

PRELIMINARY

2014-15 Division Budget Priorities

Division: Business and Finance

General Comment on Priorities of the Division

This is the second year of funding following the passage of Proposition 30. As the university begins to come out of its freefall of budget reductions, critical issues emerge that require focused attention if the campus is to position itself to begin to grow again and to achieve even some of the key goals of its long delayed strategic plan. Like other divisions, Business and Finance has felt deeply the cuts over the past several years and has tried to maintain bare minimum levels of service in spite of weathering reductions in staff and positions. Now, it must focus on the key themes of insuring the security of the campus as it begins to grow, shoring up the neglected infrastructure as we reach the critical fifty year mark of our existence, coming to grips with aging technological infrastructure, readying ourselves for the possibility of emergencies and threats to the campus community, and shoring up the actions taken last fiscal year. The division priorities are critical to maintaining a functioning university where operations are stable, where students and faculty can accomplish the mission of teaching and learning, and where it is safe for all who visit, work or study on the campus. These are not the only priorities of the division but they are the most pressing for the division and for the campus.

Priorities

Priority 1: PUBLIC SAFETY

Strengthen Campus Public Safety to accommodate growth in student population by increasing the number of uniformed Campus Peace Officers, night community service officers, and upgrading critical police equipment.

Over the past five years the campus police force has been reduced to its current size. Currently the number of uniformed peace officers is ~ 12 (including the chief). During this period, campus enrollments dropped from 7300 FTE to 6665 FTE but now enrollment has increased again to nearly 7200 FTES. During the period of major budget cuts, no uniformed peace officers were eliminated but in fact no new FTE uniformed peace officers were added. Instead, as a stop gap measure, efforts were made to partner with the neighboring communities of Turlock and Ceres, and while there have been some benefits to that cooperation when enrollments were lower, there is clearly a need to increase the number of uniformed peace officers now to accommodate the increased numbers of students. In addition to peace officers, it will be important to provide funding for one dispatcher position that was cut during the budget cuts. A review of other campuses of similar size and student population shows that the number of uniformed peace officers lags behind all of them. CSU Sonoma currently has 14 uniformed peace officers and CSU Channel Islands and Monterey Bay each have 15 uniformed peace officers. These campuses have environments similar to ours with similar community profiles.

The intention is to increase staffing but not try to completely match staffing levels of these other campuses. However, there is a need to provide increased support for increased Title IX efforts on campus and to diminish the level of risk of crime on the campus.

Students who take classes in the evenings, have come to rely on the availability of campus night shuttles and safety escorts. In order to maintain the level of services it is necessary to add one community service officer to the night safety program to provide security for our students and others on campus who are here after dark.

Modern law enforcement requires ever increasing levels of technology from communications gear to computers, and crime analysis equipment. In order to maintain operational partnerships with neighboring communities, it is imperative that Public Safety maintain its technology at a compatible level with these partners. Public Safety makes a concerted effort to obtain very favorable pricing for all needed equipment. However, there is a need to have funds to upgrade equipment when it is prudent or necessary.

Actions Needed:

1. Add two full-time peace officers and partial funding for two other officers bringing the department total to 14 uniformed peace officers.
2. Provide funding for one full-time dispatcher.
3. Strengthen night security for students on campus after dark in the shuttle service and evening safety escort services.
4. The role of technology in law enforcement is becoming more and more important. Funds are needed to keep our communications and other equipment up to current standards.

Funding:	base	___
	one-time	___
	both	<u>X</u>

Priority 2: FACILITIES

Provide funding to continue to address critical campus deferred maintenance needs, which could potentially impact our campus in a very negative way. Provide funding for modernizing and maintain technology. Add Grounds/Custodial position to improve operations.

There continues to be many critical life / safety systems on campus that have issues that must be addressed immediately with whatever small amount of funds that are in the Facilities Operations budget at the time. There are many other pieces of equipment on campus that support the life /safety systems. Failure of any of this campus equipment has critical impacts on the campus, such as building evacuations, class cancellations or relocations, and the shut-down of various operations. It will take many years to catch up with all the known deferred maintenance needs on campus, but some examples of equipment that has reached its life expectancy and could start

to be addressed with continued funding are chilled and hot water distribution lines, air handlers, and electrical transformers and switches. Major building or infrastructure components that need replacement are roofs, loading zone and access roadway paving, and Library flooring. This is a request for the campus to provide another year of one-time funding to address the irrigation and other critical life-safety needs of the campus. Failures in some of these major systems could bring the campus to a serious emergency situation or even result in campus shutdown. Facilities continues to search for outside funding from the State or from the Office of the Chancellor but funding for facilities new and existing is difficult to find.

The current Landscape and Custodial manager has 30 direct reports, plus hourly intermittent employees. Adding a Custodial Supervisor would help with direct supervision of 16 custodians. This is still a large number of direct reports. This position would also be able to perform daily checks on building sanitation to better address our campus needs and service.

The cost of State and Federally mandated contracts to meet code compliancy continued to rise. Under our mechanical and maintenance division we have annual maintenance contracts for critical life/safety systems, including: elevators, fire sprinkler, fire alarms and fire pumps/risers. The amount of time in-house staff is required to spend on this equipment has also increased, much of which can be attributed to the age and increasing complexity of these systems.

Actions Needed:

1. Continue to address critical deferred maintenance projects that could have significant impact on the campus community including: Main Dining Air Handler Replacement; Irrigation Controls Replacement; Main Dining & Library Roof Replacements; Library Flooring Replacement
2. Provide Custodial supervisor to focus on improvement of service, and grounds operations.
3. Computerized systems such as the energy management, fire alarm, maintenance management, and irrigation controls have rising annual costs for licenses, upgrades, etc. In addition, cost escalations for maintenance contracts have not been addressed since 2007/2008. Examples of maintenance contracts are elevator and fire protection.

Funding:	base	___
	one-time	___
	both	<u>X</u>

Priority 3: OIT

Technology is a key factor in the rate of the progress that the university will be able to make to achieve its strategic goals. Improving basic technology through Telephone System Replacement, Improvement in Learning technology, increasing staffing in Learning Services, and Restructuring benefits for non-state funded staff.

During the worst part of the budget cuts, OIT was asked to move critical employees to non-state funding sources. As a result there has been an imbalance in the benefits funding for these

employees since that change. The source of OIT funding during the last fiscal year was switched from the state general fund to a combination of the general fund and an OIT trust account which is largely supported by the revenue generated through the Clearwire EBS lease proceeds. This had the effect of reducing the OIT general fund budget by over \$1.3 million. Salaries for the OIT MPP employees were shifted to the trust account. Unfortunately, this had the unintended consequence of causing the benefits for these employees to also be charged to the trust account, rather than the university-wide account which is intended to fund these expenses. The impact of this was an unanticipated (and still continuing in the current fiscal year) additional cut of approximately \$200,000 to the OIT budget. It is important that this amount of general funding be provided to the OIT budget to address this unintended consequence.

CSU policy requires the campus to have an Information Security Officer to manage the process of securing campus information assets. This role was previously held by the former Director of Information Services within OIT until his retirement. This arrangement was not optimal, and does not meet the most recent system recommendation that, in order to avoid conflicts of interest, the position be held by someone not having direct responsibility for IT operations. If not funded or assigned more effectively, the campus will experience an increased risk of security breaches and be subject to audit findings.

Permanent funding for a Media Production Specialist II is requested. Demand for video services has dramatically increased in recent years. Video recordings of meetings of committees such as UBAC are now taken for granted; requests for recording special events have become routine. This position will assist with providing the capacity to offer these services, while continuing to meet the primary mission of supporting distance learning classes at the Stockton Center, production of online course materials, and support for faculty classroom instruction in Turlock.

Our campus phone switch is "old" and represents a cost in terms of both operational efficiency and maintenance as well as a risk to the campus.. As the system ages our risk of failure continues to increase exposing the campus to the possibility of outages and other disruptions. The long-term strategy of most CSU campus data centers is to shift operations into cloud-based services to the maximum extent possible. The telephone system is the largest single item of equipment in the data center, and the most difficult to relocate. Moving its functions to a cloud provider of VoIP telephone services would address the most difficult part of freeing the space for future reconstruction and would significantly reduce our annual operating costs for environmental control of the data center.

The campus is implementing a new travel system called Concur. It will benefit all departments and university travelers by providing a modern automated and updated travel system. This should save many people on campus lots of time in planning for and accounting for trips. The system requires ongoing funding for maintenance and operations.

Actions Needed:

1. Provide General Fund Benefits funding for OIT staff removed from general fund during early budget cuts.

2. Provide General Funding for Information Security Officer. Need to acquire new phone equipment for campus users and provide for ongoing expenses of equipment and maintenance.
3. Provide General Funding for Media Production Specialist II.
4. Provide One-time General Funding for Phone System Acquisition and ongoing maintenance differential.
5. Provide General funds for Acquisition and annual maintenance of Concur Travel System.

Funding:	base	—
	one-time	—
	both	<u>X</u>

Priority 4: EMERGENCY PREPAREDNESS, SAFETY, AND RISK MANAGEMENT

Office of Emergency Preparedness, Safety and Risk Management has been asked to increase its presence and activities to identify, mitigate and support other campus units in the reduction of risk during times of emergency and ongoing operations. Additional staffing is necessary to allow this organization to function in all areas being required by campus.

In 2009 the Campus Safety and Risk Manager left the campus. Duties were given to the Safety and Risk Coordinator in Public Safety on a short term basis given the severity of the budget cuts occurring on campus. Since that time new mandates from the State and the Chancellor's office and the additional priorities of our new President with regard to campus safety and security have significantly increased the awareness, and activities associated with campus risk and safety. It is no longer possible to provide adequate support to the campus in the areas required with the staff and structure of this office as it currently exists. We need to enlarge the staff properly to accomplish newer tasks of business continuity planning, environmental health, emergency preparedness, laboratory inspections, etc.

One new area of Business Continuity affects the entire campus and defines in an overall university plan how the campus would deal with likely and even some less likely emergencies. Plans have begun to be developed but the burden of doing the work has fallen on the departments. Recently a ninety day temp was hired to help departments, colleges, and divisions prepare their initial plans. We need to make this position permanent to allow the campus to maintain its BCP and help the entire campus community be aware of what should be done in the event of a campus wide emergency.

Currently our EPRM staff must do much of their own preparations for training and operational communication. The number of activities has become great enough to suggest that the addition of an administrative assistant would help relieve the work of the technical folks to spend more time on critical safety related activities and not on administration. We also need operating funds to work on specialized training programs for students, faculty and staff.

As the campus evolves in the biological sciences and chemical sciences, there is a need to have a more robust environmental health and safety program. We need staff to begin to work with departments and develop lab inspection programs, and other safety programs to protect students and faculty.

Actions Needed:

1. Add Business Continuity Coordinator.
2. Provide operating budget to allow the group to prepare for and carry out critical tasks for the campus community and maintain safety and risk systems.
3. Add Administrative Assistant to support technical professionals in plan development and operations
4. Provide funding for Environmental Health and Safety Coordinator.

Funding:	base	___
	one-time	___
	both	<u>X</u>

Priority 5: BUSINESS SERVICES / BUDGET

During the previous budget cycle, provisions were made to provide funding for an accountant and for a budget analyst. This funding was provided on a one-time basis.

An accountant position was authorized for hire in the previous budget cycle and funding was provided for two years. This additional position is critical to reducing staff workload in both Accounting and Budget and ongoing funding is necessary to keep it in place.

Actions Needed:

1. Provide base funding for Accountant
2. Provide base funding for Budget Analyst.

Funding:	base	<u>X</u>
	one-time	___
	both	___