“How does what I do make this a better place for CI students to learn and develop?”
I. ORGANIZATIONAL OVERVIEW
- STRUCTURE; STRATEGY MAP
- BUDGET SUMMARY
- DIVISIONAL FOCUS

II. DEPARTMENT / PROGRAMS
- CORE FUNCTIONS – STRATEGY MAP
- EFFICIENCIES; PROJECT HIGHLIGHT

III. CAMPUS-WIDE ISSUES
- WATER
- DEFERRED MAINTENANCE
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**
We transform the delivery of services through continuous improvement

**Vision**
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**
  - Improve customer service
  - Prepare for growth
  - Share expertise and services
  - Succession planning
- **Attract and Retain a Diverse and Talented Staff**
  - Create operations manuals
  - Foster entrepreneurship
  - Offer robust development opportunities
  - Community building
- **Enhance Resources**
  - Document processes
  - Implement on-line, web-based, self-service solutions
  - Streamline processes for timeliness and efficiency
  - Improve reporting
- **Enrich Communication**
  - Improve websites
  - Increase the variety of communication tools – FAQ's, on-line news letters, annual disclosures, collaboration tools
DIVISIONAL BUDGET SUMMARY FY 16

Operating GF: $19 million

Business & Financial Affairs
Distribution of Salary Categories FY16

- Non-Represented: 24%
- Represented Staff: 57%
- Management: 9%
- Salary Pool: 3%
- Shift Differential: 1%
- Student Assistants: 2%
- Stipends Bonuses Allowances: 2%
- Overtime: 2%

Distribution of Expense Categories

- Benefits: 29%
- Salaries & Wages: 58%
- O&M: 13%

Distribution by Unit

- Facilities Services: 45%
- Financial Services: 12%
- Admin Services: 7%
- Human Resources: 8%
- Public Safety: 18%
- VP: 8%
- Special Projects: 2%
# BFA DIVISIONAL BUDGET SUMMARY FY 16

<table>
<thead>
<tr>
<th>General Fund</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Requests - Total</td>
<td>$2.0 million</td>
<td>$1.7 million</td>
<td>$700,000</td>
</tr>
<tr>
<td>Permanent Funding Unit Requests</td>
<td>$1.4 million</td>
<td>$570,000</td>
<td>$172,000</td>
</tr>
<tr>
<td>Permanent Funding Requests to University</td>
<td>$183,000</td>
<td>$520,000</td>
<td>$114,000</td>
</tr>
<tr>
<td>Permanent Funding Allocated</td>
<td>$144,000</td>
<td>$500,000</td>
<td>$114,000</td>
</tr>
</tbody>
</table>

## Non-General Fund Budgets

### Auxiliaries Enterprise
- Parking - $2.3 million

### Auxiliary Organizations
- Channel Islands Site Authority - $30 million
- University Glen Corp. - $7 million
BFA DIVISIONAL FOCUS

LEAN SIX SIGMA AND ORGANIZATIONAL EFFECTIVENESS (OE)

- 400 STAFF TRAINED IN LEAN SIX SIGMA
- $565,000 IN EFFICIENCIES TO DATE
  - PROJECTS AND TRAINING
- 40 GREEN BELT STAFF
- ADDITIONAL COST AVOIDED: DIVISION REALLOCATIONS OF $650,000
- METRICS ESTABLISHED FOR UNITS

CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Special Projects & Risk Management Strategy Map 2015-20

Mission
We transform the delivery of services through continuous improvement

Vision
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

Special Projects & Risk Management Goals

Improve Operational Excellence
Attract and Retain a Diverse and Talented Staff
Enhance Resources
Enrich Communication

- Business Continuity Program
- Continue development of the MFD (copier program)
- Timely response to Public Records Requests
- Resource Management
- CI Park
- 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
- Share information
- Seek opportunities to gather info outside of the Division
- Further develop and maintain training workshop series
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Human Resources Strategy Map 2015-20

**Mission**
Create a consistently professional and cooperative environment that supports the University’s mission of enhancing student success. We will accomplish this by providing quality guidance and support to our faculty and staff, while delivering valuable employment services to our colleagues.

**Vision**
We are the recognized leader for the delivery of outstanding services

**Values:** Effective Communication • Professionalism • Diligence • Objectivity • Fairness • Trust • Respect • Confidentiality

**Value to Our Customers**
- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

**Human Resources Goals**
- Achieve Operational Excellence
- Recruit and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Continue implementation of PeopleSoft modules
- Redesign key processes
- Create staffing succession strategy
- Provide campus-wide training
- Market Training Program
- Develop on-line "how-to’s"
- Improve units websites
- Document procedures for HR/Payroll
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Public Safety Strategy Map 2015-20

Mission
We transform the delivery of public safety through continuous improvement

Vision
We are the recognized leader for the delivery of outstanding public safety 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 online, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting
- Improve websites
- Increase the variety of communication tools
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Facilities Services / Planning, Design & Construction Strategy Map 2015-20

Mission
Facilities Services and Planning, Design & Construction support CI by providing highest quality service by practicing excellent workmanship, exhibiting forward vision, using resources effectively and efficiently, and continuously improving the quality of service.

Vision
To provide clean, safe, functioning, and aesthetically pleasing facilities for the campus, where the campus community can fulfill the University’s mission.

Values: Excellence in Service - Valuing Our Colleagues - Continuous Improvement - Sustainable Performance Customer Service

Value to Our Customers
- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

Public Safety Goals
- Achieve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Infrastructure improvement for system reliability
- Plan for growth over the next decade
- Exceeding expected life cycles of buildings and equipment for best value
- Timely work order completion
- Provide an annual customer survey to receive feedback for improvement
- Offer skilled training and development opportunities
- Regular community team building exercises with staff
- Annual Employee Survey
- Enhance Standard Operating Procedures and Process Guidelines
- Develop sustainable strategies that improve our use of resources
- Encourage Process Mapping and Lean Strategy techniques to streamline processes
- Schedule safety and professional trainings and provide via a shared calendar
- Provide outreach to the campus community about how we support the University’s mission
- Increase the variety of communication through use of green screens placed around campus, informational website and interactive forms
- Continue to inform the campus of upcoming construction projects.
CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Financial Services Strategy Map 2015-20

**Mission**
Provide campus constituents innovative, technological business solutions focusing on integrity, quality service and professionalism while support the mission of the university

**Vision**
Employ competent business professionals who are innovative, resourceful, collaborative in facilitating the management of the University’s resources.

Values: Accountability • Employee Focus • Teamwork • Integrity • Excellence/Quality • Leadership • Transparency

**Value to Our Customers**
- Provide responsive service that reflects value
- Help to solve complex problems
- Ensure the safety of our community

**Financial Services Goals**
- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

- Implement systems to enhance business process
- Provide regular training and record for on-demand

- Establish clear goals and objectives for employees
- Establish performance standards
- Solicit feedback on 5 year plans to prepare for growth of the campus

- Automate financial reporting
- Implement paperless workflow
- Update/develop process manuals to accommodate changes

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

CSU Channel Islands

Wesley Cooper
Facilities Services

Safety...Teamwork...Excellence...Innovation...
.Stewardship...Sustainability...Integrity
TYPICAL RESERVOIR LEVELS

Lake Oroville - July 20, 2011

Lake Oroville - September 5, 2014
WHERE WE ARE

CHANCELLOR’S OFFICE REQUIREMENTS

- Chancellor’s Office (CO) tracking total water: potable plus recycled (plus well water where applicable)
- 10% reduction of total water by 2016 and 20% by 2020 compared with baseline*

*Baseline = 2013
STATE | LOCAL REQUIREMENTS

- CSUCI is required by the state to reduce our POTABLE usage 32%.

- Camrosa Water District publishes this goal and our performance on our monthly bills.

- Based upon this new mandate, CI is down 9.1% toward the goal of 32%.
Distribution of potable water usage by accounts


**DS+SUB** includes Islands and Lighthouse Cafes plus Student Union Building

**HRE** includes both Anacapa and Santa Cruz Villages;

**CP** is for the Central Plant;

**Balance of Campus** includes Administrative & Academic Buildings, Carden School, etc.
Facilities Resource Renewal Model (FRRM)

CSUCI

Building Deferred Maintenance and Backlog

October 2015
# FRRM Profile Data

## Building List

<table>
<thead>
<tr>
<th>No. / Type</th>
<th>Name</th>
<th>Year Built</th>
<th>GSF</th>
<th>#Floors</th>
<th>Location</th>
<th>CRV $(000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>011</td>
<td>Aliso Hall</td>
<td>2003</td>
<td>33,362</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPLEX</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus</td>
<td>Location</td>
<td></td>
<td>CRV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CI</td>
<td>MAIN-CI</td>
<td></td>
<td>$16,907</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Lighting System Ene
## Building Subsystem Data

<table>
<thead>
<tr>
<th>SubSystem</th>
<th>SubSystem %</th>
<th>Life Cycle</th>
<th>% Renewed</th>
<th>Renewal Date</th>
<th>Model Predicted Last</th>
<th>Actual Last</th>
<th>Model Predicted Next</th>
<th>Estimate Next</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.1 Roofing - Built-up, etc.</td>
<td>100</td>
<td>25</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2003</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>b.1 Building Exteriors (Hard)</td>
<td>100</td>
<td>30</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2003</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>c.1 Elevators and Conveying Systems</td>
<td>100</td>
<td>25</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2028</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.1 HVAC - Equipment/Controls</td>
<td>100</td>
<td>30</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e.1 HVAC - Distribution Systems</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2053</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f.1 Electrical - Equipment</td>
<td>100</td>
<td>25</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2028</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g.1 Plumbing Fixtures</td>
<td>100</td>
<td>30</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g.2 Plumbing Rough-in</td>
<td>100</td>
<td>70</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2073</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h.1 Fire Protection</td>
<td>100</td>
<td>40</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2043</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h.2 Fire Detection</td>
<td>100</td>
<td>20</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i.1 Built-in Equipment and Specialties</td>
<td>100</td>
<td>25</td>
<td>100</td>
<td>2003</td>
<td>2003</td>
<td>2028</td>
<td></td>
<td></td>
</tr>
<tr>
<td>j.1 Interior Finishes: Walls, Floors, Doors</td>
<td>100</td>
<td>15</td>
<td>90</td>
<td>2003</td>
<td>2003</td>
<td>2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>k.1 Interior Finishes: Walls, Floors, Doors</td>
<td>100</td>
<td>15</td>
<td>10</td>
<td>2003</td>
<td>2003</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## State Building Summary

### Campus Summary of Backlog, Renewal, CRV, and FCI

<table>
<thead>
<tr>
<th>CSU</th>
<th>GSF</th>
<th>Calculated CRV (000's)</th>
<th>Backlog (000's)</th>
<th>Average Annual Renewal (000's)</th>
<th>Average Annual Infra (000's)</th>
<th>FCI</th>
<th>Renewal/CRV (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CI</td>
<td>784,093</td>
<td>$285,820</td>
<td>$13,294</td>
<td>$3,910</td>
<td>$917</td>
<td>0.05</td>
<td>1.37%</td>
</tr>
<tr>
<td>Sub  Total</td>
<td>784,093</td>
<td>$285,820</td>
<td>$13,294</td>
<td>$3,910</td>
<td>$917</td>
<td>0.05</td>
<td>1.37%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>784,093</td>
<td>$285,820</td>
<td>$13,294</td>
<td>$3,910</td>
<td>$917</td>
<td>0.05</td>
<td>1.37%</td>
</tr>
</tbody>
</table>

Source: 9/30/2015

Reference Data - 2014

Subusage: 'STATE' 10.4
## Facilities Capital Improvement & Deferred Maintenance Plan – FY 2015-16

<table>
<thead>
<tr>
<th>Categories</th>
<th>Project Example Types (not exhaustive)</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Repairs</td>
<td>HVAC upgrades; sanitary sewer replacement</td>
<td>$1,317,000</td>
</tr>
<tr>
<td>Code-Driven Repairs</td>
<td>Bridge and road repairs; ADA repairs</td>
<td>475,000</td>
</tr>
<tr>
<td>New Space</td>
<td>Surge space planning</td>
<td>80,000</td>
</tr>
<tr>
<td>Improve Work/Study Areas</td>
<td>Carpet replacement; campus small projects; landscape drought upgrades; relamping; Grand Salon upgrades</td>
<td>404,000</td>
</tr>
<tr>
<td>Energy / Sustainability</td>
<td>Lighting retrofits; turf removal; cooling tower to recycled water</td>
<td>250,000</td>
</tr>
<tr>
<td>Planning Studies</td>
<td>CI Power; creek assessment; facilities condition assessment</td>
<td>228,000</td>
</tr>
<tr>
<td>Utilities Master Plan</td>
<td>Potable water leak detection; plumbing pipe replacement</td>
<td>240,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$2,994,000</strong></td>
</tr>
</tbody>
</table>

Note: Funding sources for above projects include both CI funds (GF - $1.0M and MSFT), Chancellor’s Office allocations/grants and carry-forward project funds.
Total GSF (gross square feet):

State 784,093 gsf | Aux 310,529 gsf | Combined 1,014,622 gsf (Sierra Hall not included)

Total Backlog: $47.8m (State only, including UMP (utility master plan) - all critical repair needs);

The annual amount needed to keep on top of just the annual renewal needs: $3.910m (State only – not including UMP), this will not help reduce the backlog.

Based on Deferred Maintenance funding standards – target is $3-4M; GF has funded approximately $1.0M; delta at $2 – 3M

Repercussions: critical failures; building shutdowns, cancelled class and/or relocations