

CSU CHANNEL ISLANDS

Division of Business & Financial Affairs

Strategic Resources Planning Committee

BUDGET OVERVIEW– October 23, 2015

*“How does what I do make this a **better place** for CI students to learn and develop?”*



AGENDA

I. ORGANIZATIONAL OVERVIEW

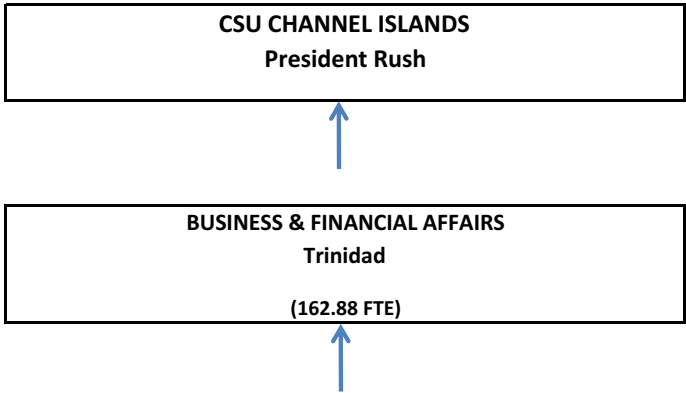
- STRUCTURE; STRATEGY MAP
- BUDGET SUMMARY
- DIVISIONAL FOCUS

II. DEPARTMENT / PROGRAMS

- CORE FUNCTIONS – STRATEGY MAP
- EFFICIENCIES; PROJECT HIGHLIGHT

III. CAMPUS-WIDE ISSUES

- WATER
- DEFERRED MAINTENANCE



	Admin Services	Facilities Services	Financial Services	Human Resources	V.P./Org. Effectiveness	Special Projects	Public Safety
	(Blaine)	(Cooper/Gormley)	(Jarnagin)	(Pavin)	(Abbott-Mouchou)	(Doll)	(Reid)
	(15.13 FTE)	(78.5 FTE)	(21.0 FTE)	(13.75 FTE)	(4.0 FTE)	(3.0 FTE)	(25.5 FTE)
Staff	4	8	8	2	1	0	4
Students (HC)							
	University Glen Corp.	Campus Architect Master Planning	Fiscal Services	Employee Recruitment	Organizational Effectiveness Program	CI Park	Police Services
	Procurement & Contracts	Planning, Design & Construction	Student Business Services	Benefits, Compensation & Classification	Professional Development	Risk Management	Environmental Health & Safety
	Conference & Events	Custodial Services & Landscaping	Operating/Capital Budget	Employee Relations Equity & Diversity Training	Policies & Procedures	Audit Coordination	Transportation & Parking
	Support Services (Mail, Logistics)	Building Maintenance	Financial Reporting	HR Information Systems	VP Office Management	Open Records/Legal	
	Site Authority	Sustainability	Cash Management	Payroll		Special Projects	

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

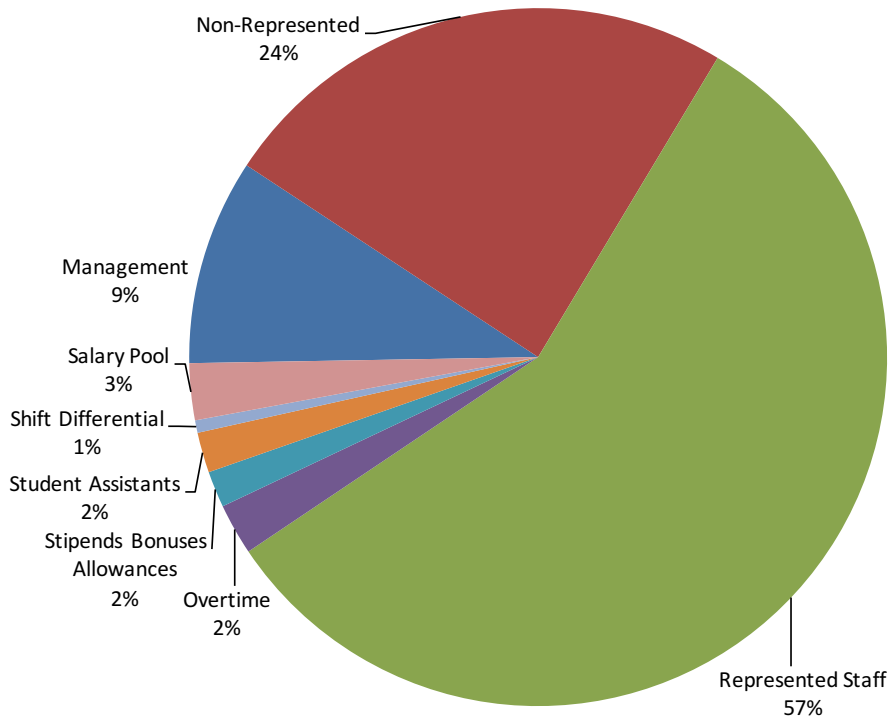
- Document processes
- Implement on-line, web-based, self-service solutions
- Streamline processes for timeliness and efficiency
- Improve reporting

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

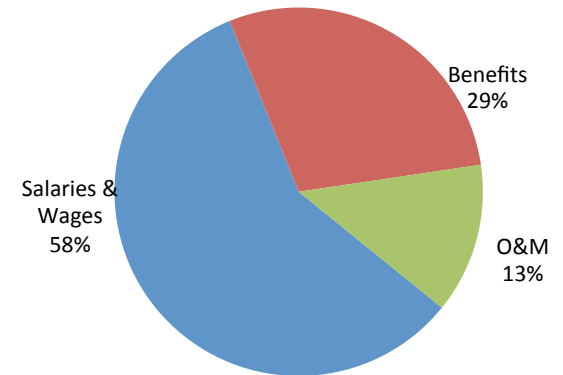
DIVISIONAL BUDGET SUMMARY FY 16

Operating GF: \$19 million

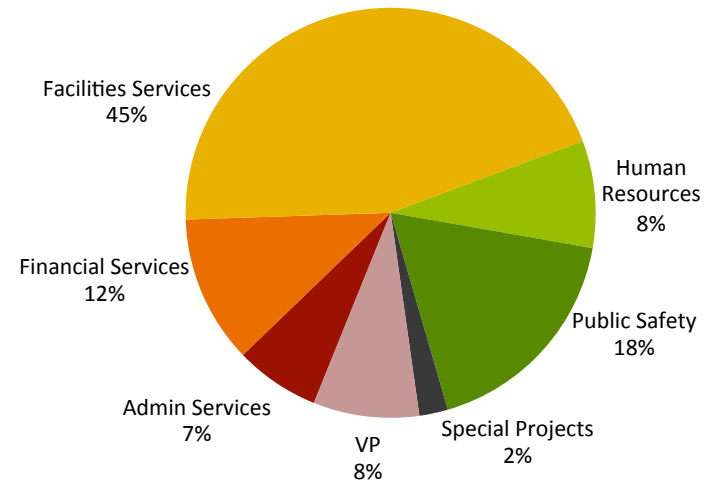
**Business & Financial Affairs
Distribution of Salary Categories FY16**



Distribution of Expense Categories



Distribution by Unit



BFA DIVISIONAL BUDGET SUMMARY FY 16

General Fund	Unit Requests - Total	Permanent Funding Unit Requests	Permanent Funding Requests to University	Permanent Funding Allocated
2013-14	\$2.0 million	\$1.4 million	\$183,000	\$144,000
2014-15	\$1.7 million	\$570,000	\$520,000	\$500,000
2015-16	\$700,000	\$172,000	\$114,000	\$114,000

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



<http://www.csuci.edu/vpbfa/vp-business-and-financial-affairs/>

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	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

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	Vision
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.	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	Vision
We transform the delivery of public safety through continuous improvement	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 on-line, 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

- Facilitate Student Success
- Provide high quality education
- Realize our future

Organizational Effectiveness Program Strategy Map 2015-20

Mission	Vision
We provide staff development, employee engagement, change management, and Lean Six Sigma.	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

Provide organizational and leadership consultative services

Organizational Development Program

Improve Operational Excellence

Attract and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication

- Improve customer service thru FISH! Philosophy
- Prepare for growth thru identifying shared services opportunities & CI2025 team
- Share expertise and services

- Foster entrepreneurship
- Offer robust Professional Development opportunities Engage intern
- Community building –on campus & community

- Work w/ Conf/Events to ensure shared service model
- Drive Lean Six Sigma at CI: Improve processes and increase efficiencies

- Use CI's top marketing tools to increase communication about OE 7 PD activities

CI 2015-20 Strategic Priorities

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

Professional Development Strategy Map 2015-20

Mission	Vision
The mission of the Professional Development Program is to provide individuals with growth and development opportunities through a continuously improving program that enhances their sense of engagement in worthwhile, meaningful work.	We are the recognized leader for the delivery of outstanding services to our campus community
Values: We value a People-Centric perspective that includes: Teamwork • Diversity • Integrity • Trust & Respect • Dedication • Collaboration • Pride • Accountability	

Value to Our Customers

We provide responsive, flexible and dependable services that reflect value

We ensure our community understands the application of regulations and rules

We help solve complex problems by providing a range of development opportunities

Goals

Achieve Operational Excellence

Recruit and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication

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

- Create training and 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

CI 2015-20 Strategic Priorities

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

<u>Mission</u>	<u>Vision</u>
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.	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	Vision
Provide campus constituents innovative, technological business solutions focusing on integrity, quality service and professionalism while support the mission of the university	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

CI 2015-20 Strategic Priorities

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

Administrative Services Strategy Map 2015-20

Mission	Vision
Enhances the educational mission of CI by delivering a variety of high quality services that are knowledge-driven, flexible in approach, fiscally responsible, and entrepreneurial in spirit	We are the recognized leader for the delivery of outstanding services
Values: People • Learning • Teamwork • Integrity • Respect • Excellence/Quality • Leadership • Accountability	

Value to Our Customers

Efficient and effective operations with continuous expansion of services and operational improvements

Foster employee growth performance standards

Technological solutions that support business services.

Adequate reserves to support existing services and facilities.

Administrative Services Goals

Improve Operational Excellence

Attract and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication

- Outstanding Customer Service
- Create and maintain process guides
- Develop Shared Services Office

- Professional Development Opportunities
- Promotional opportunities for staff
- Cross training

- Implement electronic signatures where appropriate
- Islands Café expansion to support growth

- Increase workplace communication and development
- Homeowners Advisory Council
- Utilize CI Alert and nextdoor.com

Water Status

CSU Channel Islands

Wesley Cooper
Facilities Services



TYPICAL RESERVOIR LEVELS



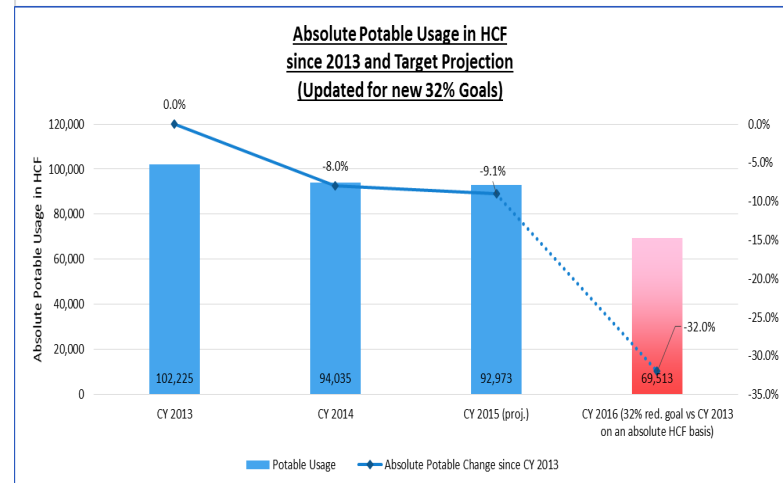
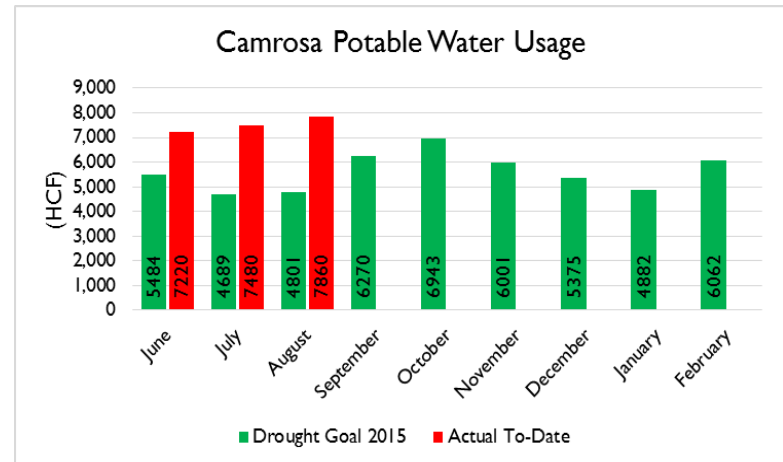
WHERE WE ARE CHANCELLOR'S OFFICE REQUIREMENTS

- 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

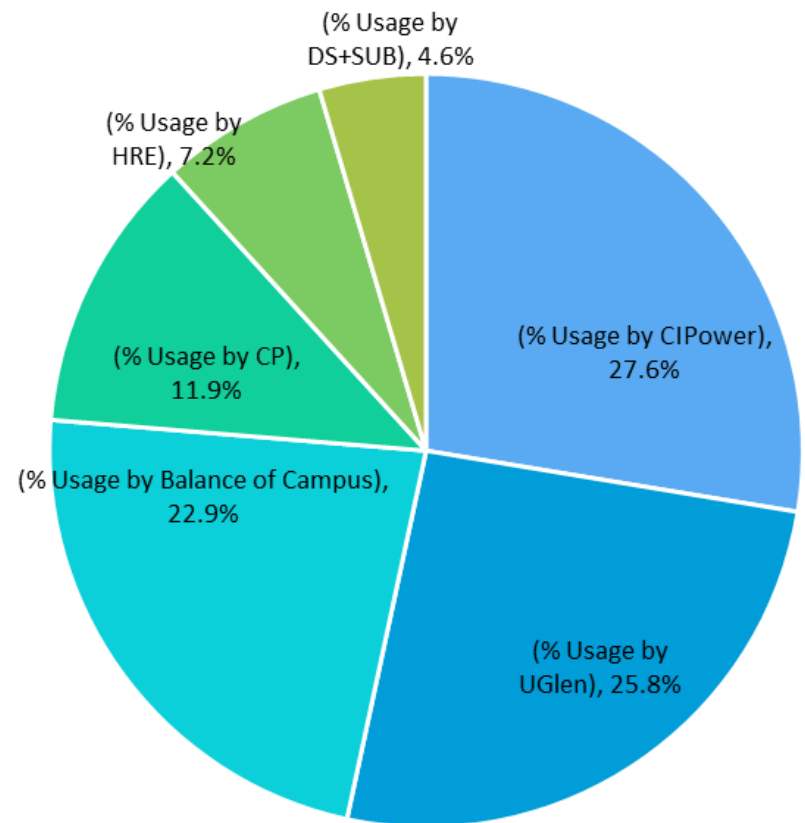
STATE | LOCAL REQUIREMENTS

- 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%.

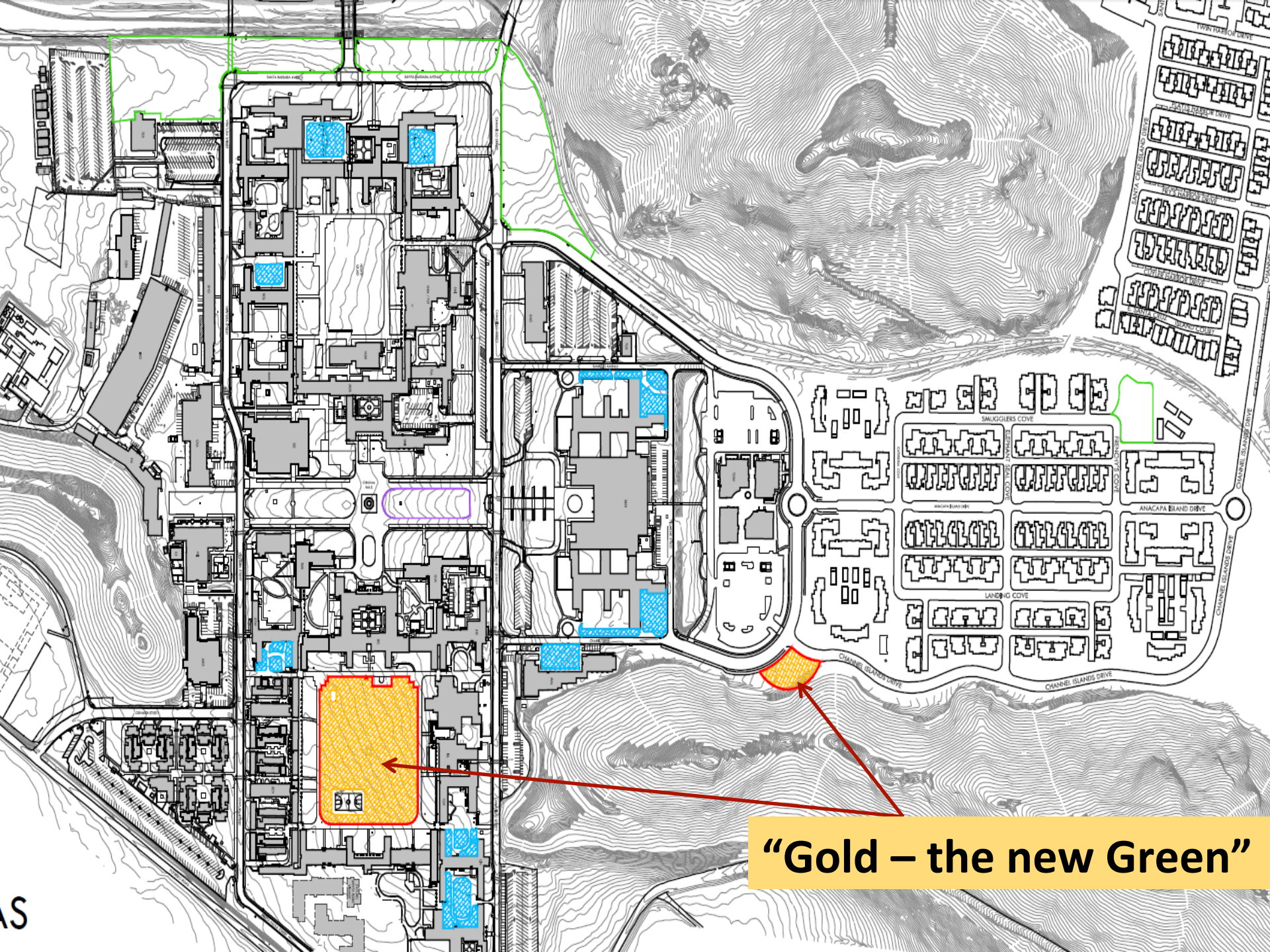


CURRENT STATUS

- Distribution of potable water usage by accounts
- Averaged over FY 2013-2014 and 2014-2015.
- **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.



Average % Usage 2013 - 2015



"Gold – the new Green"



Facilities Resource Renewal Model (FRRM)

CSUCI

Building Deferred Maintenance and Backlog

October 2015

FRRM Profile Data

Select a Building

Building List Sort By ☒ Name ☐ Number 011 Aliso Hall

No. / Type	Name	Year Built	GSF	#Floors	
011	Aliso Hall	2003	33,362	2	*Lighting System Ene
COMPLEX					
Campus	Location	CRV \$(000's)			
CI	MAIN-CI	\$16,907			

Building Subsystem Data

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

State Building Summary

CAMPUS SUMMARY OF BACKLOG, RENEWAL, CRV, and FCI

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CSU	GSF	Calculated CRV (000's)	Backlog (000's)	Average Annual Renewal (000's)	Average Annual Infra (000's)	FCI	Renewal/CRV (%)
CI	784,093	\$285,820	\$13,294	\$3,910	\$917	0.05	1.37 %
Sub Total	784,093	\$285,820	\$13,294	\$3,910	\$917	0.05	1.37 %
TOTAL	784,093	\$285,820	\$13,294	\$3,910	\$917	0.05	1.37 %

Source:
Reference
Data -
2014

9/30/2015

Subusage: 'STATE'

10.4

FACILITIES CAPITAL IMPROVEMENT & DEFERRED MAINTENANCE PLAN – FY 2015-16

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

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.

Need for Capital Investment

Total GSF (gross square feet):

State 784,093 gsf | Aux 310,529gsf | Combined 1,014,622gsfm (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

Questions

