td>Instruction/Student Dev</td>
<td>PE/Analytics</td>
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<tr>
<td>24</td>
<td>Four video cameras (row 17)</td>
<td>Campuses allow coaches and student athletes to analyze games and other events to see how they can improve their performance.</td>
<td>Improve strategic planning and decision-making.</td>
<td>Four video cameras (row 17)</td>
<td>10,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Instruction/Student Dev</td>
<td>PE/Analytics</td>
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<td>25</td>
<td>Diploma printing program (row 29)</td>
<td>SP 3.6: Practice continuous adherence to accreditation standards.</td>
<td>Improve critical thinking, information competency, workplace skills, community and global awareness.</td>
<td>Addreseed Strategic Plan Goal 4—Technological Relevance, 4.4 Improve efficiency through technology.</td>
<td>Measure Q</td>
<td>2,400</td>
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<td>Instruction/Student Dev</td>
<td>PE/Analytics</td>
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<tr>
<td>26</td>
<td>Subscription database funds (row 34)</td>
<td>SP 3.6: Practice continuous adherence to accreditation standards.</td>
<td>Access to resources is essential to student success.</td>
<td>Access to resources is essential to student success.</td>
<td>Gen Fund</td>
<td>5,000</td>
<td>-</td>
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<td>Instruction/Student Dev</td>
<td>PE/Analytics</td>
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<tr>
<td>27</td>
<td>Book collection &amp; other funds (row 35)</td>
<td>SP 3.6: Practice continuous adherence to accreditation standards.</td>
<td>Improve critical thinking, information competency, workplace skills, community and global awareness.</td>
<td>Addreseed Strategic Plan Goal 4—Technological Relevance, 4.4 Improve efficiency through technology.</td>
<td>Gen Fund</td>
<td>8,500</td>
<td>-</td>
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<td>Instruction/Student Dev</td>
<td>PE/Analytics</td>
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<tr>
<td>28</td>
<td>Purchased pdf to fill for online course web processing and collated research codes for withdrawal</td>
<td>SP 3.6: Practice continuous adherence to accreditation standards.</td>
<td>Future assessment to measure reasons why students drop or withdraw.</td>
<td>Future assessment to measure reasons why students drop or withdraw.</td>
<td>Measure Q</td>
<td>10,000</td>
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<td>Instruction/Student Dev</td>
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<tr>
<td>29</td>
<td>Mandatory ADA compliance remediation</td>
<td>SP 3.6: Practice continuous adherence to accreditation standards.</td>
<td>CR has a significant amount of ADA and life safety problems that must be corrected before the next Measure Q bond dollars are spent.</td>
<td>CR has a significant amount of ADA and life safety problems that must be corrected before the next Measure Q bond dollars are spent.</td>
<td>Measure Q</td>
<td>492,000</td>
<td>-</td>
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<td>VP Admin Svc</td>
<td>VP Admin Svc</td>
<td>Law/Lindsey</td>
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<tr>
<td>30</td>
<td>Mandatory Life Safety Remediation</td>
<td>SP 3.6: Practice continuous adherence to accreditation standards.</td>
<td>CR has documented facility deficiencies that present hazards to health and safety of students and employees. Failure to remediate these hazards will result in increased accidents, injuries, and fatalities.</td>
<td>CR has documented facility deficiencies that present hazards to health and safety of students and employees. Failure to remediate these hazards will result in increased accidents, injuries, and fatalities.</td>
<td>Measure Q</td>
<td>1,100,000</td>
<td>-</td>
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<td>VP Admin Svc</td>
<td>VP Admin Svc</td>
<td>Law/Lindsey</td>
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</tbody>
</table>

**2013-14 Measure Q Rebalance Proposal**

**Preliminary Draft**
Preliminary Draft

2013-14 Measure Q Rebalancing Proposal

37 Physical & Life Sciences Reopened or Demol: SP3.2 Improve college operational efficiencies Facilities Master Plan Objective 1.2 Eliminate non-functional spaces

The buildings cannot be used for instruction and must either be renovated, or demolished & returned to green space. Otherwise, CR will be required to upgrade unusable buildings with electricity, heat, maintenance and custodial costs.

CR will not have abandoned buildings. Measure Q $80,000

1 VP Admin Svc VP Admin Svc Lee Lindsey

CR is removing a large amount of excess bondage of facility space that is not available for instruction. CR is expected to borrow against all of its facilities whether the space is used or not. Therefore, new vacant buildings increase utility costs, maintenance costs, custodial costs, and so forth. Also, vacant buildings can attract trespassers and be subject to damages. Therefore, insurance rates can be higher for vacant buildings. It is important for CR to find a useful purpose for the Physical and Life Sciences buildings. CR needs to demolish the buildings and return the area to green space for the benefit of students and employees.

38 Sewer Line Match: SP3.2 Improve college operational efficiencies Facilities Master Plan Objective 4.2 Install a sewer main to eliminate on-site waste treatment plant

CR is under a cease and desist order and has been fined by the State Water Board for wastewater treatment plant violations. This will allow CR to close the treatment plant and help CR eliminate cell signal boosters. A test of a cell phone booster showed it would improve cell signal coverage. This fund would pay for cell phone boosters to improve cell signal coverage.

CR will eliminate its aging treatment facility. Measure Q $53,000

- VP Admin Svc VP Admin Svc Lee Lindsey

Life Safety issue. CR’s wastewater treatment plant is a small, older plant that has been cited for multiple discharge violations related to CO2 and CO3. As a result, cell signal boosters should be expected to partially solve the problem, but likely weak in some areas even with this upgrade.

39 CA Equipment, Furniture & State Bond Match: SP Goal 1 Focus on Learning Development, Career Technical, and Transfer Education Facilities Master Plan Objective 1.1 Modernize existing buildings, maximize functional space and utilization rates

A state bond plan has been approved to remediate seismic/structural weaknesses in the Creative Arts building. This will allow CR to pay for any required matching funds and allow CR to upgrade the aging equipment and furniture in the building. Failure to provide the matching will jeopardize the State project funds.

CR will eliminate a structurally weak facility. Measure Q $300,000

- VP Admin Svc VP Admin Svc Lee Lindsey

The Creative Arts building is on the Chancellor’s Office list for a $3 million seismic upgrade prior to the State capital fund. However, the furniture and equipment in the CA building are old, worn out, and past its useful life. upgraded furniture and equipment purchases can be used to cover any required match for the State fund.

40 Energy Efficiency staff - to be “grant” limited: SP3.2 Improve college operational efficiencies Facilities Master Plan Objective 5.3 Incorporate sustainable design principles in all development to reduce the negative long-term affect on the environment.

CR will need to enter into a partnership with Energy Education to help reduce utility costs. Energy Education will fund the cost of this program. The program would reduce CR’s utility costs and the savings would be shared with our partner.

CR will improve its environmental sustainability. Grant 35,000 35,000

- VP Admin Svc VP Admin Svc Lee Lindsey

GARAP: Synergistics is a firm that works with many school and college districts to help them reduce their energy costs and become more “green” campuses. Synergistics would install new utility cost savings and would pay for a part-time staff to help implement energy savings awareness programs across CR. Therefore, the position would not cost CR, and would also help CR reduce utility costs and become more “green”.

41 Purchasing and procurement training: SP3.2 Improve college operational efficiencies Facilities Master Plan Objective 2.5 Improve efficiency while continuing to position the District to receive state funding.

CR recently hired a new purchasing specialist who will need to attend training to be a success. This would cover workshops and a procurement certification program. Without this training, CR might break a rule or pay too much for an item.

CR employees will be properly trained. Grant Fund 5,000

- VP Admin Svc VP Admin Svc Lee Lindsey

A new part-time purchasing specialist was recently hired who will attend the training and will implement new procurement processes and best practices for purchasing. These funds would help cover costs for workshops and help toward paying for certification testing.

42 Sherriff’s Substation: Addresses health and safety concerns. BIB 1.5 The buildings provide safe and sufficient physical resources.

2012-13 Public Safety were relocated and space at the new location was identified for a sheriff’s substation. Need to finish this project during 2016/17.

CR will be safe campus which contributes to positive student learning outcomes. Measure Q $20,000

- VP Admin Svc VP Admin Svc Lee Lindsey

Life Safety Issue. Already completed as part of a new/relocated Public Safety. A room in the Public Safety Office has been identified that can be used by the Sheriff’s Office as a Substation.

43 Security upgrades – Cell signal locations: Addresses health and safety concerns. BIB 1.5 The buildings provide safe and sufficient physical resources.

During 2012-13 Public Safety (Security) relocated to an expanded office. Also a separate is being considered to boost the signal for campus radios. However, a problem still exists with spotty cell coverage. A test of a cell phone booster showed some improvement, but not as good as expected. As a result, cell phone boosters should be expected to partially solve the problem, but likely weak in some areas even with this upgrade.

To promote a safe campus environment, cell phone coverage will improve, but may still be weak in some areas even with this upgrade. Measure Q $50,000

- VP Admin Svc VP Admin Svc Lee Lindsey

Life Safety Issue. One cell signal booster has been placed near the President’s Office as a test. Security upgrades to improve cell coverage will provide some improvement to the current level of cell coverage which is very spotty. As RFP for a cell provider to bring in a campus-wide solution. However, these cell towers are in a number of existing buildings close to campus. The buildings are in the process of being approved by the UL, fire, structural. As a result, the RFP was put on hold and cell towers are being considered instead. PG&E has installed a booster in their leased space to enhance service through Verizon. The CR booster would increase signal of all of the major cell providers rather than a single provider.

Notes

Email

Facilities
Ranking

BPC
Ranking

800,000

Lee Lindsey

Lee Lindsey

300,000

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Lee Lindsey
Description/Action to be taken: Garry Patrick
Report writer bolt on for Ellucian/Datatel

Lee Lindsey

The current cafeteria entrance is worn out, doors do not open

Gen Fund

Expected Impact on Program/Student Learning

AR is currently served with technology through a wireless link.
Current doors are worn out and prone to
Gen fund

VP Admin Svc

Business

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<tr>
<td>50</td>
<td>3.2 Improve college operational efficiencies</td>
<td>IIIB.1.1 The institution plans, builds, maintains and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.</td>
<td>Without these remediations, the campus will be at risk of not being able to meet accreditations, and safety regulations.</td>
<td>Without these remediations, the campus will be at risk of not being able to meet accreditations, and safety regulations.</td>
<td>Gen Fund</td>
<td>$10,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Maintenance</td>
<td>Cary Patrick</td>
<td>Optimal plant and building improvements leading to safety and discharge regulations regarding metals and distribution failure.</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td>Cary Patrick</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>3.2 Improve college operational efficiencies</td>
<td>IIIB.1.1 The institution plans, builds, maintains and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.</td>
<td>The position would improve operational efficiency, electrical safety and reduce deferred maintenance.</td>
<td>The position would improve operational efficiency, electrical safety and reduce deferred maintenance.</td>
<td>Gen Fund</td>
<td>$80,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Maintenance</td>
<td>Cary Patrick</td>
<td>This position would improve operational efficiency, electrical safety and reduce deferred maintenance.</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td>Cary Patrick</td>
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<td>52</td>
<td>3.2 Improve college operational efficiencies</td>
<td>IIIB.2.1 The institution plans, builds, maintains and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.</td>
<td>The position would improve operational efficiency and reduce deferred plumbing, HVAC and mechanical systems maintenance.</td>
<td>The position would improve operational efficiency and reduce deferred plumbing, HVAC and mechanical systems maintenance.</td>
<td>Gen Fund</td>
<td>$67,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Maintenance</td>
<td>Cary Patrick</td>
<td>This position would improve operational efficiency and reduce deferred plumbing, HVAC and mechanical systems maintenance.</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td>Cary Patrick</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td></td>
</tr>
<tr>
<td>53</td>
<td>3.2 Improve college operational efficiencies</td>
<td>IIIB.1.1 The institution plans, builds, maintains and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.</td>
<td>Many of the buildings are currently seeing a variety of hardware failure and are having issues with locks and doors.</td>
<td>Many of the buildings are currently seeing a variety of hardware failure and are having issues with locks and doors.</td>
<td>Gen Fund</td>
<td>$65,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Maintenance</td>
<td>Cary Patrick</td>
<td>This position would improve operational efficiency, and reduce deferred maintenance on the campus.</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td>Cary Patrick</td>
<td><a href="mailto:alton@redwoods.edu">alton@redwoods.edu</a></td>
<td></td>
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<tr>
<td>54</td>
<td>Training budget for Payroll Dept</td>
<td>SP 3.2 Improve college operational efficiencies</td>
<td>40% of this position is allocated to the cost of implementing changes to payroll laws and regulations that the District is required to comply. Training to support the Payroll Department must be provided on an ongoing basis.</td>
<td>40% of this position is allocated to the cost of implementing changes to payroll laws and regulations that the District is required to comply. Training to support the Payroll Department must be provided on an ongoing basis.</td>
<td>Gen Fund</td>
<td>4,500</td>
<td>4,500</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Payroll</td>
<td>Barb Franklin</td>
<td>Enhanced training budget. It is critical for this department to stay updated on all changes to payroll rules, retirement system changes, affordable care act changes and informed on best practices and emerging issues.</td>
<td><a href="mailto:franklin@redwoods.edu">franklin@redwoods.edu</a></td>
<td>Barb Franklin</td>
<td><a href="mailto:franklin@redwoods.edu">franklin@redwoods.edu</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>Consultant help for converting from Unidata to SQL</td>
<td>IIIB.1.1 The institution plans, builds, maintains and upgrades or replaces its physical resources in a manner that assures effective utilization and the continuing quality necessary to support its programs and services.</td>
<td>Training support for the Payroll database is moving to SQL, and it presents new opportunities. The database will also allow direct access to a SAN.</td>
<td>Training support for the Payroll database is moving to SQL, and it presents new opportunities. The database will also allow direct access to a SAN.</td>
<td>Gen Fund</td>
<td>5,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>President</td>
<td>Information Systems</td>
<td>Paul Chown</td>
<td>Research and development on implementation plan to convert the database from Unidata to SQL.</td>
<td><a href="mailto:chown@redwoods.edu">chown@redwoods.edu</a></td>
<td>Paul Chown</td>
<td><a href="mailto:chown@redwoods.edu">chown@redwoods.edu</a></td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>Professional Development funds for training network/IT/VP, security/College</td>
<td>Strategic Plan 4.1 Improve technology infrastructure to support all college operations, and 4.5 Improve data aggregation infrastructure</td>
<td>$30,000 of this position is allocated to the cost of supporting the College's WWTP in operation.</td>
<td>$30,000 of this position is allocated to the cost of supporting the College's WWTP in operation.</td>
<td>Gen Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Information Technology</td>
<td>Steven Roper</td>
<td>These funds would be allocated to IT and Info. Angie Hill is also on this project.</td>
<td><a href="mailto:rogen@redwoods.edu">rogen@redwoods.edu</a></td>
<td>Steven Roper</td>
<td><a href="mailto:rogen@redwoods.edu">rogen@redwoods.edu</a></td>
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<tr>
<td>57</td>
<td>Replace Eureka campus marquee that failed due to emergency system failures</td>
<td>Facilities health and safety concerns.</td>
<td>A safe environment will enhance student learning outcomes.</td>
<td>A safe environment will enhance student learning outcomes.</td>
<td>Gen Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Public Safety</td>
<td>Sue Alger</td>
<td>This position would improve student learning outcomes.</td>
<td><a href="mailto:alger@redwoods.edu">alger@redwoods.edu</a></td>
<td>Sue Alger</td>
<td><a href="mailto:alger@redwoods.edu">alger@redwoods.edu</a></td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>Ongoing training for Public Safety staff</td>
<td>Facilities health and safety concerns.</td>
<td>A safe environment will enhance student learning outcomes.</td>
<td>A safe environment will enhance student learning outcomes.</td>
<td>Gen Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>VP Admin Svc</td>
<td>Public Safety</td>
<td>Sue Alger</td>
<td>This position would improve student learning outcomes.</td>
<td><a href="mailto:alger@redwoods.edu">alger@redwoods.edu</a></td>
<td>Sue Alger</td>
<td><a href="mailto:alger@redwoods.edu">alger@redwoods.edu</a></td>
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</tbody>
</table>

2013-14 Measure Q Rebalance Proposal

Preliminary Draft