



Channel Islands
CALIFORNIA STATE UNIVERSITY

BUSINESS & FINANCIAL AFFAIRS

2016/2017 Budget Request

GENERAL OPERATING	Permanent	Temporary	Total
New Benefitted Positions	9.00	-	9.00
Salaries & Wages	543,138	-	543,138
Salary Adjustments			-
Operating & Maintenance	80,203		80,203
TOTAL GENERAL OPERATING REQUEST	623,341	-	623,341

PARKING	Permanent	Temporary	Total
New Benefitted Positions	-	-	-
Salaries & Wages	-	-	-
Salary Adjustments			-
Operating & Maintenance	-	-	-
TOTAL PARKING REQUEST	-	-	-

FY17 Budget Submission RESPONSES TO SUPPLEMENTAL QUESTIONS

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Note: The following information provides a high-level overview of the division's budget submission for FY17, including strategic initiatives and new base funding. For brevity, contextual details and strategic goals are not included in the summaries, but rather provided in the Division's FY16 Work Plan.

I. Strategic Planning and Reporting

The overview of the division's current strategic goals and objectives follows below and includes a summary of divisional initiatives. We support and help to facilitate the strategic goals and plans of CI through the alignment of our strategic plan with the University's.

Introduction and Context

Organizational Structure: The Division of Business and Financial Affairs (BFA) is comprised of five units and four core programs, plus auxiliaries, that support the CI campus by providing essential services. The organization structure includes Financial Services; Human Resources; Facilities Services and Planning, Construction & Design; Public Safety; and Administrative Services. Additionally, BFA is responsible for Budget, Financial Planning, Environmental Health & Safety, and Risk Management.

Role: As CI continues to grow, the division must anticipate needs and mobilize operations to increase capacity to support this expansion. Near-term planning must recognize that our current student population has reached a budgeted 5,500 FTES, with long-term planning for 15,000 FTES at full build-out. Current plans use an enrollment growth assumption of 8%, although for fiscal year 2016-17, we will be seeing slightly less than 1%. BFA strategic priorities focus on putting systems and structures in place to support this next major phase of growth and organizational maturity, while at the same time measuring progress through a campus-wide survey (Attachment 3).

Our Approach: Transformation

The funding and anticipated campus growth challenges we face have required a shift in the way we do business. In addition to incremental improvements in our operations, transformational changes to our unit, program leadership and business strategies will help us to serve our current student population and beyond. We continue to challenge and re-conceive our programs and services, putting systems in place while intentionally challenging ourselves as leaders. We are also empowering members of the BFA by

equipping them with the skills and knowledge needed to fully participate in planning, implementation, assessment, and improvement processes.

Our Approach: Collaboration

As we continue to build programs, create structures and processes, and provide next level services, we are deliberately invested in building relationships amongst the BFA units, with other campus units, and with our community partners. The results of these investments are developing in the form of partnerships, Lean improvements and cost savings, as well as less tangible assets like strengthened trust, goodwill, and capacity for more effective change and further innovation.

BFA Mission, Vision, and Values

Mission: The Division of Business & Financial Affairs and its component units and programs support CI's academic mission by transforming the delivery of services through continuous improvement.

Vision: We are the recognized leader for delivery of outstanding services.

Values: Teamwork, Diversity, Integrity, Respect, Excellence, Collaboration

Goals: The divisional strategy map will reflect the primary strategic goals of the division, collaboratively identified and compiled by the leadership of the individual units (Attachment I).

Overview of Units

1. **Vice President's Office** – The Vice President's office is responsible for BFA strategy and leadership as well as the overall planning and management of the campus. Its members include the Vice President, the Director of Special Projects, the Organizational Effectiveness Officer, and the Risk Manager.
2. **Financial Services** - The unit includes Fiscal Services, Budget, and Student Business Services (SBS). Combined, these units are responsible for ensuring that all accounting, reporting, and reconciliation functions are performed in accordance with applicable law and policy while also providing the highest possible level of service to CI students and the larger campus community. The unit also maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
3. **Human Resources** – This area is responsible for the full complement of human resource services for the campus including recruitment and employment processing, benefits administration, compensation and classification, professional training and development, equity and diversity, employee relations, HR information systems, and payroll. The unit maintains a liaison relationship with the Chancellor's Office for reporting and compliance matters.
4. **Facilities Services and Planning, Design & Construction** – These two departments are responsible for planning, designing, and constructing new buildings and renovations, maintaining buildings and landscaping, providing custodial services, managing utilities, and they provide support services to the campus. These areas also maintain a liaison relationship with the Chancellor's Office for the coordination of capital projects along with reporting and compliance matters.
5. **Public Safety** – The unit is responsible for the safety and security of the campus environment as well as management of campus transportation and parking. The unit is comprised of police services; transportation and parking services; and the environmental, health & safety program.
6. **Administrative Services** is responsible for the east campus including property management of for-sale and rental properties, as well as retail space. The unit also oversees Procurement & Logistical Services, the Conference & Events office, and a commercial service that provides retail food services, residential dining,

vending, and catering. Administrative Services also provides oversight of the CI Power Plant and Procurement & Logistical Services.

2014-15 Report on Activities

Reallocation of Resources:

As a baseline operating practice, all units within the Division of Business & Financial Affairs annually review current resources to ensure that they are allocated to top needs and identify ways to continuously improve programs we administer. With the implementation of the Lean Six Sigma program in its third year, and exercising our due diligence, we have identified additional efficiency opportunities, first within the division and subsequently cross-divisionally, in support of the University's growth. For example, we have reallocated resources to support the newly-created Conference & Events (C&E) office, repositioning a manager from Facilities Services to a C&E financial analyst. Cross-divisionally and in support of University Advancement, the Associate Director of Special Projects position was reallocated to that unit. Also, in support of the campus-wide Professional Development program, divisional funds were used to support the new specialist position. Divisional funds were also reallocated to fund a position in support of risk management and public records' requests. This year, we will be recruiting for a Facilities Services Plant Engineer; half of that funding will be from the Site Authority, and the other half will come from salary savings. It is notable that all of these activities have resulted in cumulative efficiencies of \$547k without any additional funding requests made to the University.

Other efficiencies worth noting here are the result of the work of our Facilities Services department. For example, since 2012, CI has added 160k square feet of custodial space. Using industry standards (Association of Physical Plant Administrators, or APPA), with Level 1 being the highest rating and Level 5 the lowest, it would take 24.9 full time equivalents (FTE's) staff to maintain a Level 3 tidiness. Even with the additional square footage, CI custodians have achieved a Level 2 rating with just 23.5 FTE's, a savings of \$66k. This speaks not only to how Facilities has streamlined their operations, but also is a reflection of the pride that the staff takes in their work. Facilities Services has also added seven hours of service during the week by reallocating shifts, which has decreased overtime and call-back time. This has provided added value to the University while at the same time resulting in a savings of 4 FTE's or \$200k.

BFA continues to lead CI 2025, a concept which was drafted as a framework for seeking alternative funding methods for major capital expansion for the campus, including public/private partnerships that will support campus growth over the next decade.

The Division also supports the work of the Foundation's Finance subcommittee, and Beacon Pointe, our investment advisor, continues to advise the committee with regard to the Foundation's Investment Policy as well as the asset allocation of the Foundation's portfolio. Investment strategies are responsive to the current economic environment and flexible enough to respond quickly to future changes.

These activities and others remind us of how we, in the Division of Business & Financial Affairs, connect what we do every day to further the CI mission. To acknowledge the good work of our staff, a Rewards and Recognition team was convened in appreciation of staff members who exemplify how their work makes CI a better place for students to learn and develop.

Organizational Effectiveness Program (OE)

Lean thinking continues to be expanded throughout the campus. To date, there have been over 350 CI employees who have received various levels of Lean Six Sigma training, with \$.6m in cumulative operational efficiencies and staff productive capacity increased by nearly 4 FTE's.

OE, in collaboration with Human Resources, implemented a campus-wide Professional Development Program (PD). Following an assessment of the division's customer satisfaction survey distributed campus-wide, a variety of workshops were conducted to address organizational training gaps in the areas of customer service and communication and to enhance employee retention and overall department performance. A partnership with CSUN has resulted in CI's inclusion in CSUN's professional development trainings. Also, collaboration among the campus community (ISLAS Academy, Student Affairs, Academic, and Faculty Affairs) has resulted in the identification of and communication about existing campus professional development offerings, and now a campus-wide professional development calendar for FY 2015-16 is being developed with the recent hire of a Professional Development Specialist.

Special Projects

The Strategic Risk Management program continues to develop with an emphasis placed on communication. The records retention program's business practice has been documented. The copier program implementation process has been completed. The Park Advisory Group was established to guide park management and operations.

Financial Services

Employee morale within the unit was enhanced through engagement in fun activities to support teamwork. Professional development training opportunities were offered to all staff members on campus. Processes are being documented to reconcile budgeted/funded positions. Documented and implemented the first phase of a Direct Deposit process whereby refunds are provided to students in a timely manner, and a new process to facilitate tuition payments by third parties was developed. Additionally, now direct deposit is available for staff, faculty, and vendors for reimbursements, and processes are being analyzed to streamline work.

Human Resources (HR)

All People Soft modules supported by Common Management Systems (CMS) were implemented, and student assistants were added to the Time and Labor System (TLSS). Process guides were updated and FAQ's were developed to assist end users. A "Reports to" customization now allows HR users to make reporting relationship changes in order to expedite manager access to their employee records in AMS. HR is collaborating with the Title IX Officer to support the development of a diversity training program. A streamlined Employee Requisition Form has been implemented, and processes such as student separation are being documented, while quick user guides have been created for HR data entry, position management, and TLSS.

Facilities Services and Planning, Design & Construction

A three-to-five year strategic space planning review is being planned. The second phase of classroom refreshes for the Bell Tower have been completed. Facilities Services has participated with engineering, sustainability, and biology programs and these efforts and other sustainability-focused activities have resulted in CI being named a STARS Gold Institution by the Association for the Advancement of Sustainability in Higher Education. Student Capstone projects involve students with some of the sustainability and energy savings projects, such as water conservation and waste reduction. A grounds management program has been implemented, and as of January 2016, Facilities Services oversees the University Glen landscape maintenance.

Public Safety (PS)

The Customer Service Counter is now staffed until 7:00 p.m., Monday through Friday. Ergonomic assessments are being offered to all CI employees. Plans are underway for the construction of additional on-campus parking spaces, with a new plan for intra-campus shuttle completed. Public Safety continues to work closely with the Title IX Coordinator. Collaboration and assistance is being provided to the new Conference & Events office that serves the entire campus. A Learning Management System was implemented to benefit Facilities Services staff for their Health & Safety training, and an operations manual for the University Public Safety Officers and Dispatchers has been completed. Quarterly meetings are conducted for both security and safety for CI staff and University Glen residents. Processes are being streamlined and documented, and the Public Safety website has been refreshed.

Administrative Services

A marketing plan was implemented to compliment campus activities to improve customer service. This unit encourages and supports the professional development of its staff through certification training, including customer service. Campus-wide training for was provided about completing online requisitions, the ProCard program, and the request for proposal process. Diversity was supported through the review and improvement of the University Glen Corporation (UCG) hiring process. Two major construction projects will be completed in the fall of 2016. Collaboration with Extended Education continues as the program seeks to identify a new space for the Thousand Oaks campus. The transition of the Conference & Events operations to Administrative Services occurred, and now this is shared service model is working to develop partnering agreements and policies. New HVAC equipment has been purchased, and many other University Glen property enhancements, including areas impacted by the Springs Fire. Communication has been a focus of the unit, with town halls and campus meetings being conducted for staff and the community.

Divisional Key Initiatives for FY 2015-16

The division's strategic plan closely aligns with the revised campus-wide strategic priorities, particularly under the heading of Realize our Future. The activities within the BFA office have always been implicitly reflective of the campus' strategic goals, and this year BFA will continue to focus on recognizing and appreciating how we connect what we do every day to further the CI mission to support our students, while engaging in activities that support the division's strategic goals. To that end, everyone in BFA is considering the following question: "How does what I do make this a better place for CI students to learn and develop?"

This message expresses the spirit and purpose of not only the campus strategic priorities, but also our division's as we carry out our individual responsibilities to fulfill CI's mission. This message is a daily reminder to serve our students to the best of our ability by developing good solutions, thinking creatively, and working collaboratively.

Campus-wide strategic resource planning: We will continue to engage in those activities that increase transparency and encourage accountability.

Capital expansion: The division will continue its work on CI 2025 in support of the campus' next decade of growth. Through the engagement of JLL, we will begin strategy development, execution, implementation, and delivery of a capital expansion program. A robust website has been developed, located at www.csuci.edu/CI2025.

Lean Six Sigma: A key component of the division's efforts to meet its goals and objectives to support the campus are supported by the division's Organizational Effectiveness Program (OE). Its purpose is to strengthen the continuous improvement activities on campus, and offer services that support learning and development, strategic planning, and project facilitation. Leadership coaching and change management is also provided.

Activities: Under the program, the division continues collaboration with its partners at Cal Poly SLO and the County of Ventura Executive Offices on Lean initiatives. New partnerships will be explored within the CI community, including with faculty, and the community at large.

Goal Highlights for 2015-16 Fiscal Year

Organizational Effectiveness Program

- Participate with the CI 2025 Team;
- Direct a two-year training plan for staff development; create calendar;
- Continue partnerships with County of Ventura (Lean Six Sigma); Academic Affairs; Students Affairs, and ISLAS Academy, and explore additional opportunities with US Naval Base's Leadership program;
- Facilitate implementation of travel software;
- Facilitate Lean Six Sigma projects.



Special Projects

- Provide audit orientation training sessions;
- Facilitate risk assessment for existing programs (Strategic Risk Management);
- Provide risk management services (site inspections, risk consulting/program review, instruction);
- Document processes, i.e., subpoena handling, Public Records Act responses, contract renewal, etc.;
- Subpoena and Public Records Request information to be posted;
- Develop a program to update timelines and release information for CI Park activities.

Financial Services

- Implement final phase of CashNet;
- Translate SBS forms into Spanish;
- Expand paperless processing and electronic signatures;
- Implement CSU chargeback modules and review opportunities to implement Common Financial Systems modules;
- Offer CI 101 training sessions, new employee orientations, and engage in cross training;
- Standardize work and develop a succession plans for all positions and activities;
- Create video tutorials for using MyCI.

Human Resources

- Review survey results and develop plans to address areas of concerns;
- Prepare for growth by implementing the "Special Pay" section in Workforce Administration;
- Create operations manuals, with focus on documenting processes;
- Develop manuals, update FAQ's as necessary. Identify audits and develop training to reduce errors and increase accuracy of reporting;
- A LEAN project is planned to address the Extended University hire/payment process;
- Develop mini-training options to present at Finance & HR Council.

Facilities Services (DFS)/Planning, Design & Construction

- Conduct a DFS customer service survey in fall, 2015; utilize APPA standard survey and review results with campus departments and FS Staff, using KPIs;
- Engage in Academic Affairs through lectures on Engineering, Sustainability and Biology and work with faculty to establish internship programs that will benefit both students and DFS;
- Document key transactional processes and provide training.
- Through MyCI and DFS webpage, set up annual training calendars; create quick training videos.
- Encourage process mapping and encourage lean processes.

Planning, Design & Construction- Key initiatives 2015-16

- Deliver capital projects on time and on budget while increasing/improving overall project value;
- Engage campus community on campus infrastructure and sustainable efforts;
- Expand paperless project management system;
- Continue implementation of BIM on campus buildings;
- Expand Facilities Link as a support for FS staff and the broader campus community.

Public Safety

- Ensure that personnel complete an annual customer service training program;
- Support planning and development of shared services;
- Create a division wide customer service manual /program;
- Continue developing on-line campus' career development offerings;
- Offer division wide activity beyond "sit-down" lecture style meeting;
- Using Lean Six Sigma, streamline process for time clock/time sheet processing.

Administrative Services

- Continue development of the Conference and Events office;
- Two construction projects to be opened in fall, 2016; 600 bed-spaces for Student Housing and expanded Islands Café dining;
- Collaborate with Extended Education to locate new space for the Thousand Oaks Center;
- Investigate a campus-wide mail stop system; and develop a campus bicycle courier program;
- Implement on-line catering ordering program, and plan for a mobile food facility.

2. New Growth Funds Requests

Financial Services:

Priority 1: FS is requesting two new FTE's: the first position, an Administrative Analyst/Specialist (AAS), would provide support for Hyperion and CashNet. Neither of those systems currently has dedicated support, and therefore our inability to provide anything other than critical needs occurs. An AAS could provide a substantial amount of reporting, projections, and "what if" scenarios, and have an impact on timely financial aid reconciliations. Moreover, with 22 e-market sites being requested over and above the 27 already developed sites that require maintenance, the timeline for implementing outstanding requests is approximately three months. Without hiring, we will not be able to provide these additional services to the campus in an expedient manner, the current staff is also engaged in other compliance-related work, including Financial Aid reporting. Late reporting results in risk of losing Financial Aid awards.

Priority 2: The second position is a Budget Analyst. The Budget and Planning office has survived over the past twelve years with only one budget analyst. With the required reporting, metrics, and analysis that is needed it is critical to hire an entry level budget analyst who can assist with day-to-day transactions, which include divisional budget transfers, budget reconciliations to the general fund, expenditure adjustments for payroll, chart field maintenance and monthly Labor Cost Distribution. Without the Budget Analyst, we risk timely reporting to campus, which impacts everyone's work.

These positions align with the divisional strategic objective of improving operational excellence; it aligns with the University's strategic plan through Realizing our Future; and aligns with the CSU Trustees' Student Success and Completion initiative (CI-specific) of building infrastructure through a staffing plan that accommodates growth.

Human Resources (HR):

Priority 1: HR is requesting a Manager who would provide support to the Labor/Employee Relations and Classification/Compensation needs of the campus. Union activity has increased 100% in intensity and severity. Providing basic training and dedicated support in these areas for supervisors and managers will reduce the amount of time wasted in unproductive communication with employees and improve efficiency by resolving issues before they negatively impact the productivity within the unit. For example in the past three months, we have spent approximately 250 hours addressing compensation and union related concerns which represents nearly .5 FTE. With the addition of the manager, HR can respond quickly, and this would reduce the risk of grievances and/or complaints. The cost of one recent case which was settled out of court was just under \$150,000 in attorney's fees alone. A manager would also reduce risks associated by employees filing stress related Worker's Compensation claims by providing appropriate training and guidance to managers and supervisors in how to recognize the signs and/or symptoms of stress in order to address the issues before they result in a claim. The current inability to address these issues in a judicious manner has had a negative impact on morale in some areas. Further, studies show that even one "bad apple" can impact an otherwise high-performing group by bring down productivity by 30-40%. The inability to deal efficiently with one incident of this sort fiscally impacts the University by \$300k - \$500k per year, and significantly impacts retention of "good" employees with excellent skills.

Priority 1: HR is also requesting funding for performing background checks. The Technical Letter HR 2015-08, Background Check Policy, mandated CSU campuses to perform a background check on all new hires (staff, faculty and students), independent contractors etc. who will be performing duties relating to sensitive positions. In addition, a background check must be performed on current employees who are promoted or reclassified into sensitive positions. The effective date of the policy was August 3, 2015. Through December 2015, current cost to perform backgrounds was over \$7,500, and thus in a few months exceeded the current allocation of \$2,500. Even though backgrounds checks are mandated by the Chancellor's Office, funding them falls to the HR operations budget. If background checks are not performed, we are not only out of compliance with the mandate, but we put at risk the campus' ability to protect the health, well-being, and safety of our employees, students and guests. The University has already rescinded offers for individuals whose background results included criminal convictions; without that screening, the risk to the University could have been disastrous. Statistics show that, according to the U.S. Dept. of Justice, 1.75 million days of work are lost each year by victims of workplace violence, and cost in lost wages account for about \$55 million per year.

These requests align with the divisional strategic objective of improving operational excellence; it aligns with the University's strategic plan through collaborative planning and building infrastructure capacity; and aligns with the CSU Trustees' Student Success and Completion initiative (CI-specific) of building infrastructure through a staffing plan that accommodates growth.

Facilities Services:

Priority 1: DFS has taken over responsibilities for the ongoing maintenance and operations for the Channel Islands Boating Center (CIBC) and the Santa Rosa Island Research Station (SRI), and so we are requesting permanent augmentation of our operating expense budget to adequately maintain these University assets. Should we not receive funding, we run the risk of code and regulatory non-compliance, which could result in increased liability for injury. Thus far, DFS has been subsidizing the new areas, but this is not sustainable. DFS provides regular ongoing and preventative maintenance based on an average cost of \$1.90 per GSF, which is comparable to CSU system averages as per the Annual Facilities Performance Survey. Therefore, the \$53,203 reconciles the annual operating expense shortfall Facilities Services has experienced since taking on the responsibility for the new areas.

Priority 1: As the campus continues to grow and our management of additional landscaping expands (CIBC, East Campus Residential Community, and Santa Rosa Island), the need to manage the existing infrastructure documentation through the campus' Facilities Link database is more critical than ever. With the responsibilities required in continuously updating campus gross square footage (GSF) in excess of 1,145,000 GSF on an annual basis, providing as-built updates to existing plans due to tenant improvement projects (which average \$1.5M annually), providing current updates to the campus infrastructure that include all utility drawings for gas distribution, electrical distribution, storm water system, and hydronic systems, the campus would have to budget an average of \$85 to \$110k annually to cover the costs of hiring an outside drafting firm or consultant. Therefore, it is fiscally sound to hire a full-time permanent Drafting Technician so that real assets and infrastructure can be consistently and efficiently managed.

Priority 1: DFS is requesting an Administrative Analyst/Specialist, a position exclusively focused on capital project administration and funded through capital project budgets. As the campus moves to alternative methods of growing the physical infrastructure and real assets, the need for this position is required to help administer capital project contracts, and to facilitate the support for continued integration within Facilities Services. As DFS's scope of responsibilities expands, including oversight of public/private partnership developments, and the need to integrate these projects into our campus infrastructure management system, it is critical that this position be permanently funded. Not funding this position will cause a narrowing of the capacity of current staff, and this will impact the campus by slowing the administrative process for many services performed by Facilities Services, including the timely processing of Requests for Goods & Services and invoices for capital projects to ensure that project schedules are met, project budget management is maintained to ensure the effective and efficient expenditure of resources, and ensuring that all processes are consistent with the State University Administrative Manual (SUAM), and state contracting law. If these requirements are not met, the campus risks the potential of being cited and receiving possible fines for non-compliance.

Priority 2: A Manager of Inspection Services (Administrator II) would support all capital projects (major, minor, infrastructure improvements, and other permitted projects by private owners) to ensure that they are built to current applicable building codes and permits, especially as the campus explores alternative development/funding sources to expand our infrastructure and real assets. The position is currently funded through capital project-specific funds, but as the focus transitions to supporting a variety of project types, budgets, and owners, the position needs to be permanently supported with campus resources. Without this position, the University will need to contract with outside inspectors, which will decrease our effectiveness to respond to the wide variety of inspection requests we currently receive in a very timely manner, both for campus and projects for private owners/developers (i.e. residents in the University Glen community or private developers working on University owned land), and this will have an adverse impact on project schedules and budgets. Project schedules could be impacted by up to 10%, and this would have a related impact on their budgets by a similar percentage.

These requests align with the divisional strategic objective of improving operational excellence; and with the University's strategic plan to "Realize our Future" by developing and expanding resources (both public and private)

and appropriately manage them to maintain our investment in these assets. They align with the CSU Trustees' Student Success and Completion initiative (CI-specific) of building infrastructure through a staffing plan that accommodates growth.

Public Safety:

Priority 1: Police Officer (working title – Detective)

In the new fiscal year, there are anticipated gaps in the Police Department's critical functions. For example, adequate stateside funding is not currently available to properly administer and manage follow-up investigative services of all criminal and conduct offenses occurring on University-owned property. In the past five years, the volume and complexity of these cases has increased by 20%. Follow-up investigations are best conducted by a credentialed and experienced detective. Detectives gather facts and collect evidence, and interview witnesses, suspects, and other individuals associated with a crime. They are skilled law enforcement professionals who specialize in Part One and Part Two crime, sexual assault, theft, drug or other distinct areas, and typically work on a case until an arrest and conviction is made. The department does not currently have a general assignment detective on staff. This results in a condition whereby generalist police officers, who have not been adequately trained and credentialed, take on the responsibilities they are underqualified to perform. The longer this gap exists, the likelihood increases that the department will be unable to execute a critical function. The consequence, or impact, of such a failure is hard to quantify, but may include loss of life, injuries, economic impacts, psychological consequences, and community degradation.

Priority 2: Community Service Specialist (working title – Public Safety Officer)

In the new fiscal year, there are anticipated gaps in the Police Department's critical functions. For example, adequate stateside funding is not currently available to properly administer and manage community response services provided by Public Safety Officers (PSO). These individuals provide a wide variety of services that include responding to emergency and non-emergency events in support of police officers, parking enforcement, traffic direction and control, security and safety inspections, special event support, and 911 public safety answering point duties. The current minimum staffing requirements for the PSO program are 160 hours weekly. The department is currently staffed to accommodate 120 hours. This gap is not accommodated through backfill overtime nor with student assistant workers, and the current budget allocation cannot support the cost and the position tasks, which are not appropriate for student assistants. As long as this gap exists, the department is unable to appropriately execute a critical function. The consequence, or impact, of such a failure is hard to quantify, but may include injuries to police officers or community members, economic impacts, psychological consequences, and community degradation.

These requests align with the divisional strategic objective of improving operational excellence; and with the University's strategic plan to "Realize our Future" by developing and expanding resources, and align with the CSU Trustees' Student Success and Completion initiative (CI-specific) of building infrastructure through a staffing plan that accommodates growth.

Administrative Services:

Priority 1: An Administrative Support Coordinator will perform general administrative functions for Procurement & Logistical Services. Duties would include absence management time keeping, travel authorizations & claims, budget maintenance, office supplies maintenance & ordering, requisition entry, meeting scheduling, and work order entry. Currently, with no administrative support for the department, the Director is performing those tasks, and therefore is challenged with focusing on core duties that are essential to support the University. The addition of this position will allow staff with specialized skills to support the department, enabling the Director to focus on strategic initiatives.

The position aligns with the University's strategic plan to "Realize our Future" by developing and expanding resources, and aligns with the CSU Trustees' Student Success and Completion initiative (CI-specific) of building infrastructure through a staffing plan that accommodates growth, and the

3. Space Inventory

Financial Services: Space will be accommodated with existing resources.

Human Resources: Space will be accommodated with existing resources.

Facilities Services: Space can be accommodated with existing resources.

Public Safety: Space can be accommodated with existing resources.

Administrative Services: Space can be accommodated with existing resources.

4. New Initiatives

All funds requested are in support of existing programs.

Attachment I – Strategy Map



CI 2015-20 Strategic Priorities

1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Business & Financial Affairs Strategy Map 2015-20

Mission	Vision
We transform the delivery of services through continuous improvement	We are the recognized leader for the delivery of outstanding services
Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration	

Value to Our Customers

Provide responsive service that reflects value

Help to solve complex problems

Ensure the safety of our community

BFA Goals

Improve Operational Excellence

Attract and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication

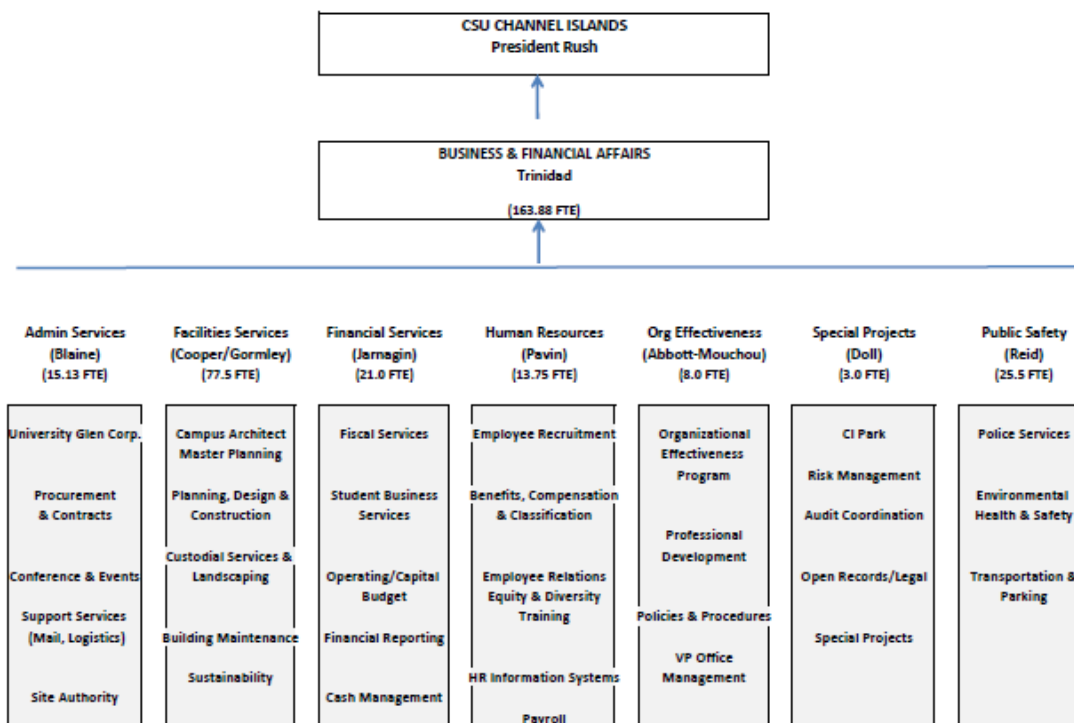
- Improve customer service
- Prepare for growth
- Share expertise and services
- Succession planning

- Create operations manuals
- Foster entrepreneurship
- Offer robust development opportunities
- Community building

- Document processes
- Implement on-line, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting

- Improve websites
- Increase the variety of communication tools – FAQ's, on-line news letters, annual disclosures, collaboration tools

Attachment 2 – Org Chart

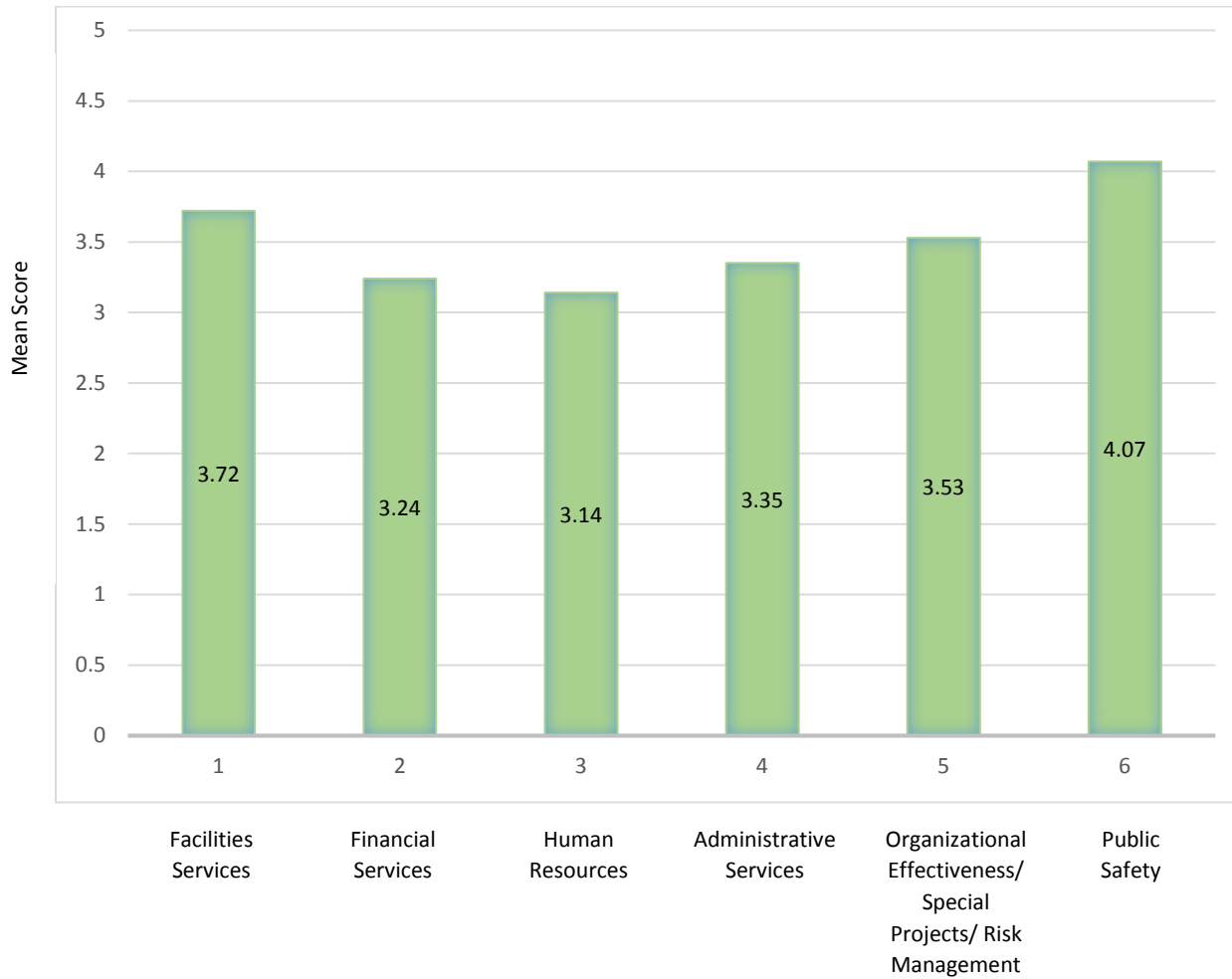


Oct-15

Division of Business and Financial Affairs – Key Indicators

Mean Score Rating: 5 = Excellent; 1 = Needs Improvement

Overall Performance of each Administrative Unit



PERMANENT REQUEST

Division

[illegible][illegible]

			FY16/17 Requested
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[illegible]

Fiscal Year 2016/2017 Budget Request Form

PERMANENT REQUEST

Division Business and Financial Affairs

Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
1	15,000	-	no	HR: Background Checks - Effective August 3, 2015, we are mandated by the CO to perform a background check on all new hires as well as students, independent contractors etc. who will be performing duties relating to sensitive positions. To date, in FY 15/16, current cost to perform backgrounds is over \$7,500.	Growth and mandate.						15,000

Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
1	54,192	1.00		Facilities Services: Administrative Analyst/Specialist - This position has typically been exclusively focused on capital project administration and funded through capital project budgets. As the campus moves to alternative methods of growing the physical infrastructure, the need for this position is still necessary and needs to be funded as a permanent position. This position is also intended to support other administrative duties for the department.	Realize Our Future: * Build infrastructure capacity * Seek, cultivate & steward resources both public & private * Leverage use of technology	This position provides day-to-day contracts and budget administration duties; performs administrative and technical duties related to design and construction management using department policies and procedures and department specific Construction Management software. Works independently under general direction assessing project budgets; prepares projects fund management reports and project status reports. Perform database programming to maintain Construction Management software. Reviews design specifications and prepares submittal logs and submittal schedules for contractors. Distributes and tracks submittals to ensure timely review by FS Administrators and outside consultants. Tracks large budgets in Projects with numerous funding sources. Complete CPDC forms for submission to Chancellor's office. Provides day-to-day direction to others in the office and will perform evaluations for student assistants and assist with goal setting.	1036	54,192	1	54192	

Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
1	38,400	1.00		Facilities Services: Drafting Technician I - As the campus continues to grow and our management of additional lands (east campus residential community, off campus sites), the need to support facilities staff with existing infrastructure documentation through management of the University's Facilities Link database is more critical than ever. This increase in information required to maintain the infrastructure and real assets requires a full-time permanent position. This position is currently on staff as a temporary position funded through capital project budgets, but as the focus transitions to increasing the database of documentation of existing assets, this position needs to be supported as a campus resource. The position could be partially funded through payments by the Site	Realize Our Future: * Seek, cultivate & steward resources both public & private * Leverage use of technology Infrastructure & Capacity Building	50% of the position salary should be reimbursed by the Site Authority for management of the common areas/infrastructure of Site Authority assets. This position works from detailed preliminary sketches or instructions and prepares simple construction or section drawings; assist in the preparation of working drawings and modify master college drawings to reflect as-built conditions of buildings, utilities or systems; perform simple calculations necessary to properly dimension drawings, determine simple lists of materials and the size and dimension of such things as storage cabinets and shelves to be installed in buildings. This position will support the department in execution of moves, renovations, and planning within the campus. They work with university architects, engineers, or project managers and are able to change existing drawings, create floor plans, and compose graphics to convey the design intent. This position researches, compiles and enters information into the University's Facilities Information System "Facilities link" database. And Maintains system data including campus maps, floor plans, building information, space codes, campus standards, fixtures and equipment	3023	38,400	1	38400	

Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
2	58,000	1.00		Financial Services: As the university continues to grow, and with the CSU's recent reporting requirements as well as recent delegation to the CSU and debt authority there will continue to be added needs within B&P. Up until FY2016 only 1 FTE was allocated, in FY2016 BFA re-allocated a position from Facilities Services and is currently looking at another re-allocation, however this will still leave the need for an analyst to be able to provide the day to day operations of the unit, which include Labor Cost Distribution, Budget Transfers, expenditure adjustments, chart of accounts maintenance, and peoplesoft Tree maintenance.	Realize our future	Budget Analyst O&M travel and office needs	5287	55,000	1	55,000	3,000

Fiscal Year 2016/2017 Budget Request Form

PERMANENT REQUEST

Division Business and Financial Affairs

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
2	40,000	1.00		Public Safety: This request is to add one Public Safety Officer to Dept. 420 funding.	Improve operational excellence, enhance resources.	Community Service Specialist	88209	38,000	1	38,000	2,000
						Minimum FTE staffing requirements for the PSO program are 160 hours weekly. The department is currently staffed to accommodate 120 hours. Deficit hours are covered with overtime and/or student assistants.					

						FY16/17 Requested					
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M
2	99,132	1.00		Facilities: Administrator II: Manager of Inspection Services - This position has been primarily focused on ensuring capital projects are built to code and permits, thus helping the campus realize our future. As the campus explores alternative development/funding sources to expand our infrastructure, this position is still required to provide inspection services for any construction project, either funded by the campus of a third party developer. The position also conducts all inspections for the Site Authority land and minor capital projects completed by Facility Services staff. This position should be moved to the General Fund.	Realize Our Future: * Build infrastructure capacity * Seek, cultivate & steward resources both public & private Infrastructure & Capacity Building	A portion of the workload for this position is to inspect capital projects on Site Authority land, which is reimbursable. The Inspector oversees the building permitting and inspection process for the campus, including Major Capital Outlay projects, Minor Capital Outlay projects, Job Order Contracts, University Glen residential and commercial improvements, tenant space improvements, and all renovations and repairs performed by in-house staff. Serves as the Certified Access Compliance Specialist, as required by Division of State Architect CASP program. This position reviews plans and CA building code requirements and ensures compliance. Reviews accessibility requirements and ensures compliance with ADA and CDSA requirements. Manages teams of Construction Inspectors and Special Construction Inspectors. And conducts on-site inspections to evaluate construction work in progress.	3312	99132	1	99132	

Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M	
2	48,454	1.00		Administrative Services: Administrative Support Assistant Class 1032 to perform general clerical functions for Procurement & Logistical Services. Duties would include absence management time keeping, travel authorizations & claims, budget maintenance, office supplies maintenance & ordering, requisition entry, meeting scheduling, work order entry, etc. (Currently there is no Admin Asst for the dept.) The addition of this position will free up staff with specialized skills to provide excellent customer service.	Improve Operational Excellence		1032	48,454	1	48,454		
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¹Description is for O&M; example Travel, supplies etc
Classification is for staffing, Tenure Track, Management, Respresented Staff

Grand Total - €	623,341	9.00								9.00	543,138	80,203
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FUND TF901			Budget 2016-2017
Code	Description	2 nd Description	Budget
504006	Parking Fines	Parking Fines	\$ (100,000.00)
	Revenue		\$ (100,000.00)
613001	Contractual Services	VCTC	\$ 50,000.00
613001	Contractual Services	PMB	\$ 14,000.00
613001	Contractual Services	Zip Car	\$ 36,000.00
613001	Contractual Services	Total	\$ 100,000.00
	Total Reimbursement		\$ (100,000.00)
	Total Operating Expenses		\$ 100,000.00
	Total		\$ -

FUND TG901			Budget 2016-2017	12/15 Act
Code	Description	2nd Description	Budget	
501112	Other Admin CAT 4	Rolling Fees	\$ -	
501108	Returned Check Fee	Returned Check Fees	\$ -	
	General Revenue		\$ -	
504003	Permit Other	Daily Permits	\$ -	
504005	Parking Meters	Meters	\$ (8,000.00)	-4914
504009	Space Rental	Lot Rental	\$ -	
504800	Prk Perm - Student Prk	Student Permits	\$ (1,330,000.00)	-670246
504801	Prk Perm - Faculty/Staff Prk	Faculty/Staff Permits	\$ (212,014.00)	-116731
504802	Prk Perm - Ticket Dispenser Rev	Dispenser Revenue	\$ (320,000.00)	-185618
504803	Parking Information Booths	Daily Permits	\$ (285.00)	-482
504808	Prk Perm - Motorcycle	Motorcycle permits	\$ (960.00)	-642
504809	Prk Perm - Student Housing	Student Housing Permits	\$ (253,500.00)	-126504
580090	Revenue - Other	Sponsored Guest passes/Live Scan	\$ -	
580090	Revenue - Other	External Events	\$ (10,000.00)	-11427
580090	Revenue - Other	Shuttle cards	\$ (29,000.00)	-15828
	Revenue - Other		\$ (2,163,759.00)	
580095	Cost Recovery From Auxiliaries	Auxiliary Events	\$ (5,000.00)	-9180
580094	Cost Recovery from 948	Campus Events	\$ (5,000.00)	-626
	Reimbursements - External		\$ (10,000.00)	
	Total Reimbursement		\$ (2,173,759.00)	
601201	23 Management & Supervisory	Porras	\$ 107,174.00	current amt 104052
601201 POS #	Management & Supervisory	Total	\$ 107,174.00	
601300	890 Support Staff	Haws, C	\$ 63,704.00	61848
601300	609 Support Staff	Inglis	\$ 47,327.00	45948
601300	1560 Support Staff	Linanes	\$ 42,049.00	40824
601300	120 Support Staff	Morales (on call)	\$ 11,330.00	11000
601300	748 Support Staff	Ibrahim	\$ 37,822.00	36720
601300	1546 Support Staff	Gannon	\$ 42,655.00	41412
601300	Stipend		\$ 10,775.00	
601300	2282 Support Staff	Solis	\$ 37,822.00	36720
601300 POS #	Support Staff	Total	\$ 293,484.00	
601301	Overtime	Total	\$ 10,000.00	
601302	Temporary Help-Employees		\$ -	
601302	Temporary Help-Employees	Total	\$ -	
601303	Student Assistants	CSO and Office	\$ 220,000.00	
601303	Student Assistants	Total	\$ 220,000.00	
603803	Fringe Benefits	Total	\$ 200,329.00	
604001	Telephone Usage	IT charges	\$ -	
604001	Telephone Usage	IT Phone Usage	\$ 3,060.00	
604001	Telephone Usage	Total	\$ 3,060.00	
605800	Cell Phone Usage	Porras	\$ 660.00	
605800	Cell Phone Usage		\$ -	
605800	Cell Phone Usage	Total	\$ 660.00	
605809	OPC Fuel	Total	\$ 2,500.00	
606001	Postage and Freight	Total	\$ 2,500.00	
606002	Printing	Total	\$ 15,000.00	
660003	Supplies and Services - Other	Bike Racks	\$ 35,000.00	
660003	Supplies and Services - Other	BioMetrics 4 All	\$ 300.00	
660003	Supplies and Services - Other	Buffums (Safe combo changes)	\$ 300.00	
660003	Supplies and Services - Other	Discretionary	\$ 81,104.82	
660003	Supplies and Services - Other	Total	\$ 116,704.82	
660090	Interest on Bonds and Notes	Loan #1	\$ -	
660090	Interest on Bonds and Notes	Loan #2	\$ -	
660090	Interest on Bonds and Notes	Total	\$ -	
660010	Insurance Expense	E408688 Truck	\$ 200.00	
660010	Insurance Expense	Event truck	\$ 200.00	
660010	Insurance Expense	E-51 event cart	\$ -	
660010	Insurance Expense	E-52 event cart	\$ -	
660010	Insurance Expense	E12 Villager	\$ 200.00	
660010	Insurance Expense	E15 Villager	\$ 200.00	
660010	Insurance Expense	ADA Cart	\$ 200.00	
660010	Insurance Expense	P3 Cart	\$ 200.00	
660010	Insurance Expense	P4 Cart	\$ 200.00	
660010	Insurance Expense	T3	\$ 200.00	
660010	Insurance Expense	T3	\$ 200.00	
660010	Insurance Expense	Think	\$ 200.00	
660010	Insurance Expense	Miles Electric Truck	\$ -	
660010	Insurance Expense	Total	\$ 2,000.00	
660025	OH Chancellor's Office	Total	\$ 10,233.00	10% increase
616003	Software over 5K	Total	\$ 18,000.00	
616905	Software under 5K (FMP)	VenTek	\$ 10,000.00	
606012	Software under 5K	Total	\$ 10,000.00	
660014	State Service charge for SRB	Total	\$ 165,000.00	10% increase
619902	Furniture/Equip under 5K	Total	\$ 5,000.00	
619902	Communications under 5K	Total	\$ -	
660826	Office Supplies	Total	\$ 3,000.00	
660828	Maintenance Contracts	Xerox	\$ -	
660828	Maintenance Contracts	RockWest Technology (shuttle printer)	\$ -	
660828	Maintenance Contracts	Identix	\$ 1,600.00	
660828	Maintenance Contracts	Westin Thomas (Radios)	\$ 2,500.00	
660828	Maintenance Contracts	Pacific Parking (All dispensers)	\$ 5,600.00	
660828	Maintenance Contracts	Total	\$ 9,700.00	
660831	Copier Usage	Total	\$ 1,500.00	
660832	OPC Chargebacks	Total	\$ 20,000.00	
612001	State Pro Rata Charges	Total	\$ 5,234.00	10% increase
613001	Contractual Services	VCTC	\$ 506,000.00	other \$50 out of F&F
613001	Contractual Services	Trolley	\$ 30,000.00	\$10K increase
613001	Contractual Services	Rating Agency Surveillance Fees	\$ 276.00	
613001	Contractual Services	Sintra Group	\$ 1,000.00	
613001	Contractual Services	Total	\$ 537,276.00	
617001	Service From Other Fund/Agency	Total	\$ 2,038.00	10% increase
660815	Clothing & Safety Equip	CSUEU allowance	\$ 1,050.00	
660815	Clothing & Safety Equip	CSO and Office	\$ 5,000.00	
660815	Clothing & Safety Equip	Total	\$ 6,050.00	
660816	Membership Dues & Fees	ACT (Rideshare)	\$ 375.00	
660816	Membership Dues & Fees	CCPA	\$ 100.00	
660816	Membership Dues & Fees	Total	\$ 475.00	
660817	Credit Card Processing Fees	Total	\$ 15,000.00	
660835	Cost Recovery - Expense	Admin Fees	\$ 288,000.00	\$150 OPC, \$58PD, \$80 Campus * waiting on final campus numbers
660835	Cost Recovery - Expense	Auxiliary Fees	\$ 21,737.59	
660835	Cost Recovery - Expense	Total	\$ 309,737.59	10% increase
660601	Travel In State	Travel (Rideshare)	\$ -	
660601	Travel In State	Travel	\$ -	
660601	Travel In State	Total	\$ -	
660009	Workshops & Conference Fees	Workshops/Conf (Rideshare)	\$ -	
660009	Workshops & Conference Fees	Workshops/Conf	\$ 600.00	
660009	Workshops & Conference Fees	Total	\$ 600.00	
660820	Business Meals/Hospitality		\$ -	
660824	Awards/Gifts	Total	\$ -	
607508	Vehicles over \$5k	Total	\$ 10,600.00	
660810	Desk-Laptop-Peripherals under \$5K	Total	\$ -	
670473	Transfer Out Same CSU Fund	Reserve transfer TG910	\$ 10,868.80	
670474	Transfer Out Same CSU Fund	Reserve transfer TG905	\$ 10,868.80	should be 150K - not enough revenue for this from proforma
671000	Transfer Out Same CSU Fund	Total	\$ 214,000.00	
	Total Reimbursement		\$ (2,173,759.00)	
	Total Salary/Benefits		\$ 830,987.00	
	Total Operating Expenses		\$ 769,025.82	
	Total Rentals and Leases		\$ -	
	Total Equipment		\$ 10,600.00	
	Total Facilities Expenses		\$ -	
	Total MOU/Chargeback/overhead		\$ 563,146.18	
	Total		\$ -	