

FISCAL YEAR 2017 – 2018 BUDGET REPORT



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FOREWORD

Purpose/Use of this Document

This presentation of the San Francisco State University budget is prepared primarily for the campus community in the spirit of transparency. It also may be used in support of grant applications, recruiting senior administrators, and providing information in response to inquiries from the media, auditors, professional associations, accreditation teams, NCAA eligibility and compliance teams. The last page provides information on how to contact the university budget administration and operation office with your comments regarding the usefulness of this document and any suggestions as to its enhancement.

Scope of Information

This report reflects the Fiscal Year (FY) 2017-18 university budget information as of July 1, 2017. Changes to the university's budget subsequent to this date will be reflected in the university FY17-18 revised budget and quarterly revenue and expenditure reports. The budget document provides details on the current fiscal year from an overall university perspective, as well as more in-depth information specific to each division or service groups.

Budget Comparison and Analysis

While comparisons of budget from one fiscal year to another are useful, it is important to note that organizational and/or operational changes may impact comparison of multi-year financial data. This report format provides some historical context for understanding variances of spending against the prior year plan and changes reflected in the current plan. Detailed information regarding the history of organizational specific shifts may be necessary to draw accurate and meaningful conclusions. One additional fact to consider is the state of California's changing economic conditions.

Distribution of this Document

This report will be accessible on the university budget operation and administration office web site.

EXECUTIVE SUMMARY

I am pleased to submit the San Francisco State University Fiscal Year 2017-18 Budget Plan for your approval. The Budget Plan is comprised of two parts. The first part is the Consolidated Budget for Operations Plan, which includes all of the anticipated state allocations, operating revenues and expenses for FY17-18. The second part is the Capital Plan and Budget, which is set in the framework of a multi-year Capital Plan.

The following bullet points are intended to provide context for the decisions reflected in this memo, including anticipated Student Success Graduation Initiatives 2025 (SSGI) funding, current and forecasted California State University (CSU) allocations to SF State support for enrollment and associated tuition adjustments, and the projected outcomes of current contract negotiations.

- 1.** As some of you all know, the FY17-18 general fund budget was allocated based on the FY16-17 actual general fund expenditures. This differs from prior incremental budgeting, which is typical across the CSU, in that it addressed the structural deficit we've been experiencing for the past few years, and also aligned our budget planning with our expected revenue.
- 2.** SF State revenue has increased, but that's the case only for the tuition increase portion of our revenue. We did not receive additional general fund support for the enrollment increase from the CSU. Over the past several years, SF State has been spending at our Chancellor's Office established enrollment target, but we have missed the revenue targets by approximately \$14M (for the last three fiscal years) as a result of the gaps in enrollment.
- 3.** The gap between our spending (based on 24,099 full-time equivalents (FTEs)), and our revenue performance (less than 24,099 FTEs) has resulted in the cumulative deficit noted above. These deficits have been covered with carry-forwards (one-time funds), but as we become more precise about all funds budgeting to actuals, there will be less available to cover future deficits.
- 4.** As we begin to plan for the future, the FY16-17 carry-forward funds were permitted to remain with the Cabinet areas, some as encumbrances against prior commitments and others for earmarks defined by each Cabinet area. These carry-forward funds are one-time dollars; they are neither available to fund permanent positions, nor to fund recurring expenses. In addition to the budget plan, there are carry-forward or trust funds, which may be languishing in various accounts and not being put to good use. Through the financial review period, we will analyze these types of funds in order to ascertain their balances, or best use, either for campus priorities or for the bridging of one-time expenses.

5. In order to provide a complete picture, for the first time, we have included recommended funds (lottery, instructional-related activities, miscellaneous trust, and indirect costs) as part of the overall budget planning. Changes in campus fees and cost recovery have had a notable impact on our ability to sustain some programs or manage declining resources.

6. Given the large number of organizational changes planned toward the end of the summer, the Budget Administration and Operation office has made adjustments to relevant allocations, based on what they know about restructuring, group movements, additions, or reductions.

- Each adjustment has been extensively discussed, but there may still be necessary corrections. Please have your budget analyst work with the Executive Director of Budget Administration and Operation office and her team on updates.

In addition to the above, we are continuing our priorities for SSGI and budget transparency. We will be carefully monitoring outcomes in these areas and making funding allotments in accordance with our collective decisions in these arenas:

a. SSGI 2025, Priority 1 has been allocated in the amount of \$2.1 M, primarily in Academic Affairs and Student Affairs & Enrollment Management. The money has been committed, and funds will be allocated upon hire or for expenditures.

b. The Budget Academic Committee (BAC) in Academic Affairs is working diligently toward a marginal cost of instruction model that will help us clearly understand the instructional expenses by course type and establish future budgets by college enrollment. Simultaneously, Administration and

Finance is benchmarking various positions across the entire campus, both against the CSU and national competitors, which will enable better staff planning at various enrollment levels.

7. While we do not anticipate dramatic personnel actions, here are a few points:

a. We should begin planning for the campus to cover additional negotiated compensation increases, which may range from one to three percent of the relevant salary base. Two bargaining units have declined to extend the current expired contracts, which signal a hard line on salary holdouts, yet the CSU authorization for bargaining outcomes is estimated at approximately two percent.

b. It is critically important to carefully assess and plan for any new positions during the budget process and throughout the year. From a campus perspective, the Chancellor's Office has not maintained adequate funding for our health, retirement, and other benefits costs, and only does so retroactively. This has placed a further burden on the

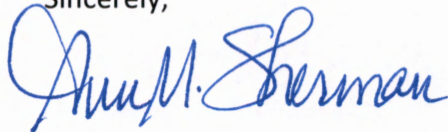
campus with regard to expenses, and it has created an additional level of complexity to the campus financial planning process.

8. The Consolidated Operating Budget includes \$542 million in revenue funds and a balanced expense side. FY17-18 is the first year where the university has taken on an all-funds budgeting approach. The general fund operating budget includes \$364 million in general funds, \$208 million of which flows to the academic colleges in accordance with a previously agreed-upon allocation. After other transfers and adjustments, \$85 million remains in general funds, which is to be allocated to other Cabinets. The rest is held central for other campus mandatory costs. The general fund operating budget revenues are expected to grow by four percent over FY16-17 actual results, driven principally by the tuition increase. The remaining \$178 million in revenue funds is comprised of self-support and auxiliary enterprises.

9. The Capital Budget calls for \$64 million in expenditures in FY17-18. These expenditures are in support of a five-year Capital Plan that, if fully completed, would require \$1.5 billion in total project funding. Principal expenditures next year will be directed to the Broadcast and Electronic Communication Arts (BECA) new building, Romberg Tiburon Center (RTC) seismic reinforcement (\$2.6 million).

We appreciate the opportunity to submit the FY17-18 Budget Report. We have taken great care in preparing this report for your consideration. I would like to provide a special thanks to my budget team and executive office staff who worked diligently to prepare the budget we present to you today. I look forward to the opportunity to discuss.

Sincerely,



Ann M. Sherman
Vice President, Administration and Finance and CFO (Interim)

STRATEGIC PRIORITIES

With the launch of the Student Success Graduation Initiatives 2025 (SSGI), the university's strategic priorities are clear. We seek to leverage our unique capabilities to address some of the most crucial problems. The response of the SF State community in supporting this effort has been positive. As we developed the budget, the role of SSGI was central to our planning in several aspects. First, we worked with the Provost and VP's to identify how their budget requests fit with the strategic goals. Second, as funds became available we allocated general funds on a one-time basis this year and permanent base for the following years. Third, we aimed to provide adequate support to University Advancement to continue addressing our key fundraising priorities. Throughout this document we will refer back to these planning initiatives and attempt to reflect our budget priorities within them. In addressing the campus master plan efforts, a new cabinet, University Enterprises has been developed to provide the necessary leadership in development, implementation, and funding opportunities of the five year, SF State capital plan.

BUDGETARY PRIORITIES

Budget priorities are aligned to support the university's strategic initiatives, as well as for a number of key objectives necessary to maintain the ongoing operation of the university. The most notable priorities reflected in the FY17-18 budget are:

2025 Student Success and Graduation Initiatives

Student Success at SF State means holding our students to high expectations and offering them the support they need to reach them. As a campus with a social justice mission at our core, we maintain excellence and equity to be fundamental and interlinking values: we want to see our students graduate with degrees that represent learning experiences of the highest possible quality, inclusive of all of our students. Toward these ends, our campus plan is structured around six strategies:

1. Improved course availability and curriculum
2. Coordinated, intrusive and strategic advising
3. Broad accessibility and visibility of student success data
4. High-quality student experience in the first year of college for incoming freshmen
5. Effective, targeted support services to achieve educational equity (directed specifically at our first-generation, low-income and underrepresented students, with special attention to men of color); and
6. Short- and long-term planning for faculty hiring and development tied to curricular need and student success.

Campus graduation initiatives 2025 goals:

1. Four-year Freshman graduation rate at 33%
2. Six-year Freshman graduation rate at 69%

3. Pell Grant Closing freshman at 0%
4. Four-year transfer graduation rate goal at 86%
5. Two-year transfer graduation rate at 49%
6. Underrepresented minority (URM) gap closing Freshman at 0%

<http://studentsuccess.SF State.edu/content/graduation-initiative-2025-goals>

Total Compensation, Recruitment, and Retention

Perhaps the most critical issue in the budget process was maintaining our market position for faculty and staff. We faced strong competition in attracting and retaining new faculty and staff. In this highly competitive market place we allocated almost \$5 million in incremental funds for newly negotiated general fund salary increase, retention, and related faculty and staff support costs. This is in addition to an equitable overall faculty and staff salary program and supplementary funds allocated to salaries in areas where we have fallen behind current campus equity averages.

Infrastructure

An annual priority in any budget process is ensuring that our physical and systems infrastructure continues to meet the needs of our vibrant institution. Almost \$10.3 million in general funds this year are directed as follows; \$2.3 million in deferred maintenance as an ongoing costs towards academic buildings, additional funds of \$6 million was ear-marked for the BECA capital project, and \$2 million for other campus capital projects. In addition, we received \$2.1 million for RTC Seismic reinforcement and \$2.1 million in infrastructure improvements that total \$4.2 million in System wide Allocation Transfer (SWAT) funds.

Financial Aid

As announced in February 2017, SF State adopted a tuition fee increase, which, depending on the program was five and a half to six percent as well as the state university financial aid program (SUG). These enhancements will cover an additional \$2.7 million in general funds allocation for SUG.

SAN FRANCISCO STATE UNIVERSITY BUDGETING AND PLANNING PROCESS



Summary

The budget is an important annual planning document for SF State. It reflects adoptions, priorities, and tactics set forth as the result of strategic planning efforts. As needs and opportunities change over time, SF State's budget process allows reasonable flexibility for Cabinet business managers to adapt and optimize their activities during the year, while still requiring university-wide financial planning and accountability.

SF State takes a prudent approach to projecting revenues given current uncertainties due to the external environment. Base increases to the operating budget are funded only through the reallocation of funds from the existing base budget or by state allocation's base increases. Savings realized during the course of the fiscal year will result in one-time budget allocations to support qualitative improvements in academic programs and facilities consistent with the established priorities of the university.

The budgeting strategy objective is to ensure a solid financial position for SF State; to prevent the extension of base operations beyond current revenue capacities; and to maximize the university's ability to respond to favorable variances throughout the course of the year. The university's budget process has permitted the administration, with significant assistance from the Cabinets, to identify priorities and allow SF State to make the most of existing strengths or improve weaknesses in line with the campus strategic priorities.

The President and Cabinet Vice Presidents direct the resource allocation process, including the creation of the operating and capital budgets. The President reviews and approves the budget plan. The Budget Administration and Operation (BAO) office, in collaboration with Student Affairs Enrollment Management and Academic Resources advises on enrollment, revenue and expenditure assumptions, budget considerations, university-wide priorities relative to resource allocations, and institutional policies relating to finances.

In order to enable the planning process, budget assumptions are developed and posted on webpage (see link to website below).

http://budget.sfsu.edu/sites/default/files/assets/forms/ABP_FY17-18_Budget_Planning_ASSUMPTIONS.pdf

During the last fiscal year, SF State worked to refine and improve the process for forecasting and budgeting. It also developed a multi-year plan, which in the first phase includes CSU 485-general fund sources and uses with a second phase, which will include all funds.

The campus budget process begins in January of each year. Each unit develops or refines their budget for the upcoming fiscal year. Self-supports develop business plans that include an annual budget plan and projected plans for one to two future fiscal years. The focus is on the budget for the upcoming fiscal year, as this is the only budget that is approved by the Board of Trustees in June of each year.

In May, the Chief Financial Officer gives colleges and major administrative units preliminary allocations as a starting point for building their budgets. The Vice Presidents have great latitude in reallocating funds within their areas of responsibility. In addition to unrestricted operating allocations, many units have other sources of revenue, such as campus fees, lottery, gifts, grants, and sponsored research.

Budgeting at the Cabinet-Level

Budgeting at the Cabinet level is a decentralized process with each unit responsible for building their own budget. Inputs to the process are the central administration's allocation letter, which includes the assumptions and initial allocation amount, as well as various other data collected at the cabinet level. The individual cabinet budgets are aggregated later by the university's Budget Administration and Operation Office (BAO) in order to produce the overall university budget that is taken to the President for approval.

For the most part, the cabinet business managers are responsible for the unit's budget. The level of staff involvement varies across the cabinets; however, the deans and department heads provide significant input to the budget process.

The University Wide cabinet budget process is managed centrally and includes the following line items: benefits, utilities, risk (this expense category includes the worker's compensation pool, property and auto insurance, industrial and non-industrial disability leave and Athletic Injury Medical Expense (AIME) insurance), financial aid, and any strategic financial initiatives that fall in the capital strategic planning, deferred maintenance program, and academic program development.

The budget and planning process itself varies to some extent among the units: Associated Students, UCorp and Foundation funded by their own resources; making their budget-setting approach different from the budgeting process conferred above.

The BAO office reviews the latest budget request reports for each unit and conducts a thorough analysis of all of the budget mechanisms. This analysis is assisted by supporting documents provided by the respective units. As necessary, the BAO staff work with the business managers of the units to resolve any matters. The operating budgets for each unit are reviewed in depth to ensure that the allocation amounts agree. The other elements of the budget are analyzed to determine if the unit appropriately applied the assumptions that were provided earlier in the process, and to explain any variances. As an overall check, the BAO office looks at the current year forecast and trends to determine the reasonableness of the budget for the upcoming fiscal year and the forecasts by analyzing any variance of over 10% versus the prior year's adopted budget and actual spending.

The BAO office then prepares discussion points relative to each unit which function as the agenda for the financial review. In developing the discussion points, the results of all analyses

are considered. If needed, an informal financial review may take place to address any remaining issues before finalizing the review.

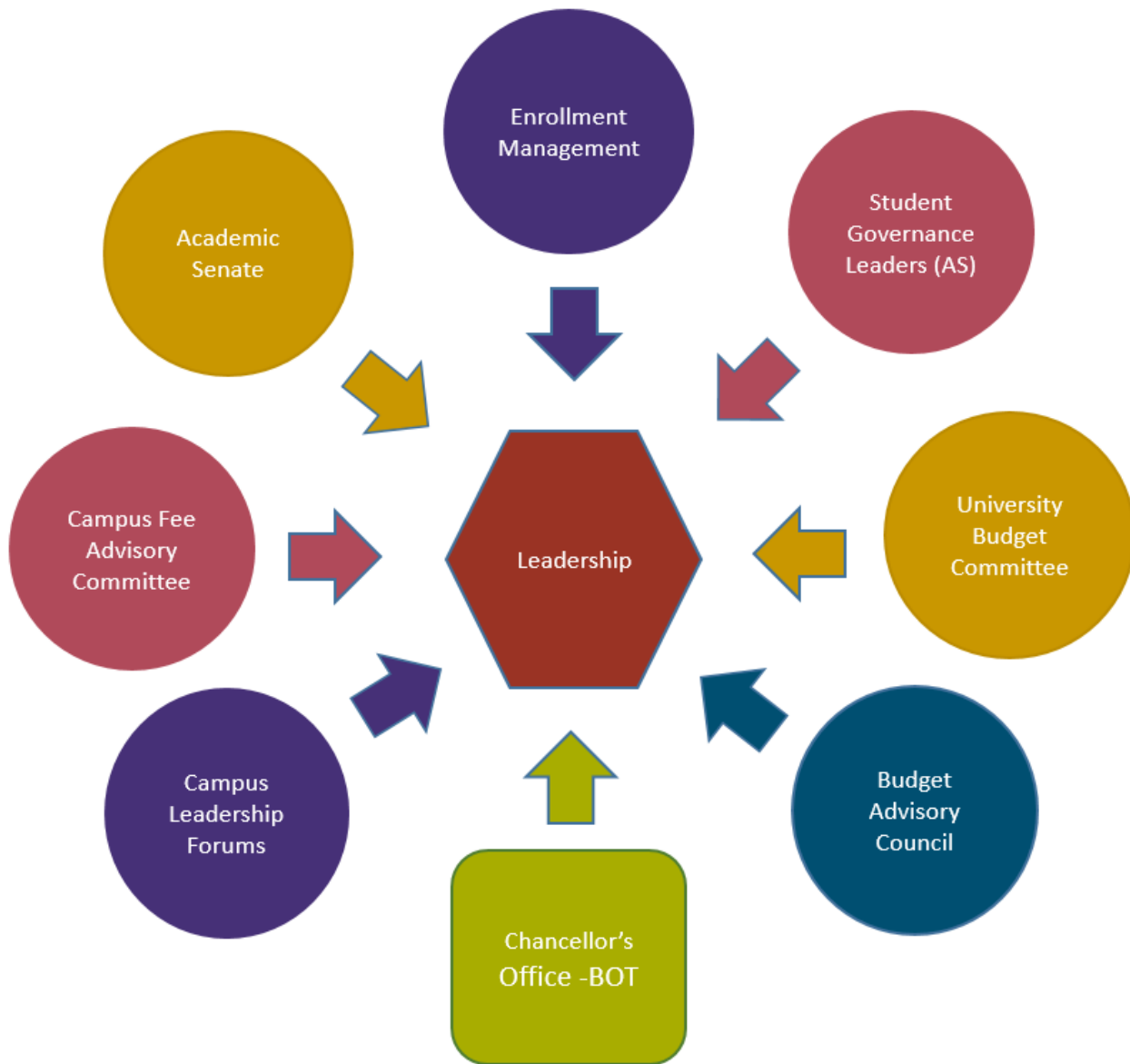
SF State's BAO office and the units make substantial effort to prepare the financial reviews. These reviews are critical to the successful development of the inclusive university consolidated operating budget.

Capital Funding Process

SF State's Annual Capital Plan includes new construction projects, renovations to existing buildings, deferred maintenance and repairs, real estate and equipment leasing, and strategic property purchases. The Capital Plan is detailed in the capital improvement process and includes projections for the next five years. The BAO office and the cabinets work with each of the colleges/departments to determine the college's budget and priorities for capital improvements and/or space expansion. This is done as part of the capital call cycle issued by Capital Planning each February. Each college/department presents a list of anticipated capital projects, the justification for each project, and the ways in which each project supports the college's and the university's strategic priorities.

In between the financial review meeting periods, several of the central administrative offices (including Capital Planning, BAO, and Fiscal) are in frequent communication with each other about capital projects and capital planning, working with the Provost, CFO, the deans, and relevant department heads to develop information, cost estimates, and decision-making alternatives for these projects. All capital projects greater than \$635K are presented to the President for final authorization.

COLLABORATIVE INPUT INTO BUDGET PLANNING

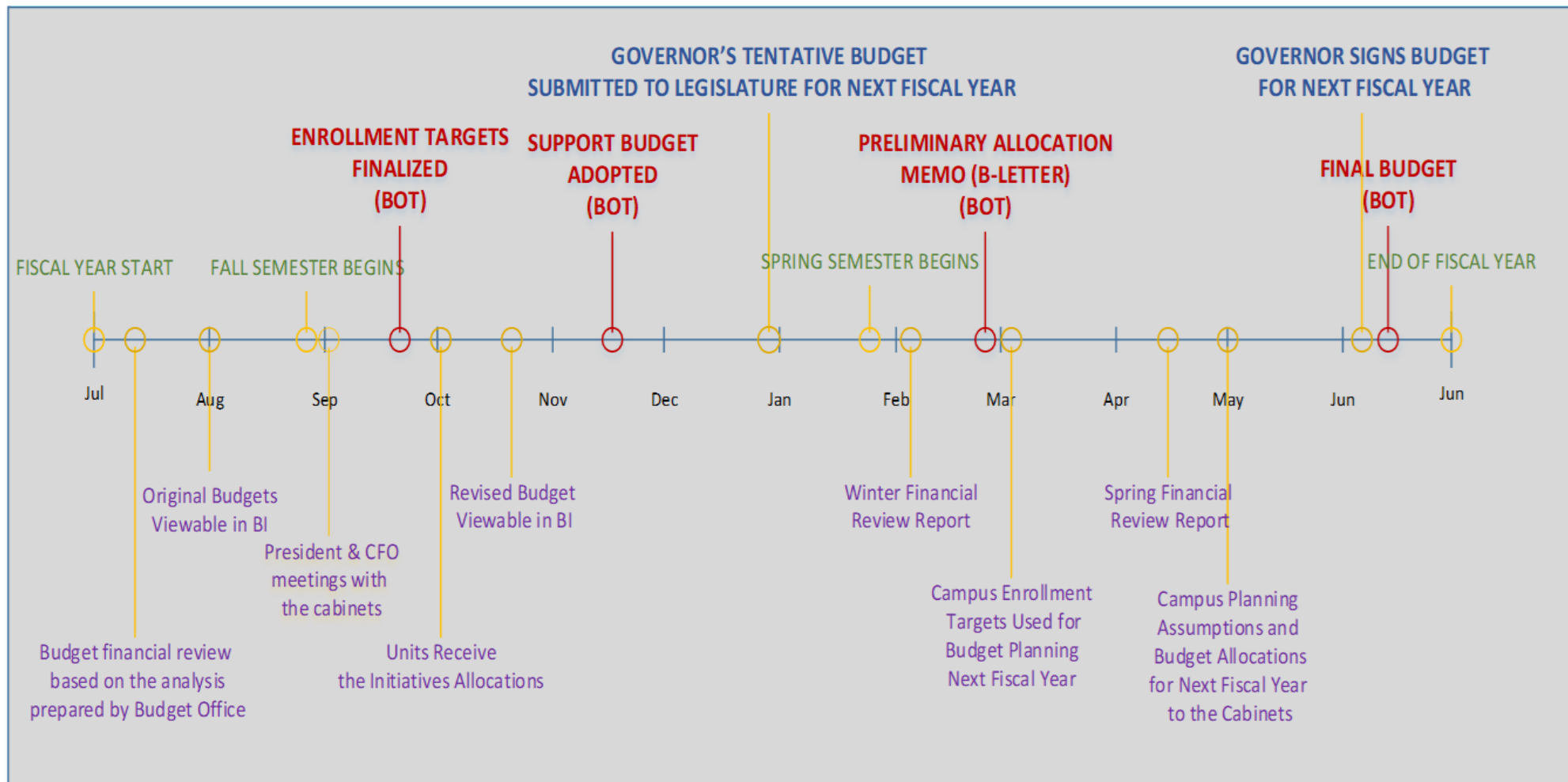


Acronym Definitions:

AS: Associated Students

BOT: Board of Trustees

SF STATE UNIVERSITY BUDGET CALENDAR



Blue - Governor's Budget timeline

Red - Board of Trustee Budget timeline

Purple - Campus Budget timeline

CONSOLIDATED OPERATING BUDGET

WHAT IS THE COLOR OF THE MONEY?

SF State receives revenue from multiple sources for its \$542 million budget (expense and revenue). Major fund sources include funds allocated by the university (operating fund, campus mandatory fees, grants and contracts, and lottery funds), revenue generated by self-support programs (Housing, Parking, Student Health, CEL and Campus Recreation) and auxiliary organizations funds.

The university's budgets are limited to the current group of funds that are available and expected to be expended during the fiscal year. The budget reflects the estimated current funds (revenues and fund balances available for operations) and transfers to and from other groups of funds. It does not include transactions accounted for in the no-current fund groups (i.e., plant, endowment, and student loans).

The university's financial statements are more comprehensive and include all assets, liabilities, revenues, and expenses of all fund groups and related entities (see Appendix B).

GENERAL FUNDS (REOCCURRING)

These are unrestricted funds that comprise the majority of the budget. For management purposes, these funds are further classified as either undesignated or designated.

Undesignated General Funds: Student tuition and fees revenue, service assessments, state appropriations, and investment income. General funds are the primary source of support for instructional and all other major functions of the university.

Designated General Funds: These funds are earned by the university and classified as unrestricted but directed to a particular college and departments for specific purposes. Designated general funds include such revenue as student fees (course and program fees).

AUXILIARY ENTERPRISE FUNDS (REOCCURRING)

Generated by self-support activities through charging fees to students and other external to the institution (Foundation, UCorp, ASI). These enterprises usually pay the university for central services through the cost allocation process (procurement, accounting, accounts payable, etc.). Auxiliary enterprises generate 20% of the university total revenues and include the following: housing, parking, student health, children's campus, athletics, student center, and CEL). Self-support auxiliary units pay all their expenses and receive no taxpayer or tuition support.

RESTRICTED FUNDS (RECURRING)

State University Grants account for the 9.4% of the university's revenue and come with externally established limitations and stipulations. Restricted funds generally include federal and state grants and contracts, endowment income, federal and state financial aid, and restricted gifts.

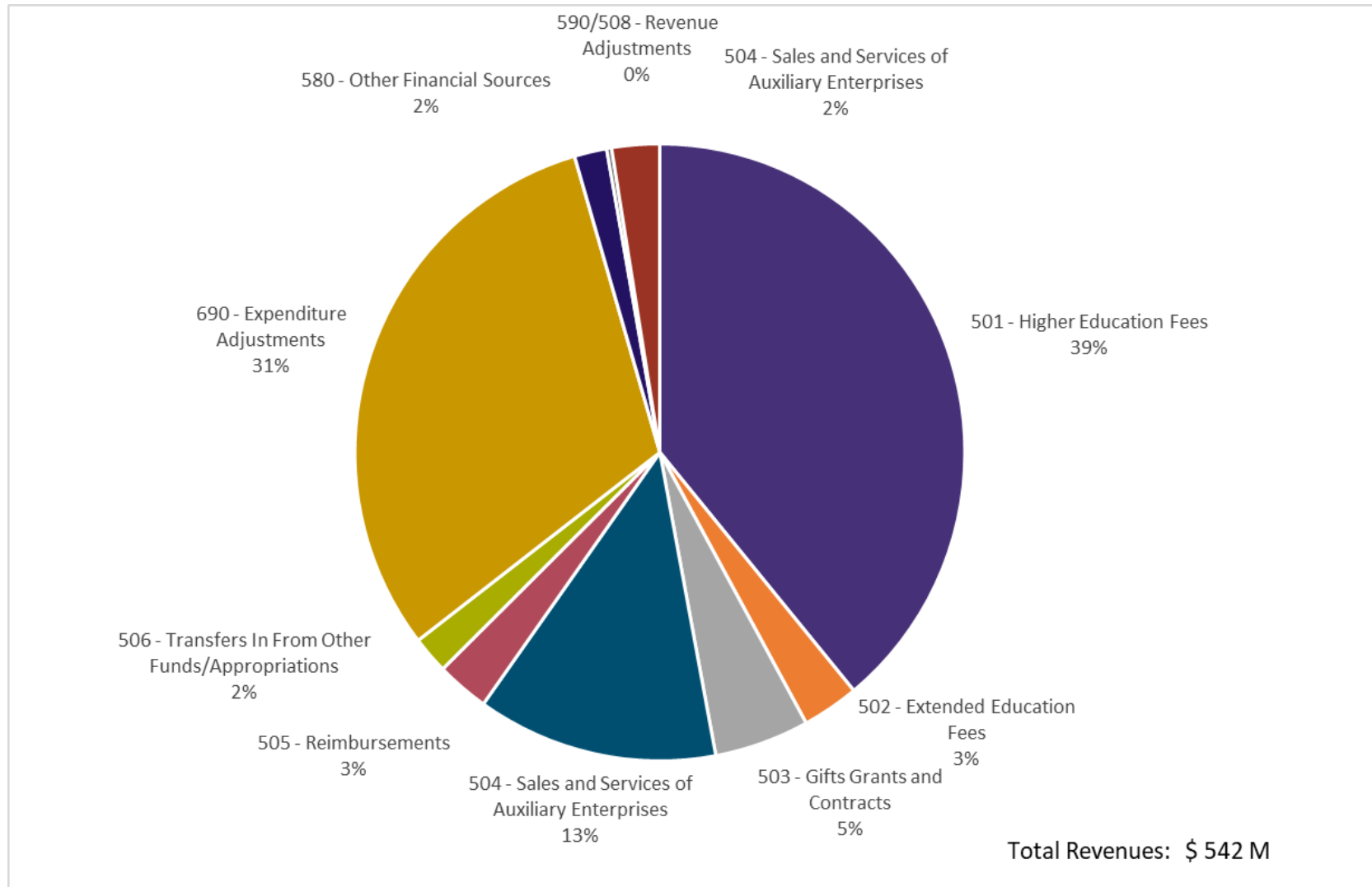
FUND BALANCES (NON-REOCCURRING)

The accumulation of excess revenue and expenses from prior years (one-time). Why is it important for financial health of the university?

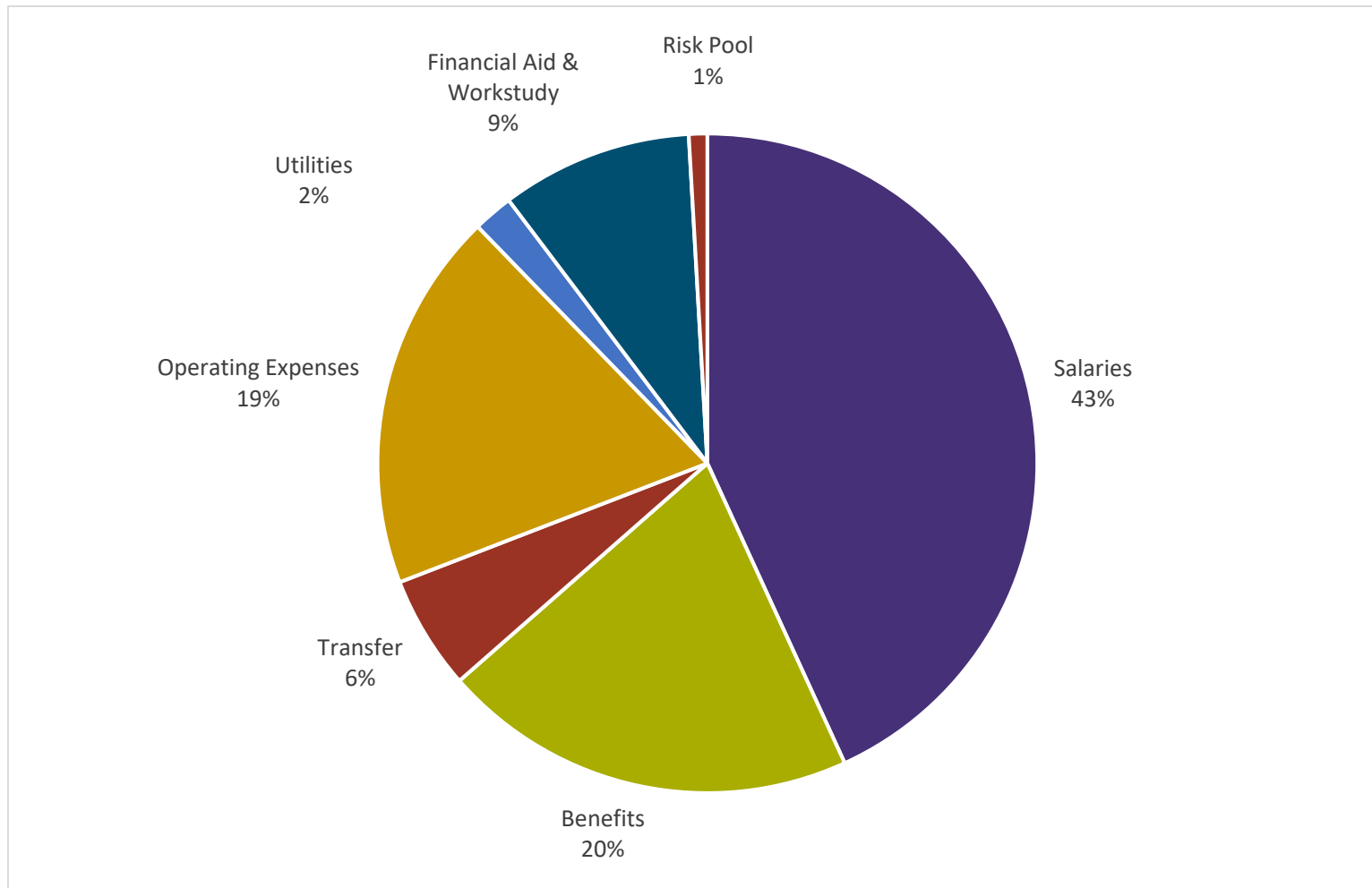
1. Fiscally responsible management practice
2. Secure funds for multi-year commitments in advance
3. Manage financial risk

A contingency fund is an important element in a sound budget. Unanticipated revenue or expense changes can happen during the fiscal year. Without a designated reserve, the university would have to impose mid-year budget corrections. That would place stress on the ability of the university and its units to maintain a consistent level of instruction and support to students, faculty, and staff. The FY17-18 general fund budget includes \$15 million in contingency, or reserve, funds. This represents four percent of budgeted general fund expenditures.

RECOMMENDED CURRENT FUNDS CONSOLIDATED FY17-18 REVENUE BUDGET (BY REVENUE ACCOUNT CATEGORY)



SUMMARY BUDGET EXPENDITURE BY NATURAL CLASSIFICATION, FY17-18



EXPENDITURES BUDGET BY CABINET, FY17-18

in thousands	Academic Affairs	Admin & Finance	Student Affairs	Office of the President	University Advancement	University Enterprise	University Wide	Campus Auxiliaries	Total University	Percentage
Salaries	150,734	37,882	24,760	2,776	5,482	1,058	5,279	6,566	234,537	43.2%
Benefits	71,576	18,924	11,765	1,377	2,720	519	2,619	1,203	110,702	20.4%
Operating Expenses	36,712	37,004	11,898	1,261	508	2,071	850	6,435	96,739	17.8%
Deferred Maintenance	-	2,300	-	-	-	-	-	-	2,300	0.4%
Transfer	4,125	18,856	5,999	1,152	-	-	-	-	30,132	5.6%
SSGI 2025 (1st Priority)	-	-	-	-	-	-	2,092	-	2,092	0.4%
Utilities	-	5,511	516	-	-	-	4,657	-	10,684	2.0%
Risk Pool	-	-	-	-	-	-	4,633	-	4,633	0.9%
Financial Aid & Workstudy	-	-	-	-	-	-	50,821	-	50,821	9.4%
Total All Funds	263,147	120,478	54,938	6,565	8,710	3,648	70,952	14,204	542,641	100.0%

Note: Totals may be slightly affected by rounding.

EXPENDITURES BY UNIT AND TYPE, FY17-18

in thousands	Academic Affairs	Admin & Finance	Student Affairs	Office of the President	University Advancement	University Enterprise	University Wide	Campus Auxiliaries	Total University	Percentage
General Fund										
Salaries	133,868	26,045	15,087	2,194	5,482	1,046	5,279		189,002	34.8%
Benefits	66,412	12,921	7,485	1,089	2,720	519	2,619		93,765	17.3%
Operating Expenses	7,950	8,372	1,215	233	508	121	850		19,248	3.5%
SSGI 2025 (1st Priority)							2,092		2,092	0.4%
Utilities							4,657		4,657	0.9%
Risk Pool							4,633		4,633	0.9%
Financial Aid & Workstudy							50,821		50,821	9.4%
Total Operating Fund	208,230	47,337	23,787	3,516	8,710	1,686	70,952		364,218	67.1%
CSU-463-Instructionally Related Activities	2,731			3,050					5,781	1.1%
CSU-465-Grant and Contracts	27,011								27,011	5.0%
CSU-485-Misc. Fee	1,051	10,421	799						12,271	2.3%
CSU-491-Special Project	2,956	2,081				1,963			6,999	1.3%
CSU-496-Misc. Trust Fund		459							459	0.1%
CSU-481-Lottery Fund	1,849		242						2,091	0.4%
CSU-441- CEL Colleges	448								448	0.1%
Campus Revenue Funds									-	0.0%
Continuing Education (CERF)	18,871								18,871	3.5%
Housing Funds		60,100							60,100	11.1%
Parking Funds		79	4,947						5,026	0.9%
Student Health Funds			11,154						11,154	2.1%
Campus Recreation Fund			590						590	0.1%
Mashouf Well Center			11,735						11,735	2.2%
Children Campus			1,684						1,684	0.3%
Campus Auxiliaries									-	0.0%
Associated Students								9,137	9,137	1.7%
Foundation								1,539	1,539	0.3%
U-Corp								3,528	3,528	0.7%
Total All Funds	263,147	120,478	54,938	6,565	8,710	3,648	70,952	14,204	542,641	100.0%

COMPENSATION

This budget plan calls for approximately two percent to fund compensation increases, which consists of two parts: current contracts and a compensation pool increase for new contracts open in FY17–18 and non-represented employee groups.

Salaries	Actuals	Actuals	Actuals	Budget	YOY
in thousands	FY 14-15	FY 15-16	FY 16-17	FY 17-18	
601030 - President	308.50	315.19	315.19	315.19	
601100 - Academic Salaries	82,587	88,343	98,222	98,219	
601101 - Department Chair	3,761	3,766	4,021	4,048	
601103 - Graduate Assistant	634	573	692	370	
601201 - Management and Supervisory	15,990	18,552	21,252	22,661	
601300 - Support Staff Salaries	60,006	60,089	61,390	67,143	
601301 - Overtime	644	597	493	373	
601302 - Temporary Help	31	25	36	205	
601303 - Student Assistant	2,017	2,510	2,838	1,578	
601304 - Teaching Associates	1,765	1,819	1,858	390	
Salaries Total	167,743	176,590	191,117	195,303	2%

Note: Salaries amounts includes all 485 funds (e.g. THxxx \$5.7mil for FY 17-18).

BENEFITS

Mandatory costs are expenditures the university must pay regardless of the level of funding allocated by the state, and they often increase independent of the state budget condition. These costs include increases for employee health, dental, and retirement benefits. Additionally, funding is included in FY17–18 to address increasingly greater compensation costs due to changes in federal overtime rules and state minimum wage laws. Without funding for these types of mandatory cost increases, campuses must redirect resources from other program areas to meet these obligations.

In order to preserve the integrity of programs, the FY17–18 plan provides for the following increases in mandatory cost obligations.

Benefits	Actuals	Actuals	Actuals	Budget	YOY
in thousands	FY 14-15	FY 15-16	FY 16-17	FY 17-18	
603001 - OASDI	9,011	9,263	9,867	13,472	27%
603003 - Dental Insurance	2,520	2,500	2,578	2,630	2%
603004 - Health and Welfare	27,720	29,405	30,484	31,353	3%
603005 - Retirement	36,853	39,153	44,766	46,026	3%
603008 - Industrial Disability	110	178	154	178	13%
603009 - Non-Industrial Disability	27	23	47	61	22%
603011 - Life Insurance	129	132	131	136	4%
603012 - Medicare	2,392	2,478	2,664	2,753	3%
603013 - Vision Care	207	216	212	216	2%
603014 - Long-Term Disability Insurance	64	66	70	67	-4%
603015 - Flex Cash	206	149	153	149	-2%
603090 - Benefits-Other	73	74	71	78	9%
Benefits Total	79,314	83,637	91,199	97,120	6%

Note: Benefits amounts includes all 485 funds (e.g. THxxx \$3 Mil for FY 17-18).

UTILITIES

Based on an analysis of previous utility expenditures and a conservative projection of future costs, the FY17-18 utility budget remains at the same level. The table shows actual and budgeted utility expenditures for FY15 through FY18. Favorable global energy prices coupled with performance savings and sustainability initiatives at SF State have helped limit utility expenses.

Utilities	Actuals	Actuals	Actuals	Budget	
in thousands	FY 14-15	FY 15-16	FY 16-17	FY 17-18	YOY
605001 - Electricity	4,537	3,706	3,903	3,892	
605002 - Gas	749	1,392	1,938	1,746	
605004 - Water	1,893	1,399	1,227	1,539	
605005 - Sewage	636	1,011	1,293	1,195	
605006 - Hazardous Waste	162	245	204	160	
605090 - Other Utilities	910	1,080	1,377	2,023	
660003 - Supplies and Services	223	123	84	128	
Utilities Total	9,110	8,956	10,026	10,684	6%

Note: Utilities amounts includes all funds.

FINANCIAL AID

The costs for need-based financial aid, athletic aid, and graduate student aid will increase by approximately 8% in FY17-18 from the prior year. This increase allows SF State to maintain its need-based aid program for undergraduates, particularly for those families with incomes below \$125,000.

State University Grant	Actuals	Actuals	Actuals	Budget	
in thousands	FY 14-15	FY 15-16	FY 16-17	FY 17-18	YOY
609001 - State E.O.P. Grant Program	1,491	1,465	1,374	1,453	
609002 - State University Grant	43,147	43,813	44,212	47,906	
State University Grant Total	44,638	45,278	45,586	49,360	8%

Note: Totals may be slightly affected by rounding.

OTHER OPERATING EXPENSES

This substantial expense item is the amalgam of graduate stipends, operations and maintenance, capital equipment, materials and supplies, travel, library materials, subcontracts and professional services.

ACTUAL EXPENSES BY UNITS, RECOMMENDED FUNDS, FY14-15 to FY16-17

in thousands	2014-15	2015-16	2016-17
Academic Affairs			
Salaries	11,053	8,373	7,455
Benefits	2,312	2,134	2,129
Operating Expenses	8,511	9,055	5,002
441 - TF-Extended Education Operations Total	21,876	19,562	14,586
Salaries	426	311	20
Benefits	3	1	
Operating Expenses	3,953	4,237	2,859
463 - TF-Instructionally Related Activities Trust Total	4,382	4,550	2,879
Salaries	9,726	9,124	9,345
Benefits	2,764	2,668	2,846
Operating Expenses	12,739	12,777	14,844
465 - TF-Contracts and Grant Trust Total	25,229	24,569	27,035
Salaries	306	354	348
Benefits	41	42	45
Operating Expenses	1,496	1,974	1,654
481 - TF-Lottery Education Fund Total	1,842	2,370	2,046
Salaries	118,255	125,092	137,319
Benefits	54,180	56,783	62,427
Operating Expenses	4,722	3,077	5,757
Work Study	1,198	1,073	1,090
485 - TF-CSU Operating Fund Total (1)	178,355	186,025	206,593
Salaries	1,207	1,359	1,344
Benefits	175	213	205
Operating Expenses	3,092	3,812	4,026
491 - TF-Special Projects Fund-Special Projects Total	4,474	5,384	5,575
Salaries	219	265	438
Benefits	42	52	102
Operating Expenses	943	567	1,325
496 - TF-Miscellaneous Trust Total	1,204	884	1,866
Academic Affairs Total	237,362	243,344	260,580

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

in thousands	2014-15	2015-16	2016-17
Administration & Finance			
Salaries		71	
Benefits		1	
Operating Expenses		2	
441 - TF-Extended Education Operations Total (1)		73	
Salaries	41	43	33
Benefits	34	36	24
Operating Expenses	1	1	1
472 - TF-Parking Revenue Fund-Parking Fees Total (2)	76	81	57
Operating Expenses		203	229
481 - TF-Lottery Education Fund Total (3)		203	229
Salaries	21,961	23,508	24,390
Benefits	11,886	13,152	13,775
Operating Expenses	9,153	7,659	7,769
Work Study	197	135	128
485 - TF-CSU Operating Fund Total (4)	43,196	44,454	46,063
Salaries	955	1,153	1,176
Benefits	498	653	659
Operating Expenses	2,680	1,088	2,888
491 - TF-Special Projects Fund-Special Projects Total	4,132	2,895	4,723
Salaries	406	454	201
Benefits	200	160	132
Operating Expenses	558	2,089	942
496 - TF-Miscellaneous Trust Total	1,164	2,703	1,275
Salaries	7,343	8,255	9,219
Benefits	3,196	3,387	4,170
Bond Payment	15,127	15,833	15,917
Operating Expenses	14,474	19,517	19,755
531 - TF-Housing-Operations and Revenue Total	40,140	46,992	49,061
Salaries	544	574	574
Benefits	337	374	393
Bond Payment	860	863	864
Operating Expenses	4,165	4,065	4,405
534 - TF-Campus Union-Operations and Revenue Total (5)	5,906	5,876	6,235
Administration & Finance Total	94,613	103,276	107,642

Note:

- (1) one time expense from fund balance for consultant
- (2) Account Payable position
- (3) one time expense wireless projects
- (4) including legacy capital projects
- (5) Campus Union and Wellness Center

in thousands	2014-15	2015-16	2016-17
Office of the President			
Salaries	685	548	593
Benefits	342	279	347
Operating Expenses	1,226	1,040	1,157
463 - TF-Instructionally Related Activities Trust Total	2,253	1,866	2,097
Salaries	2,266	2,027	2,368
Benefits	1,070	1,011	1,162
Operating Expenses	482	183	412
Work Study	40	20	30
485 - TF-CSU Operating Fund Total (1)	3,858	3,241	3,972
Salaries	8		
Operating Expenses	9	25	11
491 - TF-Special Projects Fund-Special Projects Total	17	25	11
Salaries	14	15	2
Benefits			
Operating Expenses	345	263	205
496 - TF-Miscellaneous Trust Total (2)	359	278	208
Office of the President Total	6,487	5,410	6,288

Note: (1) including Athletic all fiscal year
(2) Athletic trust funds

in thousands	2014-15	2015-16	2016-17
Student Affairs & Enroll Mgmnt			
Operating Expenses	63	175	
441 - TF-Extended Education Operations Total	63	175	
Salaries	422	418	458
Benefits	78	114	124
Operating Expenses	100	102	99
463 - TF-Instructionally Related Activities Trust Total	600	633	681
Operating Expenses	2		(2)
465 - TF-Contracts and Grant Trust Total	2		(2)
Salaries	59	63	65
Benefits	27	30	32
Operating Expenses	702	921	848
471 - TF-Parking Revenue Fund-Fines and Forfeitures Total	788	1,015	945
Salaries	438	500	448
Benefits	214	206	239
Bond Payment	246	247	248
Operating Expenses	597	572	427
472 - TF-Parking Revenue Fund-Parking Fees Total	1,494	1,525	1,361
Salaries	60	105	86
Benefits	3	0	0
Operating Expenses	120	129	117
481 - TF-Lottery Education Fund Total	183	234	204
Salaries	18,905	19,403	20,387
Benefits	9,319	9,599	10,527
Operating Expenses	2,091	2,687	3,369
Work Study	232	183	151
485 - TF-CSU Operating Fund Total (2)	30,547	31,872	34,434
Operating Expenses	78	107	90
491 - TF-Special Projects Fund-Special Projects Total	78	107	90
Salaries	1,417	1,444	1,187
Benefits	577	661	541
Operating Expenses	2,360	1,738	1,309
496 - TF-Miscellaneous Trust Total (1)	4,355	3,842	3,037
Salaries	-	-	43
Benefits	-	-	19
Operating Expenses	-	-	26
534 - TF-Campus Union-Operations and Revenue Total	-	-	88
Student Affairs & Enroll Mgmnt Total	38,111	39,404	40,838

Note: (1) Children Campus

(2) Includes Student Health

in thousands	2014-15	2015-16	2016-17
University Advancement			
Salaries	4,505	4,821	5,068
Benefits	1,966	2,264	2,468
Operating Expenses	1,685	2,231	1,563
Work Study	22	29	20
485 - TF-CSU Operating Fund Total	8,178	9,344	9,119
Operating Expenses	1		
491 - TF-Special Projects Fund-Special Projects Total	1		
Operating Expenses	42	35	54
496 - TF-Miscellaneous Trust Total	42	35	54
University Advancement Total	8,221	9,379	9,173

in thousands	2014-15	2015-16	2016-17
University Enterprise			
Salaries	1,346	1,229	1,060
Benefits	613	576	502
Operating Expenses	654	112	148
Work Study	54	17	3
485 - TF-CSU Operating Fund Total	2,667	1,934	1,713
Operating Expenses			3
491 - TF-Special Projects Fund-Special Projects Total			3
Salaries	1,172	1,268	1,356
Benefits	615	662	723
Operating Expenses	68	283	44
496 - TF-Miscellaneous Trust Total (1)	1,855	2,213	2,122
University Enterprise Total	4,522	4,147	3,838

Note: (1) TT013 6105 Auxiliary U-Corp payroll

in thousands	2014-15	2015-16	2016-17
University Wide			
Operating Expenses		14	1
441 - TF-Extended Education Operations Total (1)		14	1
Operating Expenses		555	
481 - TF-Lottery Education Fund Total (2)		555	
Salaries (3)	505	511	525
Benefits	270	258	285
Operating Expenses	18,005	12,440	13,064
Financial Aid	45,039	45,576	45,818
485 - TF-CSU Operating Fund Total	63,819	58,785	59,692
Salaries		68	87
Benefits		19	47
Operating Expenses	(157)	1,368	528
491 - TF-Special Projects Fund-Special Projects Total (4)	(157)	1,454	663
Operating Expenses	1	101	18
496 - TF-Miscellaneous Trust Total	1	101	18
University Wide Total	63,663	60,910	60,375

University Wide

Note:

- (1) one time expenses: DTC Restroom
- (2) one time expense: Campus Wise Project
- (3) Campus Solution Project
- (4) Captial Projects

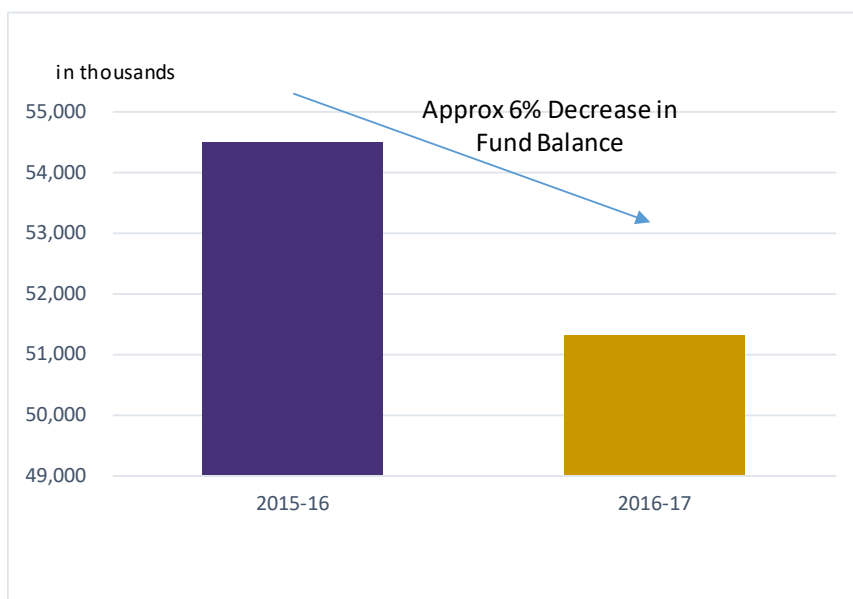
FUND BALANCE

In response to the ICSUAM 2000.1 budget policy on campus reserve management and reporting, SF State is working hard to manage fund balances with greater transparency.

The university general fund balance declined 6% from 2016 to 2017.

Much of the general fund balance is already fully committed to various university programs. Most of the dollars are designated for commitments that have been made but are not yet paid, such as program development, open commitments, and plant (facilities maintenance and repairs). Approximately 4% of our general fund is not designated for specific purposes. This equates to less than a month of payroll expenditures (\$20 to \$22 million/month) for the total campus. Holding a small share of fund balance in reserve is necessary for the operation of the university. The funds are used as a safeguard against revenue fluctuations caused by enrollment changes or state budget cuts, and to cover sudden cost increases for obligations like utilities, risk pool, and benefits.

General Fund Total Fund Balance FY15-16 and FY16-17



Note: CSU-485 fund balance including operating fund, Student Health, 485-Misc course fee, and Escheat

DETAILED STATEMENT OF UNIVERSITY GENERAL FUND REVENUE BUDGET

GENERAL FUND ADDITIONS, FY17-18

Budgeted FTES	2016/17 Budget	2017/18 Budget	Adjustment	Percent Change
CSU Resident FTES Allocation	24,099	24,099	-	0%
SFSU Resident FTES Budget	23,617	23,135	(482)	-2%
Adjustment	(482)	(964)		
Percent Change	-2%	-4%		

General Fund Operating Budget in thousands

General Fund Appropriations	154,812	166,299	11,487	7%
Revenues	196,898	197,919	1,021	1%
	\$351,710	\$364,218	\$12,508	4%

DETAIL OF BUDGET ADJUSTMENTS, FY16-17 AND FY17-18

in thousands

CSU Budget Adjustments

Compensation Adjustments	9,465	
Gross Revenue from Fall 2017		
In-State Tuition Rate Increase	(7,843)	
Graduation Initiative 2025	4,307	
Mandatory Costs (b)	207	
Retirement Adjustment	2,605	
Student Aid	2,746	
		11,487

Campus Budget Adjustments

Tuition Fee Adjustment	3,126	
Non-Resident Tuition Adjustment	(769)	
Other Revenues (Adjustment Over Prior Year)	(1,336)	
		1,021
		\$ 12,508

Footnotes:

(a) See next page for a breakdown of Revenues

(b) Permanent adjustment for health and dental benefits

© Campus Budget Adjustment represent the differences between campus calculated fee revenues versus fee revenues calculated by the Chancellor's Office

FY17-18 GENERAL FUND SOURCES

In thousands

State Appropriation	166,299	46%
State University Tuition Fee		
Tuition Fee	162,909	45%
Non-Residence Tuition Fee		
Non-Resident Fees	16,769	
Campus Adjustment to Non-Res. Fee	<u>(769)</u>	
	16,000	4%
Other Student Fees		
Application Fee	1,864	
MBA Fee	1,000	
Category 4 Fees	<u>237</u>	
	3,101	1%
Other Funds		
Interest Revenues	900	
Campus Work Study Program	1,700	
Cost Recovery from Other Funds	7,276	
Est. Retirement	2,305	
Balance 2017-18 Budget	<u>3,729</u>	
	15,909	5%
Total Operating Fund Resources	<u>364,218</u>	100%

GENERAL FUND ADDITIONS SOURCES AND USES FY17-18

In thousands

Additional Sources of Funds	Base	One-Time	Total
General Fund Appropriation	11,487	3,406	14,893
Tuition and Fees	3,126		3,126
Non-Resident Tuition and Fees	(769)		(769)
Other Revenues (Adjustment Over Prior Year)	(1,336)		(1,336)
AA Funds Carried Forward		10,728	10,728
A&F Funds Carried Forward		5,521	5,521
SAEM Funds Carried Forward		1,518	1,518
OP Funds Carried Forward		1,089	1,089
UA Funds Carried Forward		461	461
WU Funds Carried Forward		22,303	22,303
Total Sources	12,507.5	45,025.2	57,532.7

Uses of Additional Sources

Mandatory Costs/Existing Commitments

Compensation Increase (Salaries)	5,279	-	5,279
Retirement Adjustment	2,390	-	2,390
SUG Adjustment	2,746	-	2,746
Academic Preparation	-	140	140
Data-Driven Decision Making	-	120	120
Year 1 of 2: Course Redesign	-	150	150
Reserve for Economic Uncertainty	-	15,000	15,000
Infrastructure Improvement	-	2,148	2,148
	10,415	17,558	27,973

(Continuation)

In thousands

Approved Division Requests and Priorities

Academic Affairs

Graduation Initiative 2025	1,254	689	1,943
Research, Scholarly & Creative Activity	-	159	159
Campus Solution Position	118	-	118
Designated for Encumbrance	-	1,006	1,006
Designated for Outstanding Commitments	-	9,722	9,722
	1,373	11,576	12,948

Administration and Finance

Campus Solution Position	166	-	166
Organizational Change (SAEM)	717	-	717
Organizational Change (UE)	(1,167)	-	(1,167)
Designated for Encumbrance	-	1,628	1,628
Designated for Outstanding Commitments	-	3,893	3,893
	(284)	5,521	5,237

SAEM

Graduation Initiative 2025	426	-	426
Campus Solution Position	272	-	272
Organizational Change (A&F)	(717)	-	(717)
Designated for Encumbrance	-	218	218
Designated for Outstanding Commitments	-	1,300	1,300
	(19)	1,518	1,500

Office of the President

Organizational Change (Athletics)	1,112	-	1,112
Designated for Encumbrance	-	111	111
Designated for Outstanding Commitments	-	978	978
	1,112	1,089	2,200

(Continuation)

In thousands

University Advancement

Organizational Change (Athletics to OP)	(1,112)	-	(1,112)
Designated for Encumbrance	-	54	54
Designated for Outstanding Commitments	-	407	407
	(1,112)	461	(651)

University Enterprise

Organizational Change (A&F)	1,167	-	1,167
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University Wide

Campus Solution Position	(556)	-	(556)
Graduation Initiative 2025			
Transfer to capital Projects	-	1,221	1,221
Designated for Campus Health & Safety	-	801	801
Release U-W CF to BL 2017-18	-	3,729	3,729
Designated for Encumbrance	-	1,552	1,552
	(556)	7,303	6,746

Total Uses	12,508	45,025	57,533
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OPERATING FUNDS SUMMARY FY14-15 to FY17-18

San Francisco State University

SFCMP

Operating Funds: Budget Summary by Dept ID, FY 17 - 18

in thousands	Actual		Actual		Original		Actual		Original		Changes from 2016/17		
	FY 14-15		FY 15-16		Budget FY 16-17		FY 16-17		Budget FY 17-18		Actuals		
	a		b		c		d		e		Amount	Percent	
												(e-d)/d	
General Fund Allocation	\$	137,139	\$	145,703	\$	154,812	\$	157,402	\$	166,299	\$	8,897	6%
Spring-Revenue		81,908		79,854		81,123		78,242		73,783		(4,459)	
Summer-Revenue		661		11,894		10,361		12,839		11,632		(1,207)	
Fall-Revenue		85,457		87,219		85,068		83,587		77,494		(6,093)	
Other-Revenue		537		680		0		848		0		(848)	
No Program-Revenue		4,909		65		4,158		612		20,001		19,389	
Revenue		173,472		179,713		180,710		176,127		182,910		6,782	4%
Budget Adjustments. *		-		-		6,138		-		6,034		6,034	
Federal Reimbursements Work Study.		1,375		1,415		1,700		1,340		1,700		360	
Reimbursed Release Time.		-		1,873		2,400		1,905		2,400		495	
Cel Cost Reimbursement To General Fund.		1,178		1,023		939		1,087		939		(148)	
Cost Allocation.		1,906		2,668		4,744		206		3,937		3,731	
Other Revenue		4,459		6,980		15,921		4,537		15,009		10,472	231%
Total Revenues / Other Sources.	\$	315,070	\$	332,395	\$	351,443	\$	338,066	\$	364,218	\$	26,152	8%
Salary & Wages.		162,511		169,501		187,592		182,374		191,302		8,928	5%
Benefits.		76,188		80,427		89,235		86,271		93,765		7,494	9%
Operating Expenses.		28,421		19,013		17,478		21,850		19,189		(2,661)	-12%
Utilities.		4,005		4,208		4,529		4,382		4,529		147	3%
Risk Pool.		3,860		4,053		4,533		4,028		4,672		645	16%
Work Study.		1,742		1,457		1,461		1,417		1,461		44	3%
Total Financial Aid.		45,039		45,576		46,614		45,818		49,360		3,542	8%
660809-Carry-Forward: Other Expenses		-		0		-		-		(60)		(60)	-
All Expenses.	\$	321,765	\$	324,235	\$	351,443	\$	346,140	\$	364,218	\$	18,078	5%
Net Transfers.		3,107		(12,192)		3,624		3,742		-		(3,742)	
Operating Income (Loss).		(3,588)		(4,031)		-		(4,332)		-		4,332	
Ending Fund Balance	\$	49,982	\$	45,951	\$	-	\$	41,619	\$	-			

Operating Funds include: NG001, NG025, NG100, NR101, SE001, SUXXX

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

* Budget Adjustments - \$4 million in carry forward deficit and other CSU transfers

GENERAL FUND BUDGET SUMMARY

The CSU General Fund remains the primary source of support for the university general fund, which includes state funding and student fees collected locally by SF State (e.g., tuition fees, non-resident fees, and application fees). Excluding one-time funds, the university general fund budget totals \$364 million, compared to \$351 million last year. This 4% increase is mostly due to the tuition increase, which includes compensation adjustments changes, financial aid (SUG) adjustments, and graduation initiatives funding. On a per student basis, state allocation funding increased from \$6,420/FTES to \$6,900/FTES (reported to the chancellor's office target 24,099FTES).

Even though the university's instructional, research, and engagement activities are supported with a mix of undesignated and designated funds, most financial decisions are based on the availability of undesignated general funds.

BOARD OF TRUSTEES HIGHLIGHTS AND SPECIFICS FOR FY17-18 GENERAL FUND BUDGET

The increase in funding from the State has enabled the CSU and SF State to invest funds towards expanding access to higher education, improving time to degree for our students, as well as compensation increases for our faculty and staff, and addressing critical infrastructure needs.

The total funding appropriated by the CSU for the current fiscal year reflects an approximate \$314 million increase. The CSU support budget includes a tuition fee increase commensurate with enrollment growth of approximately \$26 million. With the additional funding, the CSU has prioritized a \$141 million faculty and staff compensation increase, 0.6% enrollment growth (5,200 FTES), student success and completion initiative \$75 million, and deferred maintenance funding (related to the new capital financing framework).

Below is a summary of the CSU's Trustee's approved support base budget and SF State ongoing allocation.

in thousands	CSU	SFSU	
		General Fund Increase	State Tuition Rate Increase
Enrollment Growth FTES	2,487	-	-
Enrollment Growth Funding	26,483	-	-
Student Success Graduation Initiative 2025	75,000	-	4,307
2017/18 State University Grant Increase	39,561	-	2,746
Employee Compensation (Current Contracts)	141,098	9,465	-
Health and Dental	3,341	207	-
Operations & Maintenance of New Facilities	776	-	-
Other Mandatory Costs, Lease Rev. Bonds, Transportation Research	27,750	-	-
Subtotal 2017/18 Base Allocations	\$314,009	\$9,672	\$7,053
Prior Year Retirement Adjustment (2016/17)	36,833	2,605	
Total 2017/18 Base Allocations & 2016/17 Base Adjustments	\$350,842	\$12,277	\$7,053

Note: Assumes SF State campus enrollment meets the Chancellor's Office approved target (24,099 FTES)

The CSU received an additional \$72 million in one-time funding in FY17-18 in support of various uses, of which SF State will receive funding towards SSGI and infrastructure improvements.

The supplemental one-time funding is broken down as follows:

In thousands

2017-18 One-Time Graduation Initiative 2025 Allocation	CSU	SFSU
Academic Preparation	3,220	140
Data-Driven Decision Making	2,760	120
Year 1 of 2: Course Redesign	1,500	150
Student Success Graduation Initiative 2025	12,500	689
Research, Scholarly & Creative Activity	2,500	159
Infrastructure Improvement	50,000	2,148
Total	\$72,480	\$3,406

BENCHMARK OF CSU CAMPUS GENERAL FUND EXPENDITURES FY15-16

in thousands	San Francisco		San Jose		Fullerton		Long Beach		Northridge		San Diego	
Expense Categories (a)												
1 - Instruction	156,407	45%	157,333	44%	184,637	43%	185,147	44%	177,651	43%	169,211	41%
2 - Research	96	0%	222	0%	400	0%	624	0%	3,498	1%	1,423	0%
3 - Public Service	487	0%	1,228	0%	603	0%	692	0%	1,196	0%	1,300	0%
4 - Academic Support	30,262	9%	32,294	9%	29,598	7%	40,830	10%	38,760	9%	47,460	12%
5 - Student Services	26,722	8%	50,333	14%	38,697	9%	46,372	11%	57,107	14%	51,323	12%
6 - Institutional Support	38,442	11%	28,071	8%	61,853	15%	39,240	9%	41,908	10%	39,183	10%
7 - Operations & Maintenance	48,558	14%	46,459	13%	55,751	13%	48,385	12%	36,656	9%	61,839	15%
8 - Student Financial Aid	45,576	13%	38,156	11%	53,173	13%	57,557	14%	59,904	14%	39,635	10%
Total Operating Expenses	346,551	100%	354,097	102%	424,712	100%	418,845	100%	416,679	100%	411,373	100%
2015/16 College Year FTES (b)	23,581		22,701		29,249		28,714		29,903		27,069	
\$ Expended per FTES	15		16		15		15		14		15	

Source: "Actuals Summaries" for the CSU Operating Fund can be found on the CSU Budget Office website www.calstate.edu/budget/final-budget-summaries/. Auxiliaries, Housing, Parking and Federal funds for student aid are not included.

Notes:

(a) Campuses representative of the "Big 5" comparable CSU institutions

(b) Standard reporting categories used by all universities to report financial data. Source: <http://calstate.edu/budget/enrollment/sufrev/2015-16/>; Table 3 Total. Rounded to nearest FTES.

ORGANIZATIONAL CHANGES

Starting August 1, 2017, the Athletics Division reports to the Office of the President.

Division of Equity & Community Inclusion is a new division within the University's administration to promote equity and inclusion, advance social justice, improve the campus climate for all students and facilitate intercultural and intergroup dialogue. The Division of Equity & Community Inclusion will work with student clubs and organizations and other campus partners to close the educational equity gap in support of the Graduation Initiative 2025, which seeks to raise retention and graduation rates, strengthen student learning and improve the student experience at all levels.

University Enterprises, a new cabinet, has been initiated and will oversee the capital planning and construction of the campus master plan, new buildings and renovation.

The consolidation of Information Technology Services (ITS) is underway since its first phase has been accomplished, integration of SAEM IT into the main campus ITS frame.

STUDENT FEES

Fiscal Year			2016/17	2017/18	Increase from PY	Avg
Tuition Fee		6.0 or less Units - PT	\$ 3,174	\$ 3,330	4.9%	
	Undergraduate Tuition Fee	6.1 or more Units - FT	\$ 5,472	\$ 5,742	4.9%	
		6.0 or less Units - PT	\$ 3,684	\$ 3,864	4.9%	
	Credential Program Tuition Fee	6.1 or more Units - FT	\$ 6,348	\$ 6,660	4.9%	
	Graduate including Post-Baccalaureate, 2nd Degree and Master's Programs Tuition Fee	6.0 or less Units - PT	\$ 3,906	\$ 4,164	6.6%	
		6.1 or more Units - FT	\$ 6,738	\$ 7,176	6.5%	
	Education Doctorate Tuition Fee	1 or more units	\$ 11,118	\$ 11,838	6.5%	
	Non-Resident Tuition	Per Unit	\$ 372	\$ 396	6.5%	5.7%
Mandatory Fees	Student Body Center		\$ 164	\$ 164	-	
	Recreation & Wellness Center		\$ 180	\$ 320	77.8%	
	Student Body Association		\$ 108	\$ 108	-	
	Student Health Service		\$ 314	\$ 314	-	
	IRA-General		\$ 100	\$ 100	-	
	IRA-Athletics		\$ 136	\$ 136	-	
	Health Facilities		\$ 6	\$ 6	-	
	Campus Service Card		\$ 4	\$ 4	-	
	Gator Pass		\$ -	\$ 360	100%	
	SIRF		\$ -	\$ 4	100%	27.8%
	Total Campus Fees		\$ 1,012	\$ 1,516		

Mandatory Student Fees are defined as those fees required from an individual in order to attend SF State. Mandatory fees can be system-wide or campus specific.

Category I: System-wide mandatory tuition and other fees that must be paid to apply to, enroll in, or attend the university, or to pay the full cost of instruction required of some students by statute. In March 2017, after four years of tuition freeze, the board of trustees approved an average 5.7% adjustment. Increases vary depending on student level, degree or certificate program (<https://www2.calstate.edu/attend/paying-for-college/tuition-increase/Pages/proposed-tuition-adjustments.aspx>).

Category II: Campus mandatory fees that must be paid to enroll in or attend the university.

Voluntary Student Representation. In 2015-16 after an extensive consultation process throughout the CSU, a new voluntary fee for the California State Student Association (CSSA) known as the "Student Involvement and Representation Fee" (SIRF) was implemented. This fee is assessed at a rate of \$2 in the fall and spring terms and students may voluntarily "opt-out". The full text of E.O. 1102 may be found on-line (<http://www.calstate.edu/eo/eo-1102.html>).

To estimate the total cost to attend SF State you can find this on line at:
<https://www2.calstate.edu/attend/paying-for-college/Pages/csu-costs.aspx>

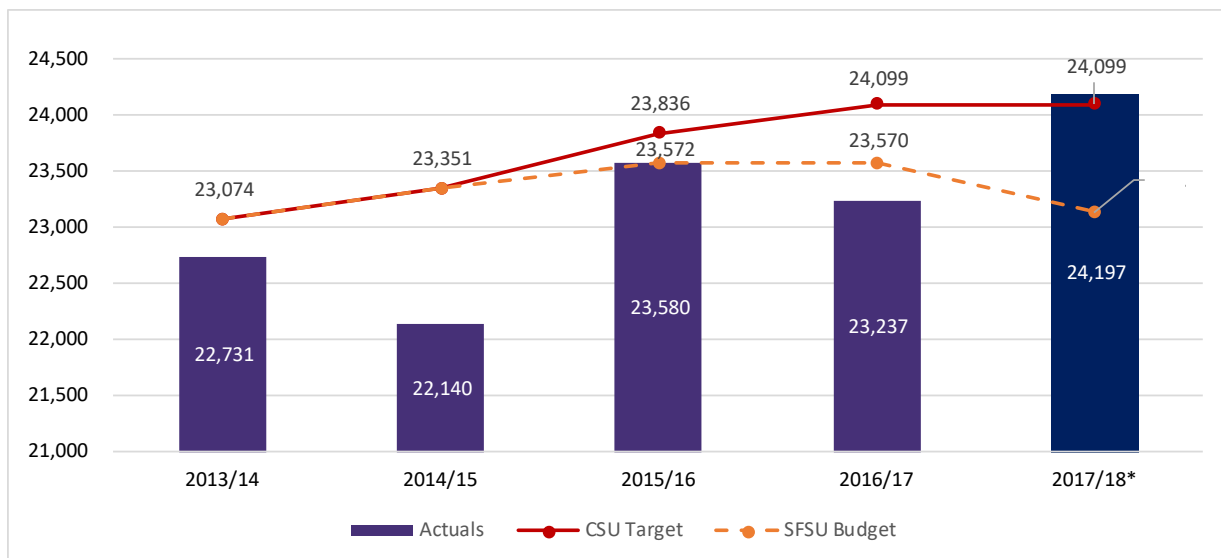
SF STATE ENROLLMENT PLAN

Student Enrollment drives the majority of the CSU's budget allocations from the State of California, whether for academic activities or capital and technology initiatives. The CSU's Enrollment Plan Cycle begins in the fall for the following fiscal year. A system-wide enrollment level is indicated each year in the Board of Trustees' Support budget request. Enrollment targets for each campus are jointly determined by the Chancellor and campus presidents. These targets form the primary driver used to distribute new resources.

California (CA) Resident Enrollment (State-support)

CA Resident student enrollment has fluctuated over the years as the state budget has experienced periods of health and bust. Between 2010-11 and 2012-13, CA resident enrollment exceeded the CSU target. As a result, SF State declared a campus-wide impaction for first-time freshmen and new undergraduate transfers in Fall 2013. In an effort to address enrollment, the summer program was moved from the self-support summer to the state side, started in 2015-16. With this change, the campus anticipated the enrollment to exceed the SF State budget basis by 2% and meet the CSU target.

As shown in the table and chart below, SF State's enrollment allocation (CSU target) had remained the same at 24,099 FTES for the last two years. In 2016-17, the enrollment declined about 1.5% and came in at 3.6% below the CSU target. With the strong growth in the Fall 2017 for both first-time freshmen and new undergraduate transfers, the campus projected to improve the CA resident enrollment more than 4.0% (or approximately 960 FTES) and anticipated to exceed (or 0.4% above) the CSU target.



SFSU Resident Enrollment (FTES)					
	2013/14	2014/15	2015/16	2016/17	2017/18*
CSU Target	23,074	23,351	23,836	24,099	24,099
SFSU Budget	23,074	23,351	23,572	23,570	23,135
Actuals	22,731	22,140	23,580	23,237	24,197

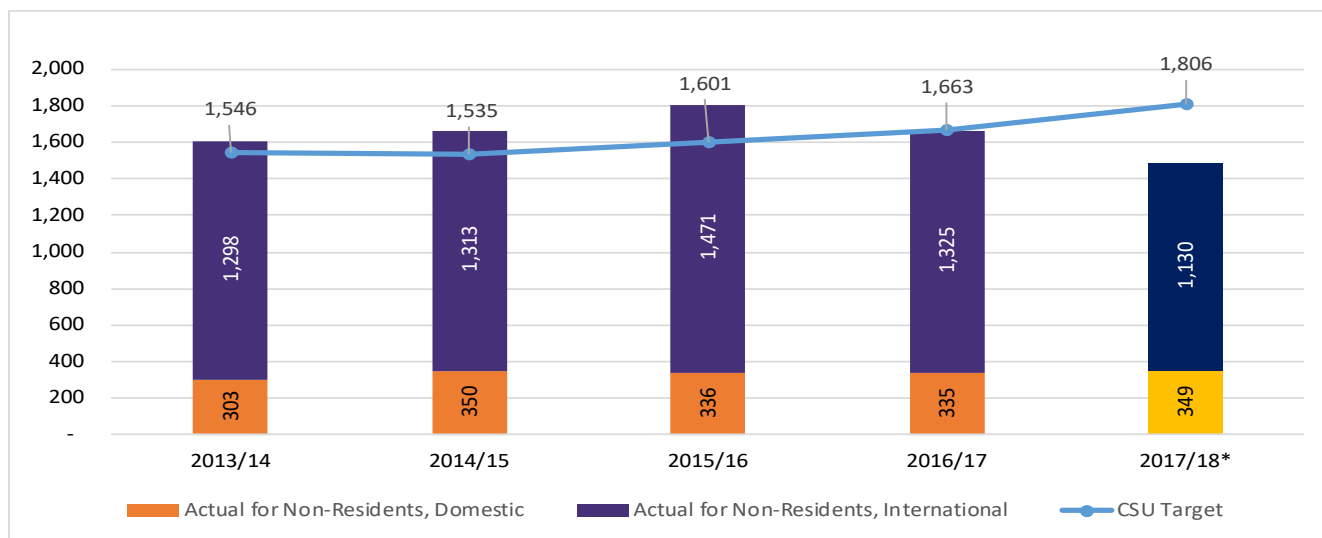
* FY17/18 is a projected actuals

Non California Resident Enrollment (Self-Supported)

While the CSU Support Budget includes projections for both resident and non-resident FTES, the State only funds CA resident FTES. Non-resident FTES is considered a self-supported funding through Tuition Fee and Non-resident Fee revenues. CSU campuses have the authority to set their own internal targets within a reasonable range.

As illustrated in the table and chart below, the campus has experienced significant decline in non-resident enrollment for the last two years. In 2016-17, the non-resident enrollment declined about 8.1% and came in at 0.2% below an internal SF State's target. The further decline was anticipated in 2017-18. It is projected that the non-resident enrollment will be about 18% lower than the previous year or 11% below an internal target.

An improvement in non-resident enrollment is the campus's high priority for the upcoming years. The strategic efforts to support the new student recruitment and outreach are critical to redirect the enrollment and improve the quality of our students.

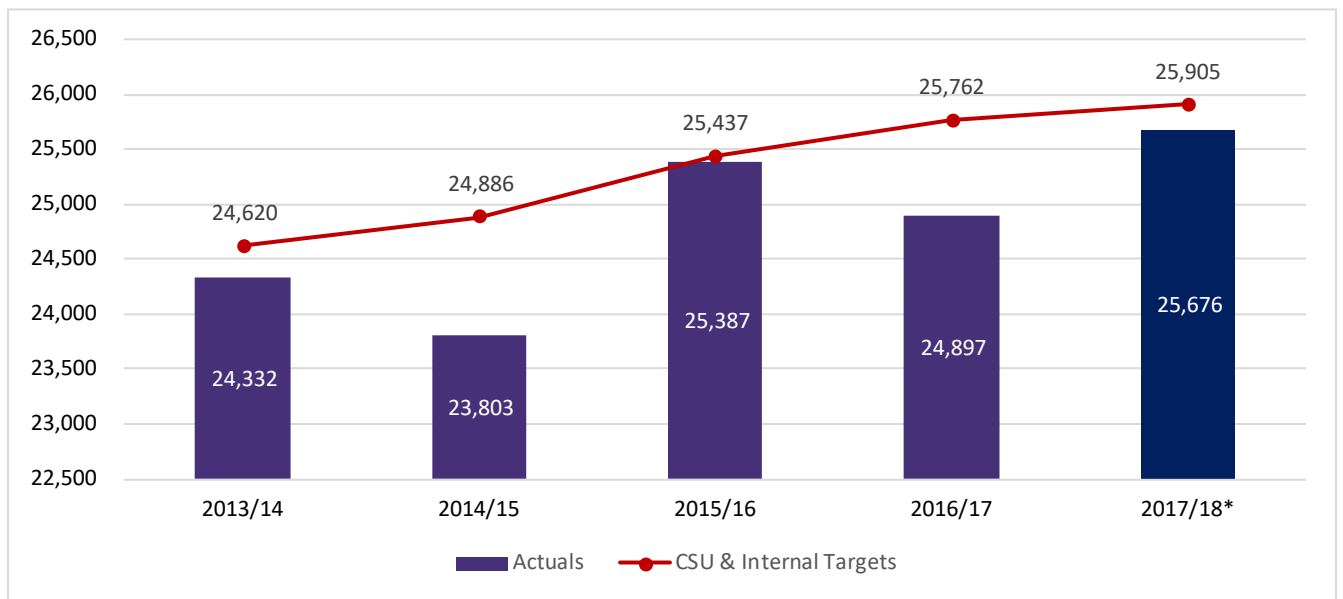


SFSU Non-Resident Enrollment (FTES)					
	2013/14	2014/15	2015/16	2016/17	2017/18*
Internal Target	1,546	1,535	1,601	1,663	1,806
Actuals	1,601	1,663	1,807	1,660	1,479

* FY17/18 is a projected actuals

SF State Overall Enrollment Summary

SF State enrollment (both CA resident and non-resident enrollment) had fluctuated for the last five years. As shown in the table and chart below, the campus experienced significant enrollment decline of about 3.4% in 2016-17 or 1.9% below the overall target (CSU and internal targets). With the strong CA resident enrollment, it is projected that the campus's total enrollment for 2017-18 will improve more than 3% or approximately 0.9% below the overall target.



SFSU Overall Enrollment (FTES)

	2013/14	2014/15	2015/16	2016/17	2017/18*
CSU & Internal Targets	24,620	24,886	25,437	25,762	25,905
Actuals	24,332	23,803	25,387	24,897	25,676

*FY17/18 is a projected actuals

Source: Office of Institutional Research

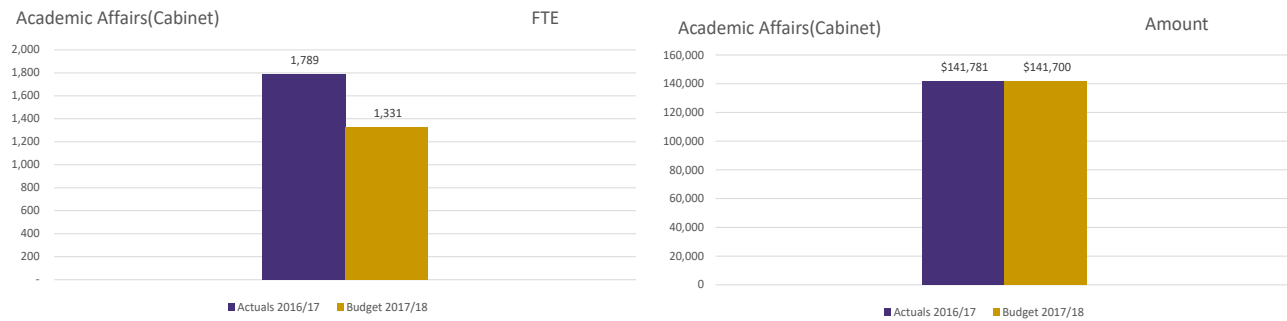
FY 17-18 EXPENDITURE BUDGET BY CABINET

General Fund Budget Report by Cabinet/Division Assumptions:

- General Fund includes NG001 and NR101
- Actual full-time employee (FTE) is computed as an average appointment for the position for FY 16/17. FY 17/18 Budget is the Cabinet's position planning.
- 601100-Academic Salaries includes: Professor, Associate Professor, Assistant Professor, Other Faculty.

ACADEMIC AFFAIRS

General Fund Budget



Academic Affairs (Cabinet)	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	717	68,272	769	70,234	53	7%	1,961	3%
601806 - Part Time Faculty	423	24,822	20	19,605	(404)	-95%	(5,217)	-21%
601304 - Teaching Associates	50	1,858		390	(50)	-100%	(1,468)	-79%
601810 - Summer Session Fac	1	3,361		4,149	(1)	-100%	788	23%
601103 - Graduate Assistant	25	692		370	(25)	-100%	(322)	-47%
Instructional Faculty Total	1,216	\$ 99,005	789	\$ 94,747	(427)	-35%	(4,258)	-4%
Department Chair	31	4,021	31	4,048	0	0%	27	1%
Management and Supervisory	49	6,611	52	6,864	3	6%	253	4%
Support Staff	493	27,564	459	28,090	(33)	-7%	527	2%
Salaries Total	1,789	\$ 137,201	1,331	\$ 133,750	(457)	-26%	(3,451)	-3%
Operating Expenses		4,580		7,950	-	-	3,370	74%
Academic Affairs(Cabinet) Total	1,789	\$ 141,781	1,331	\$ 141,700	(457)	-26%	(81)	0%

Notes: FY17/18 Budget counts for Vacant FTE without Budget: Academic Salaries = 1, Counts for Vacant FTE with Budget: Support Staff = 12, FTE variance also due to appointment changes

Academic Affairs Summary By CSU Fund, 3 Years of Actuals FY14-15 –FY16-17: Refer to page 24

FY 2017-18 EXPENDITURE BUDGET BY UNIVERSITY DIVISION (COLLEGE)

COLLEGE OF LIBERAL CREATIVE ARTS

Mission

The liberal and creative arts provide students with a foundation of confidence, critical thinking and engagement toward a greater good. Our university community is among the nation's most diverse — not only in demographics and global cultures, but also in our embrace of ideas, discourse, creativity and ingenuity.

We are here to help you find and fulfill your passions throughout your SF State journey. Our faculty are invested in your success and will work closely with you in the most difficult times. The College of Liberal & Creative Arts' Advising and Resource Center provides tutoring and training, study spaces, a computer lab and even office supplies. Our alumni will share their insights and successes and help you chart your own career paths.

Source: SF State website

2017-18 Strategic Initiatives:

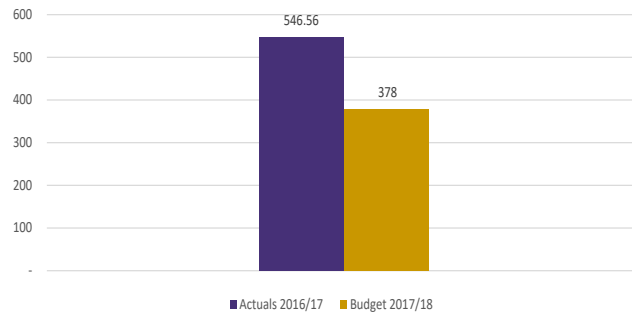
- Planning (with Development and Administration and Finance) for the new LCA building
- Increasing and improving advising services
- Aligning budget with curriculum planning

Source: LCA

General Fund Budget

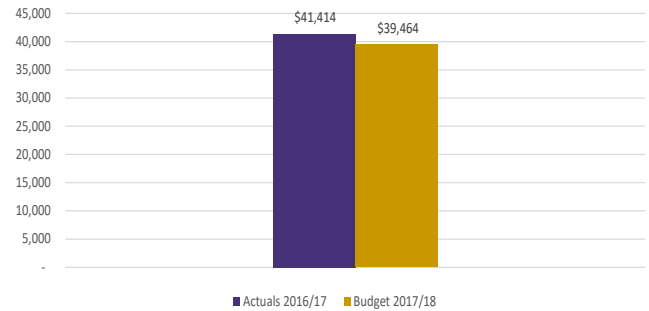
Col of Liberal and Creative Arts

FTE



Col of Liberal and Creative Arts

Amount



Col of Liberal and Creative Arts	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	250	23,223	270	24,543	20	8%	1,320	6%
601806 - Part Time Faculty	155	8,978		5,622	(155)	-100%	(3,356)	-37%
601304 - Teaching Associates	20	666		390	(20)	-100%	(276)	-41%
601810 - Summer Session Fac	0	697		775	(0)	-100%	78	11%
601103 - Graduate Assistant	14	378		370	(14)	-100%	(9)	-2%
Instructional Faculty Total	439	\$ 33,942	270	\$ 31,700	(170)	-39%	(2,242)	-7%
Department Chair	9	1,107	9	1,128	0	0%	21	2%
Management and Supervisory	5	656	5	648	0	9%	(8)	-1%
Support Staff	94	5,328	94	5,671	1	1%	343	6%
Salaries Total	547	\$ 41,032	378	\$ 39,145	(169)	-31%	(1,887)	-5%
Operating Expenses		382		319	-	-	(63)	-17%
Col of Liberal and Creative Arts Total	547	\$ 41,414	378	\$ 39,464	(169)	-31%	(1,950)	-5%

Note: Counts for Vacant FTE without Budget: Academic Salaries = 1. FTE variance also due to appointment changes

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
LIBERAL&CREATIVE ART - Col of Liberal and Creative Ar			
Salaries	19	41	23
Benefits	0	2	4
Operating Expenses	905	569	336
441 - TF-Extended Education Operations Total	924	611	362
Salaries	8	5	1
Benefits	0	0	0
Operating Expenses	640	436	323
463 - TF-Instructionally Related Activities Trust Total	649	441	324
Operating Expenses	61	39	1
481 - TF-Lottery Education Fund Total	61	39	1
Salaries	37,497	38,721	41,045
Benefits	17,005	17,563	19,001
Operating Expenses	511	500	564
Work Study	277	174	204
485 - TF-CSU Operating Fund Total	55,291	56,958	60,814
Salaries	241	149	154
Benefits	43	25	34
Operating Expenses	9	233	196
491 - TF-Special Projects Fund-Special Projects Total	292	406	384
Salaries	136	135	111
Benefits	32	35	36
Operating Expenses	217	191	240
496 - TF-Miscellaneous Trust Total	386	361	386
LIBERAL&CREATIVE ART - Col of Liberal and Creative Ar Total	57,603	58,816	62,271

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

COLLEGE OF ETHNIC STUDIES

Mission

The College of Ethnic Studies provides safe academic spaces for all to learn the histories, cultures, and intellectual traditions of Native peoples and communities of color in the U.S. in the first-person and also practice theories of resistance and liberation to eliminate racism and other forms of oppression.

Source: SF State website

2017-18 Strategic Initiatives:

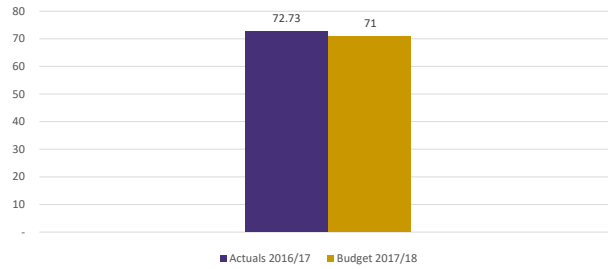
- Creating a new Race & Resistance Studies major
- Creating three new minors
- Piloting a college-wide faculty civic engagement fellow with the Institute for Civic and Community Engagement

Source: College of Ethnic Studies

General Fund Budget

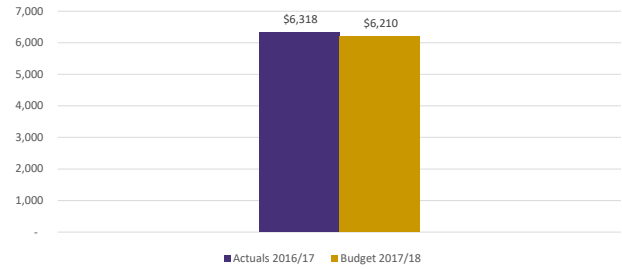
College of Ethnic Studies

FTE



College of Ethnic Studies

Amount



College of Ethnic Studies	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	37	3,592	39	3,588	1	3%	(4)	0%
601806 - Part Time Faculty	23	1,393	20	1,228	(3)	-13%	(166)	-12%
601810 - Summer Session Fac	0	184		257	(0)	-100%	73	40%
Instructional Faculty Total	60	\$ 5,169	58	\$ 5,073	(2)	-3%	(96)	-2%
Department Chair	2	200	2	198	(0)	0%	(1)	-1%
Management and Supervisory	2	311	2	311	-	0%	-	0%
Support Staff	9	575	9	565	(0)	-1%	(10)	-2%
Salaries Total	73	\$ 6,255	71	\$ 6,147	(2)	-3%	(108)	-2%
Operating Expenses		63		64	-	-	0	0%
College of Ethnic Studies Total	73	\$ 6,318	71	\$ 6,210	(2)	-3%	(108)	-2%

Note: FTE variance due to appointment changes

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
ETHNIC STUDIES - College of Ethnic Studies			
Salaries	15	0	5
Benefits	0	0	0
Operating Expenses	76	33	51
441 - TF-Extended Education Operations Total	91	33	56
Salaries	7	5	1
Benefits	0	0	0
Operating Expenses	19	25	6
463 - TF-Instructionally Related Activities Trust Total	27	30	7
Operating Expenses	9	0	4
481 - TF-Lottery Education Fund Total	9	0	4
Salaries	4,996	5,267	6,260
Benefits	2,163	2,281	2,670
Operating Expenses	41	57	71
Work Study	32	32	54
485 - TF-CSU Operating Fund Total	7,234	7,637	9,055
Salaries	1	1	0
Operating Expenses	13	13	6
491 - TF-Special Projects Fund-Special Projects Total	14	15	6
Operating Expenses	4	0	0
496 - TF-Miscellaneous Trust Total	4	0	0
ETHNIC STUDIES - College of Ethnic Studies Total	7,378	7,714	9,128

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

COLLEGE OF HEALTH & SOCIAL SCIENCES

Mission

The College of Health & Social Sciences prepares students to help solve the most pressing and enduring issues confronting the well-being of individuals, families, communities and society.

Students, faculty and staff participate in a learning process that fosters excellence in their professions and supports them in the pursuit of equity and social justice.

To advance this mission, the College is committed to innovative teaching, scholarship and service that inspire leadership for positive social change.

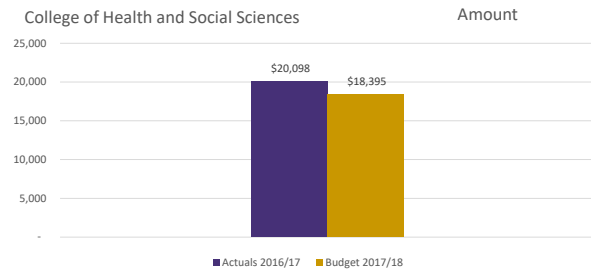
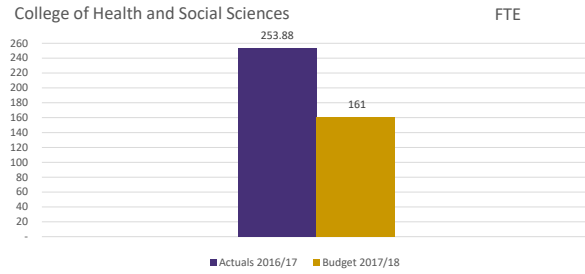
Source: SF State website

2017-18 Strategic Initiatives:

- Faculty Learning Community to assist new Tenure-Track Faculty
- CHSS Teaching Academy that assists faculty at all levels to become more effective teachers
- Expanding Student-Faculty Research Collaboration as high-impact practice

Source: HSS

General Fund Budget



Col of Health and Social Sciences in thousands	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	106	9,715	108	9,588	1	1%	(127)	-1%
601806 - Part Time Faculty	88	5,339		3,839	(88)	-100%	(1,499)	-28%
601304 - Teaching Associates	1	34		-	(1)	-100%	(34)	-100%
601810 - Summer Session Fac	0	651		666	(0)	-100%	15	2%
601103 - Graduate Assistant	0	13		-	(0)	-100%	(13)	-100%
Instructional Faculty Total	196	\$ 15,751	108	\$ 14,093	(88)	-45%	(1,657)	-11%
Department Chair	6	778	6	772	(0)	-1%	(7)	-1%
Management and Supervisory	4	605	4	605	-	0%	-	0%
Support Staff	48	2,644	44	2,578	(4)	-9%	(66)	-2%
Salaries Total	254	\$ 19,778	161	\$ 18,048	(93)	-37%	(1,730)	-9%
Operating Expenses		319		347	-	-	28	9%
Col of Health and Social Sciences Total	254	\$ 20,098	161	\$ 18,395	(93)	-37%	(1,702)	-8%

Note: FTE variance due to appointment changes

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
HEALTH AND SOCIAL SC - Health and Social Sciences-Col			
Salaries	305	469	148
Benefits	8	47	7
Operating Expenses	799	850	243
441 - TF-Extended Education Operations Total	1,113	1,366	398
Salaries	18	53	6
Benefits	0	0	0
Operating Expenses	132	130	3
463 - TF-Instructionally Related Activities Trust Total	150	183	9
Salaries	0	0	0
Benefits	0	0	0
Operating Expenses	5	17	0
465 - TF-Contracts and Grant Trust Total	5	17	0
Operating Expenses	4	46	35
481 - TF-Lottery Education Fund Total	4	46	35
Salaries	17,827	18,257	19,790
Benefits	7,701	8,129	8,866
Operating Expenses	178	-86	535
Work Study	302	286	268
485 - TF-CSU Operating Fund Total	26,008	26,586	29,460
Salaries	176	206	201
Benefits	83	71	63
Operating Expenses	284	425	635
491 - TF-Special Projects Fund-Special Projects Total	544	702	898
Salaries	49	63	135
Benefits	1	2	13
Operating Expenses	141	109	83
496 - TF-Miscellaneous Trust Total	190	173	231
HEALTH AND SOCIAL SC - Health and Social Sciences-Col Total	28,013	29,073	31,031

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

COLLEGE OF SCIENCE & ENGINEERING (CoSE)

Mission

CoSE provides an encouraging environment to develop the intellectual capacity, critical thinking, creativity and problem solving ability of its students so that they may become honorable, contributing and forward-thinking members of the science and engineering community of the San Francisco Bay Area and beyond. CoSE fosters a thriving environment for scholarly and creative activities so that new knowledge or solutions to problems are discovered or created and provides science education to all students in the University so that they may be equipped to succeed in the modern world.

Source: SF State website

2017-18 Strategic Initiatives:

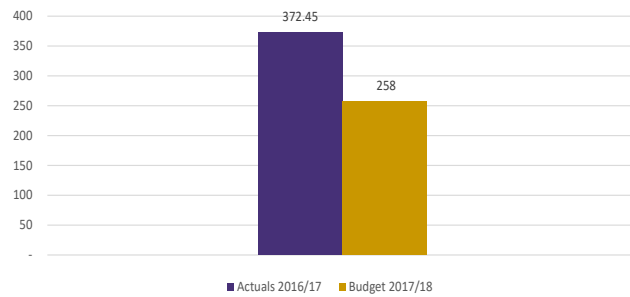
- Expanding Advising Services (hiring advisers and remodel of SCI 214)
- Proposed new Master of Science in Interdisciplinary Marine & Estuarine Sciences
- Proposed new minor in Computing Applications

Source: CoSE

General Fund Budget

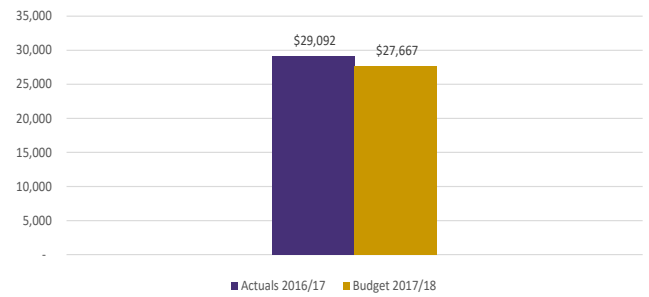
College of Science & Engineering

FTE



College of Science & Engineer

Amount



College of Science & Engineering	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	164	15,823	170	16,002	6	3%	180	1%
601806 - Part Time Faculty	79	4,568		4,317	(79)	-100%	(251)	-5%
601304 - Teaching Associates	30	1,158		-	(30)	-100%	(1,158)	-100%
601810 - Summer Session Fac	0	614		898	(0)	-100%	284	46%
601103 - Graduate Assistant	10	281		-	(10)	-100%	(281)	-100%
Instructional Faculty Total	283	\$ 22,444	170	\$ 21,217	(114)	-40%	(1,226)	-5%
Department Chair	6	827	6	841	0	2%	14	2%
Management and Supervisory	9	1,053	9	1,067	0	2%	15	1%
Support Staff	75	4,681	73	4,541	(2)	-2%	(140)	-3%
Salaries Total	372	\$ 29,286	258	\$ 27,667	(115)	-31%	(1,619)	-6%
Operating Expenses		87		(1)	-	-	(88)	-101%
College of Science & Engineer Total	372	\$ 29,092	258	\$ 27,667	(115)	-31%	(1,425)	-5%

Note: FTE variance due to appointment changes

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
SCIENCE ENGINEERING - College of Science & Engineer			
Salaries	153	615	63
Benefits	0	2	0
Operating Expenses	477	1,304	418
441 - TF-Extended Education Operations Total	631	1,920	480
Salaries	8	20	6
Benefits	0	0	0
Operating Expenses	163	712	121
463 - TF-Instructionally Related Activities Trust Total	172	732	127
Salaries	13	7	57
Benefits	0	0	0
Operating Expenses	671	53	731
481 - TF-Lottery Education Fund Total	684	61	789
Salaries	25,308	26,342	29,051
Benefits	11,058	11,960	13,146
Operating Expenses	522	-377	314
Work Study	110	104	102
485 - TF-CSU Operating Fund Total	36,998	38,029	42,612
Salaries	310	475	706
Benefits	-25	5	36
Operating Expenses	1,471	1,686	1,918
491 - TF-Special Projects Fund-Special Projects Total	1,755	2,166	2,660
Salaries	24	57	46
Benefits	9	15	18
Operating Expenses	39	-73	-18
496 - TF-Miscellaneous Trust Total	72	-1	46
SCIENCE ENGINEERING - College of Science & Engineer Total	40,312	42,906	46,713

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

COLLEGE OF BUSINESS

Mission

We are San Francisco's public business school. We embrace the area's rich diversity and provide access to higher education. Our mission is to prepare students for professional success through high quality teaching, innovative and relevant courses, discipline-based and pedagogical scholarship, and engagement with the academic and business communities.

Source: SF State website

2017-18 Strategic Initiatives:

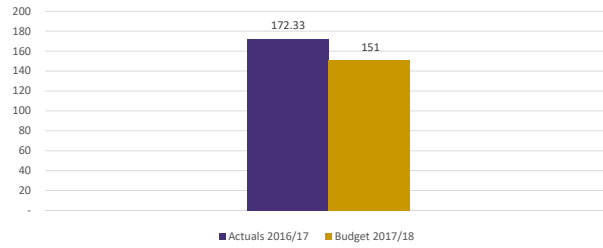
- Expanded advising services
- Expanded tutoring services
- Created a degree in MS in Business Analytics

Source: College of Business

General Fund Budget

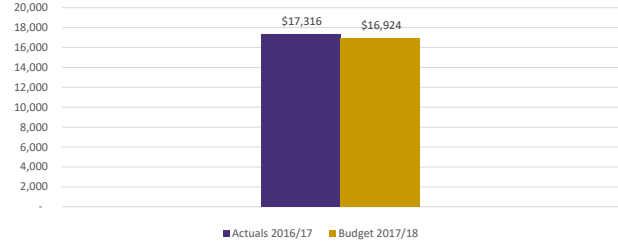
College of Business

FTE



College of Business

Amount



College of Business	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	97	10,610	117	10,914	20	21%	304	3%
601806 - Part Time Faculty	40	2,410		1,964	(40)	-100%	(445)	-18%
601810 - Summer Session Fac	0	1,048		1,422	(0)	-100%	374	36%
601103 - Graduate Assistant	0	10		-	(0)	-100%	(10)	-100%
Instructional Faculty Total	138	\$ 14,078	117	\$ 14,300	(21)	-15%	222	2%
Department Chair	5	645	5	646	0	0%	1	0%
Management and Supervisory	4	549	3	459	(1)	-14%	(90)	-16%
Support Staff	27	1,523	26	1,519	(1)	-2%	(4)	0%
Salaries Total	172	\$ 16,795	151	\$ 16,924	(22)	-13%	130	1%
Operating Expenses		521		-	-	-	(521)	-100%
College of Business Total	172	\$ 17,316	151	\$ 16,924	(22)	-13%	(391)	-2%

Note: FTE variance due to appointment changes

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
BUSINESS - College of Business			
Salaries	111	286	122
Benefits	3	4	25
Operating Expenses	287	1,117	428
441 - TF-Extended Education Operations Total	401	1,407	575
Salaries	0	2	1
Operating Expenses	0	8	18
463 - TF-Instructionally Related Activities Trust Total	0	9	19
Operating Expenses	59	70	1
481 - TF-Lottery Education Fund Total	59	70	1
Salaries	14,322	14,962	16,796
Benefits	6,186	6,274	7,159
Operating Expenses	1,296	456	986
Work Study	49	47	49
485 - TF-CSU Operating Fund Total	21,853	21,739	24,991
Salaries	3	19	13
Benefits	0	1	1
Operating Expenses	85	142	315
491 - TF-Special Projects Fund-Special Projects Total	87	163	329
Operating Expenses	1	3	0
496 - TF-Miscellaneous Trust Total	1	3	0
BUSINESS - College of Business Total	22,402	23,391	25,916

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

GRADUATE COLLEGE OF EDUCATION

Mission

The Graduate College of Education prepares reflective, transformative educators, clinicians, leaders and scholars who advance the professions within education. Our graduates deliver education programs across the life span, demonstrating excellence in the art and science of teaching and learning, research on critical issues in education and communicative disorders, integration of new technologies and commitment to equity and social justice. Professional preparation programs are designed to meet global challenges, through authentic learning experiences in academic and clinical environments that are guided by our commitment to inclusiveness, integrity, community, social action and evidence-based practice.

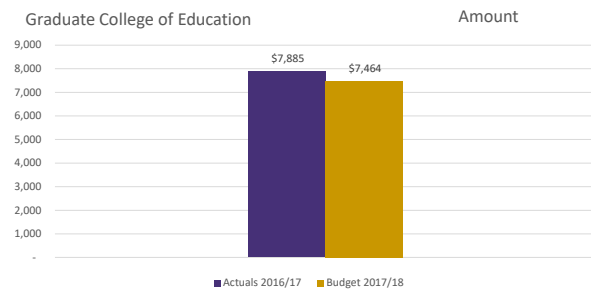
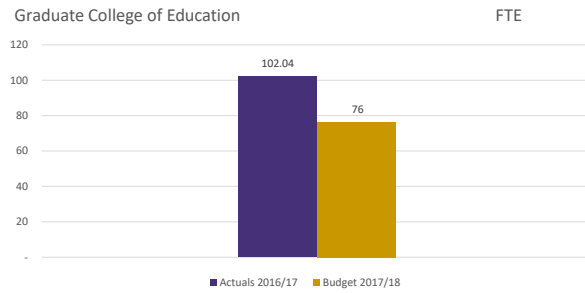
Source: SF State website

2017-18 Strategic Initiatives:

- Developing an externally funded student success collaborative from pre-service to credentialing.
- Developing a common trunk among graduate programs as a pathway to teaching
- Significantly expanding our undergraduate minor programs in the education minor and the special education minor.

Source: College of Education

General Fund Budget



Graduate College of Education	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	40	3,758	44	4,318	3	8%	560	15%
601806 - Part Time Faculty	28	1,498		690	(28)	-100%	(808)	-54%
601810 - Summer Session Fac	0	168		131	(0)	-100%	(37)	-22%
601103 - Graduate Assistant	0	9		-	(0)	-100%	(9)	-100%
Instructional Faculty Total	69	\$ 5,434	44	\$ 5,139	(25)	-37%	(295)	-5%
Department Chair	3	361	3	361	-	0%	-	0%
Management and Supervisory	4	449	4	455	0	13%	7	2%
Support Staff	27	1,447	26	1,380	(1)	-3%	(67)	-5%
Salaries Total	102	\$ 7,691	76	\$ 7,336	(26)	-25%	(355)	-5%
Operating Expenses		194		128	-	-	(66)	-34%
Graduate College of Education Total	102	\$ 7,885	76	\$ 7,464	(26)	-25%	(421)	-5%

Note: FTE variance due to appointment changes

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
EDUCATION - Graduate College of Education			
Salaries	12	3	0
Benefits	0	0	0
Operating Expenses	26	0	0
441 - TF-Extended Education Operations Total	38	3	0
Salaries	13	20	0
Benefits	0	0	0
Operating Expenses	53	5	2
463 - TF-Instructionally Related Activities Trust Total	65	26	2
Operating Expenses	22	6	12
481 - TF-Lottery Education Fund Total	22	6	12
Salaries	7,508	7,326	7,731
Benefits	3,066	3,025	3,226
Operating Expenses	240	258	235
Work Study	41	47	42
485 - TF-CSU Operating Fund Total	10,856	10,656	11,234
Salaries	48	81	40
Benefits	6	6	5
Operating Expenses	98	90	55
491 - TF-Special Projects Fund-Special Projects Total	151	178	100
Salaries	10	11	3
Benefits	0	0	0
Operating Expenses	22	36	11
496 - TF-Miscellaneous Trust Total	32	47	14
EDUCATION - Graduate College of Education Total	11,164	10,915	11,362

Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

ACADEMIC SUPPORT UNITS

J. PAUL LEONARD LIBRARY

Mission

The mission of the J. Paul Leonard Library is to empower its University constituency with lifelong learning skills to identify, find, evaluate, use and communicate information in promotion of excellence in scholarship, knowledge and understanding.

Source: SF State website

General Fund Budget



Library	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries	22	1,724	22	1,739	(0)	0%	15	1%
601100 - Academic Salaries	22	\$ 1,724	22	\$ 1,739	(0)	0%	15	1%
Instructional Faculty Total	1	102	1	102	-	0%	-	0%
Department Chair	2	273	2	273	-	0%	-	0%
Management and Supervisory	65	2,710	43	2,768	(22)	-33%	58	2%
Support Staff	90	\$ 4,810	68	\$ 4,883	(22)	-24%	73	2%
Salaries Total								
Operating Expenses		841		3,189	-	-	2,349	279%
Library Total	90	\$ 5,651	68	\$ 8,072	(22)	-24%	2,421	43%

Note:
- \$3,189,251 of Budget Operating Expense includes \$2.3M in transfers.

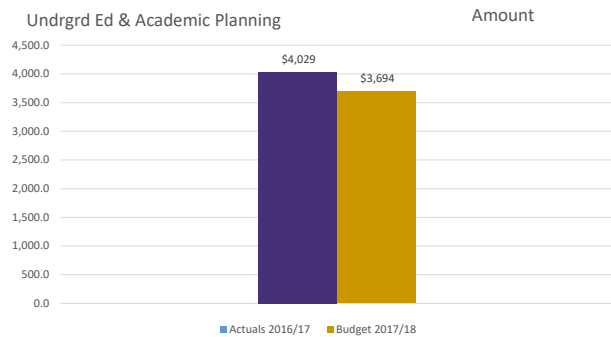
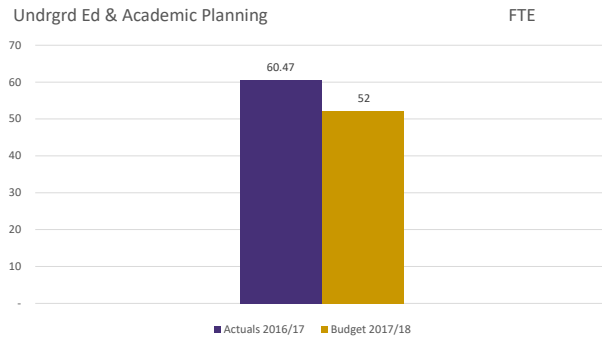
Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
LIBRARY - Library			
Salaries	58	56	0
Benefits	0	0	0
Operating Expenses	2,901	2,441	2,316
463 - TF-Instructionally Related Activities Trust Total	2,959	2,497	2,316
Salaries	4,672	4,711	4,810
Benefits	2,147	2,248	2,339
Operating Expenses	803	713	862
Work Study	123	145	114
485 - TF-CSU Operating Fund Total	7,745	7,817	8,125
Operating Expenses	296	216	222
496 - TF-Miscellaneous Trust Total	296	216	222
LIBRARY - Library Total	11,000	10,531	10,663

Note:
(1) including NG001, NR101, SUXXX, TSXXX
Operating Expenses does not include 680 Accounts (Transfers Out)

UNDERGRAD EDUCATION & ACADEMIC PLANNING

General Fund Budget



Undrgrd Ed & Academic Planning	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	1	229	-	-	(1)	-100%	(229)	-100%
601806 - Part Time Faculty	9	636	210	210	(9)	-100%	(426)	-67%
Instructional Faculty Total	10	\$ 865	\$ 210	210	(10)	-100%	(655)	-76%
Management and Supervisory	4	490	6	669	2	51%	179	37%
Support Staff	46	2,362	46	2,566	(0)	0%	203	9%
Salaries Total	60	\$ 3,717	52	\$ 3,445	(8)	-14%	(273)	-7%
Operating Expenses		311		250	-	-	(62)	-20%
Undrgrd Ed & Academic Planning Total	60	\$ 4,029	52	\$ 3,694	(8)	-14%	(334)	-8%

Note: Counts for Vacant FTE with Budget: Support Staff = 7

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
UNDRGRD ED&ACAD PLAN - Undrgrd Ed & Academic Planning			
Salaries	97	127	7
Benefits	0	0	0
Operating Expenses	-46	4	0
463 - TF-Instructionally Related Activities Trust Total	51	132	7
Salaries	279	346	291
Benefits	40	42	44
Operating Expenses	-225	-272	8
481 - TF-Lottery Education Fund Total	94	117	343
Salaries	2,678	2,703	3,717
Benefits	1,333	1,310	1,612
Operating Expenses	190	45	311
Work Study	184	177	180
485 - TF-CSU Operating Fund Total	4,384	4,234	5,820
Salaries	11	12	1
Benefits	1	0	0
Operating Expenses	40	1	5
491 - TF-Special Projects Fund-Special Projects Total	52	13	6
Operating Expenses	222	24	7
496 - TF-Miscellaneous Trust Total	222	24	7
UNDRGRD ED&ACAD PLAN - Undrgrd Ed & Academic Planning	4,803	4,520	6,183

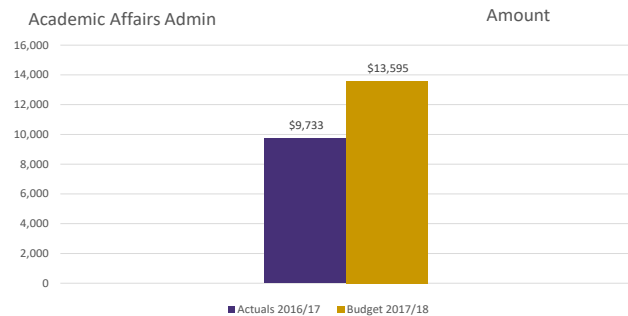
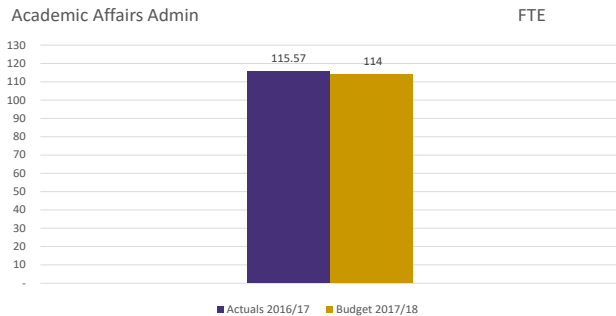
Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

ACADEMIC AFFAIRS ADMINISTRATION

General Fund Budget



Academic Affairs Admin	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
601100 - Academic Salaries	(2)	(513)		(556)	2	-100%	(43)	8%
601806 - Part Time Faculty				1,735	-	-	1,735	100%
Instructional Faculty Total	(2)	\$ (513)	\$	1,179	2	-100%	1,692	330%
Management and Supervisory	16	2,227	17	2,377	1	3%	150	7%
Support Staff	101	6,184	97	6,413	(4)	-4%	230	4%
Salaries Total	116	\$ 7,897	114	\$ 9,969	(2)	-1%	2,072	26%
Operating Expenses		1,836		3,626	-	-	1,790	97%
Academic Affairs Admin Total	116	\$ 9,733	114	\$ 13,595	(2)	-1%	3,862	40%

Note: Counts for Vacant FTE with Budget: Support Staff: 5

Division Summary By CSU Fund, 3 Years of Actuals FY14-15 to FY16-17

In thousands	2014-15	2015-16	2016-17
ACADM ADMIN - Academic Affairs Admin			
Operating Expenses	61	0	0
441 - TF-Extended Education Operations Total	61	0	0
Salaries	216	23	0
Benefits	2	0	0
Operating Expenses	91	477	69
463 - TF-Instructionally Related Activities Trust Total	309	500	69
Salaries	14	0	0
Benefits	1	0	0
Operating Expenses	893	2,030	860
481 - TF-Lottery Education Fund Total	908	2,030	860
Salaries	3,219	6,585	7,897
Benefits	3,362	3,806	4,206
Operating Expenses	928	1,491	1,853
Work Study	67	54	73
485 - TF-CSU Operating Fund Total	7,577	11,936	14,030
Salaries	0	0	0
Benefits	0	14	0
Operating Expenses	561	721	529
491 - TF-Special Projects Fund-Special Projects Total	561	735	529
Salaries	0	0	144
Benefits	0	0	35
Operating Expenses	2	61	781
496 - TF-Miscellaneous Trust Total	2	61	960
ACADM ADMIN - Academic Affairs Admin Total	9,419	15,262	16,448

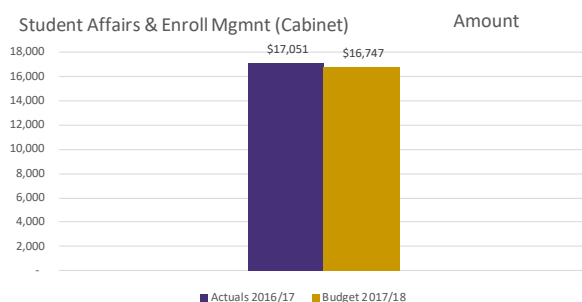
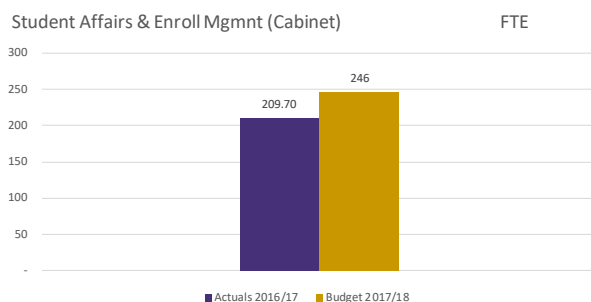
Note:

(1) including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfers Out)

STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

General Fund Budget



Student Affairs & Enroll Mgmt (Cabinet)	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Instructional Faculty*	(1)	38	-	-	1	-100%	(38)	100%
Management and Supervisory	33	3,464	46	3,854	13	38%	390	11%
Support Staff	177	11,714	200	11,679	23	13%	(35)	0%
Salaries Total	210	\$ 15,140	246	\$ 15,532	36	17%	392	3%
Operating Expenses		1,911		1,215	-		(696)	-36%
Student Affairs & Enroll Mgmt (Cabinet) Total	210	\$ 17,051	246	\$ 16,747	36	17%	(304)	-2%

Notes:

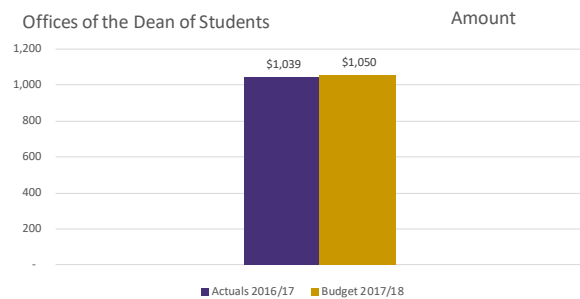
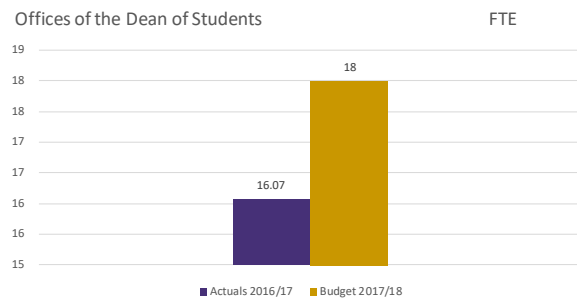
*37,500 is Ucorp Reimbursement

Counts for Vacant FTE without budget: MPP=1, Staff=2

Counts for Vacant FTE with budget: MPP=6, Staff=25

OFFICE OF THE DEAN OF STUDENTS

General Fund Budget

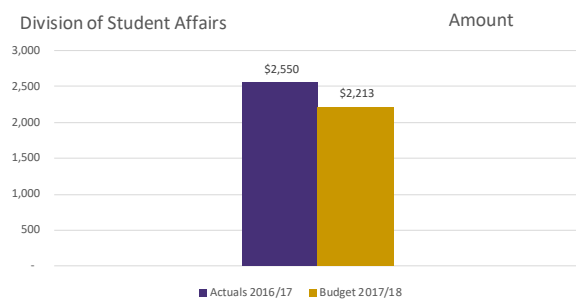
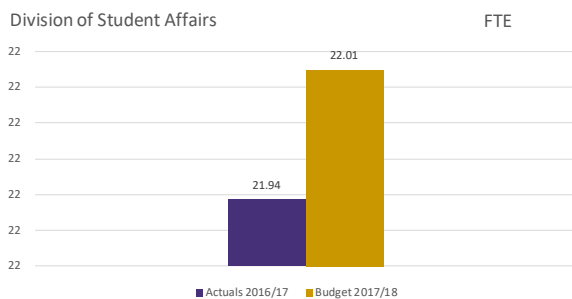


Offices of the Dean of Students	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	7	407	9	504	3	38%	97	24%
Support Staff	10	549	9	519	(1)	-6%	(30)	-5%
Salaries Total	16	\$ 956	18	\$ 1,023	2	12%	67	7%
Operating Expenses		83		27	-		(56)	-67%
AVP & Dean of Students Total	16	\$ 1,039	18	\$ 1,050	2	12%	11	1%

Note: Counts for Vacant FTE without budget: MPP=1

DIVISION OF STUDENT AFFAIRS

General Fund Budget

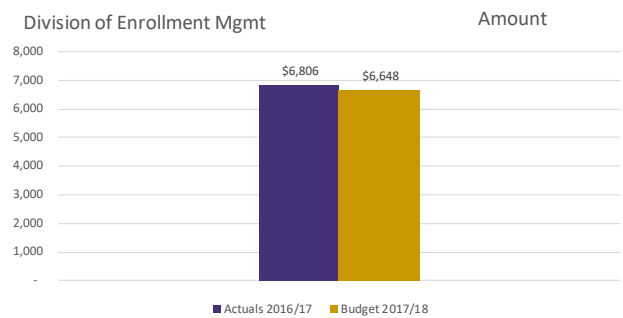
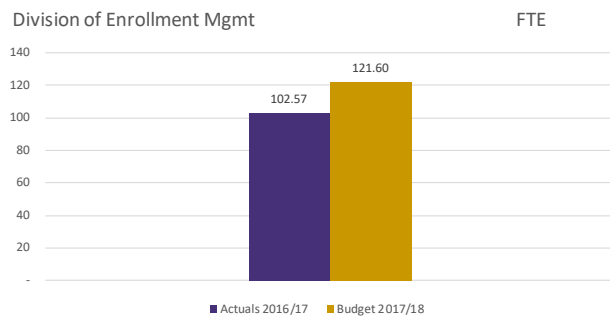


Division of Student Affairs	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	4	440	5	417	1	19%	(23)	-5%
Support Staff	18	1,864	17	1,551	(1)	-4%	(313)	-17%
Salaries Total	22	\$ 2,304	22	\$ 1,968	0	0%	(336)	-15%
Operating Expenses		246		245	-		(2)	-1%
AVP- Student Affairs Total	22	\$ 2,550	22	\$ 2,213	0	0%	(338)	-13%

Note: Counts for Vacant FTE without budget: Staff=2, Counts for Vacant FTE with budget: MPP = 1

DIVISION OF ENROLLMENT MANAGEMENT

General Fund Budget

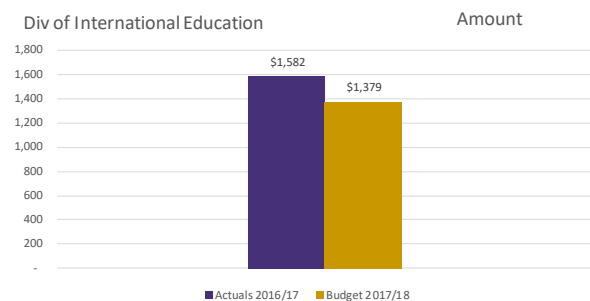
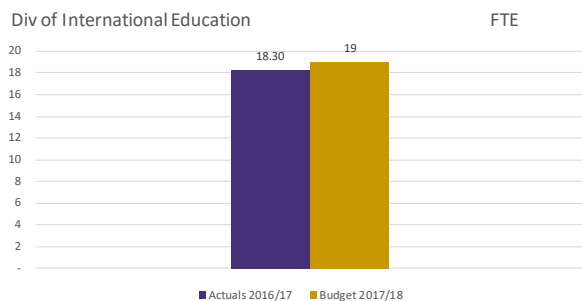


Division of Enrollment Mgmt	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	12	1,145	16	1,234	4	29%	89	8%
Support Staff	90	5,106	106	5,188	15	17%	82	2%
Salaries Total	103	\$ 6,251	122	\$ 6,422	19	19%	171	3%
Operating Expenses		555		226	-		(329)	-59%
AVP_Enrollment Mgmt Total	103	\$ 6,806	122	\$ 6,648	19	19%	(159)	-2%

Note: Counts for Vacant FTE with budget: MPP = 3, Staff = 19

DIVISION OF INTERNATIONAL EDUCATION

General Fund Budget

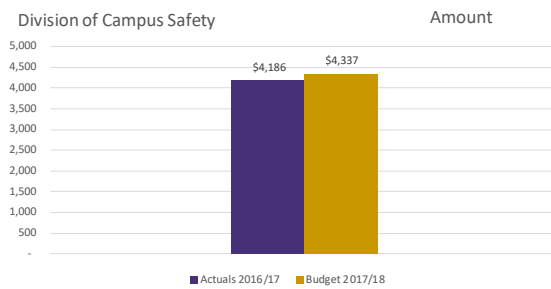
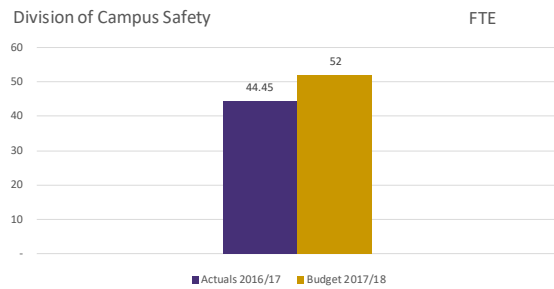


Div of International Education	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	3	367	3	338	-	0%	(29)	-8%
Support Staff	15	938	16	922	1	5%	(16)	-2%
Salaries Total	18	\$ 1,305	19	\$ 1,260	1	4%	(45)	-3%
Operating Expenses		277		119	-		(158)	-57%
Div of International Education Total	18	\$ 1,582	19	\$ 1,379	1	4%	(203)	-13%

Note: Counts for Vacant FTE with budget: Staff = 1

DIVISION OF CAMPUS SAFETY

General Fund Budget

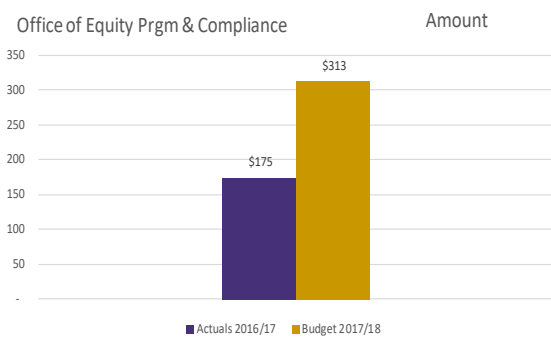
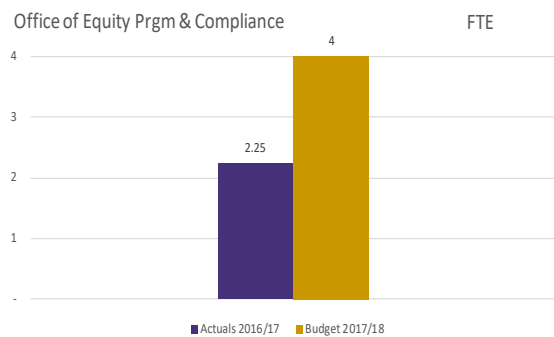


Division of Campus Safety	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	5	613	6	736	1	17%	123	20%
Support Staff	39	2,934	46	3,132	7	17%	199	7%
Salaries Total	44	\$ 3,547	52	\$ 3,868	8	17%	321	9%
Operating Expenses		639		469	-		(170)	-27%
Division of Campus Safety Total	44	\$ 4,186	52	\$ 4,337	8	17%	151	4%

Note: Includes Counts for Vacant FTE with budget: MPP = 1, Staff = 4

OFFICE OF EQUITY PROGRAM & COMPLIANCE

General Fund Budget

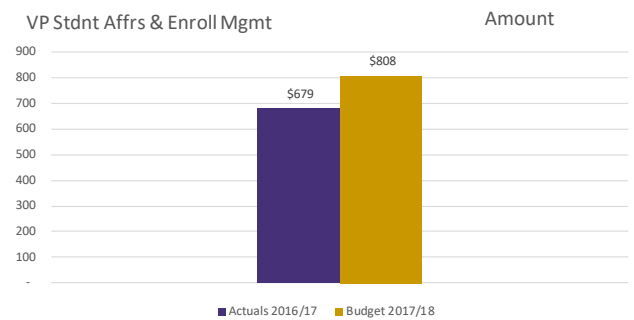
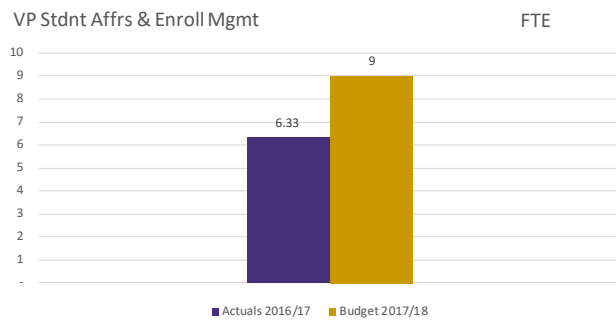


Office of Equity Prgm & Compliance	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	1	115	4	223	3	167%	108	94%
Support Staff	1	33	-	-	(1)	-100%	(33)	-100%
Salaries Total	2	\$ 148	4	\$ 223	2	78%	76	51%
Operating Expenses		27		90	-		63	231%
Office of Equity Prgm & Compliance Total	2	\$ 175	4	\$ 313	2	78%	138	79%

Note: Counts for Vacant FTE with budget: MPP = 1

VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

General Fund Budget

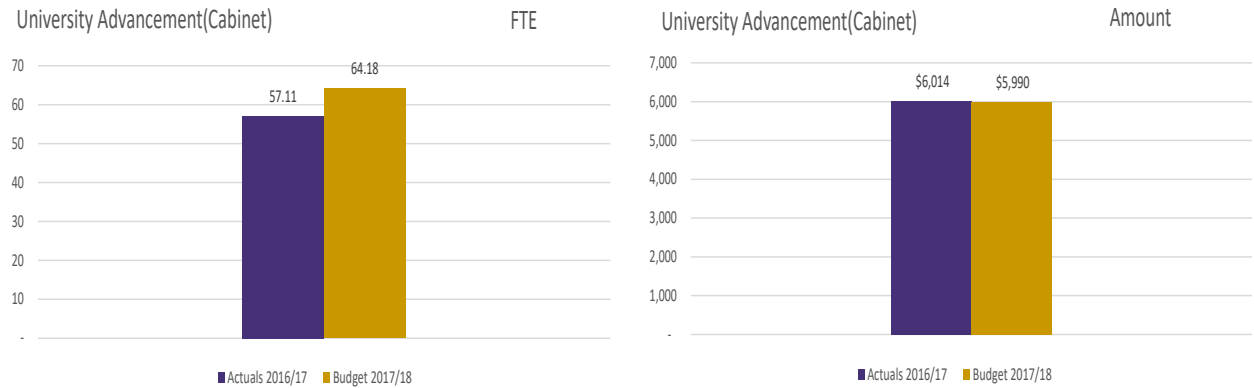


VP Stdnt Affrs & Enroll Mgmt	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	2	340	3	402	1	44%	63	18%
Support Staff	4	290	6	366	2	41%	76	26%
Salaries Total	6	\$ 630	9	\$ 768	3	42%	138	22%
Operating Expenses		50		40	-		(10)	-20%
VP Stdnt Affrs & Enroll Mgmt Total	6	\$ 679	9	\$ 808	3	42%	129	19%

Note: Counts for Vacant FTE with budget: Staff = 1

UNIVERSITY ADVANCEMENT

General Fund Budget

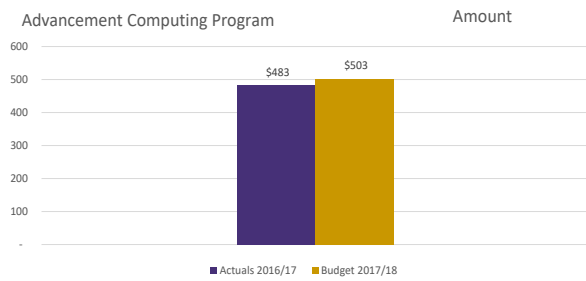
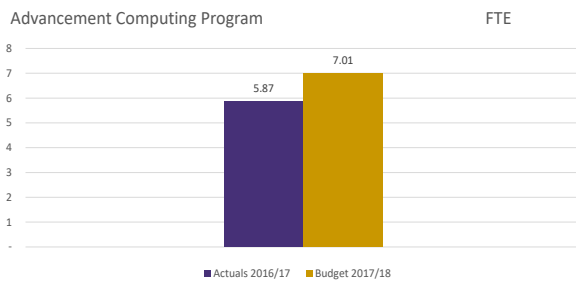


University Advancement(Cabinet)	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	30	3,432	36	3,774	6	19%	342	10%
Support Staff	27	1,636	28	1,708	1	5%	72	4%
Salaries Total	57	\$ 5,068	64	\$ 5,482	7	12%	414	8%
Operating Expenses		946		508			(438)	-46%
University Advancement(Cabinet) Total	57	\$ 6,014	64	\$ 5,990	7	12%	(23)	0%

*Does not include Athletics Program

ADVANCEMENT COMPUTING PROGRAM

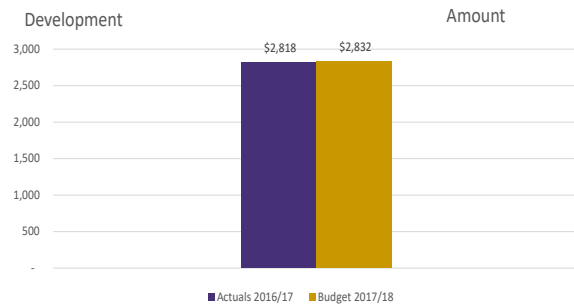
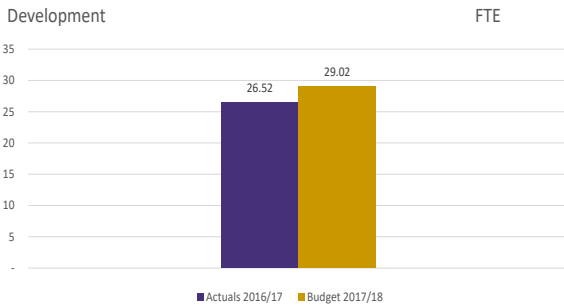
General Fund Budget



Advancement Computing Program	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	1	89	1	89	-	0%	-	0%
Support Staff	5	278	6	339	1	23%	61	22%
Salaries Total	6	\$ 367	7	\$ 427	1	19%	61	17%
Operating Expenses		117		75	-		(42)	-36%
Advancement Computing Program Total	6	\$ 483	7	\$ 503	1	19%	19	4%

DEVELOPMENT

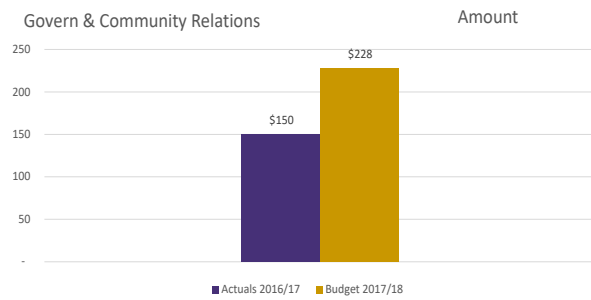
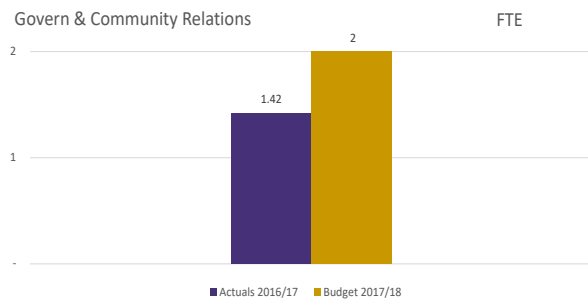
General Fund Budget



Development	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	18	2,070	22	2,252	4	20%	182	9%
Support Staff	8	510	7	429	(1)	-13%	(81)	-16%
Salaries Total	27	\$ 2,580	29	\$ 2,681	3	9%	101	4%
Operating Expenses		238		151	-		(88)	-37%
Development Total	27	\$ 2,818	29	\$ 2,832	3	9%	14	0%

GOVERN & COMMUNITY RELATIONS

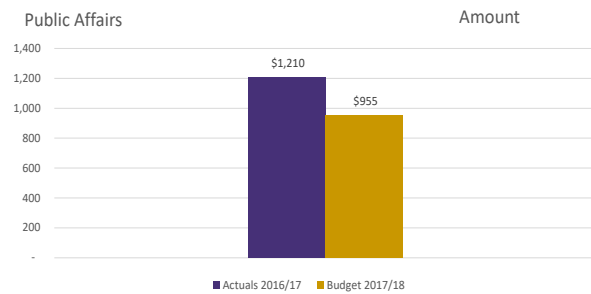
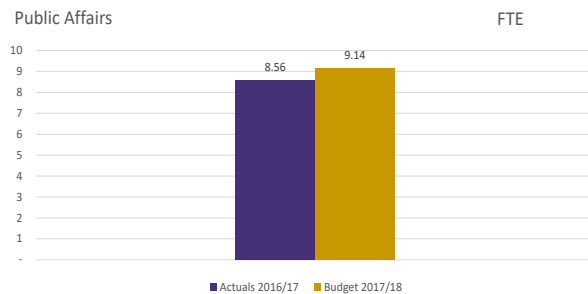
General Fund Budget



Govern & Community Relations	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	1	132	2	207	1	41%	75	57%
Support Staff	-	1		-	-		(1)	-100%
Salaries Total	1	\$ 133	2	\$ 207	1	41%	74	56%
Operating Expenses		17		20	-		3	20%
Govern & Community Relations Total	1	\$ 150	2	\$ 228	1	41%	78	52%

PUBLIC AFFAIRS

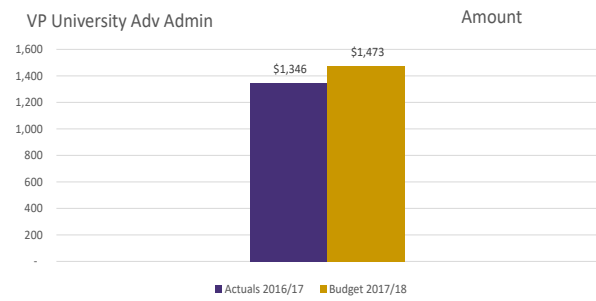
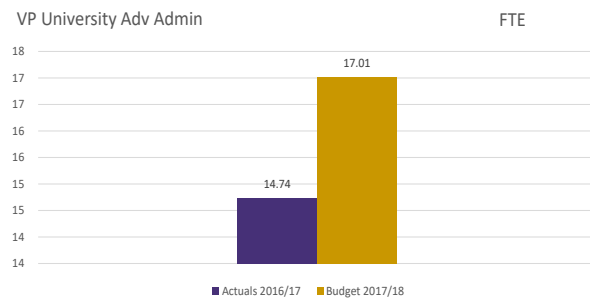
General Fund Budget



Public Affairs	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	3	374	3	348	0	2%	(26)	-7%
Support Staff	6	369	6	429	1	9%	60	16%
Salaries Total	9	\$ 742	9	\$ 777	1	7%	35	5%
Operating Expenses		468		178	-		(290)	-62%
Public Affairs Total	9	\$ 1,210	9	\$ 955	1	7%	(255)	-21%

VP UNIVERSITY ADVANCEMENT ADMIN

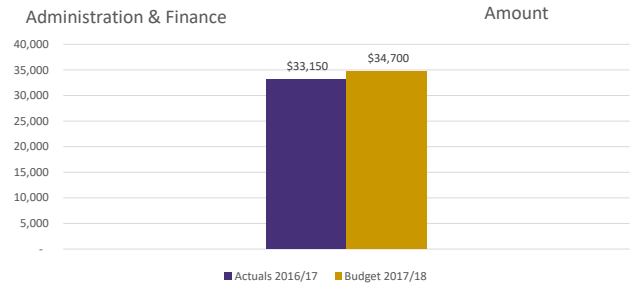
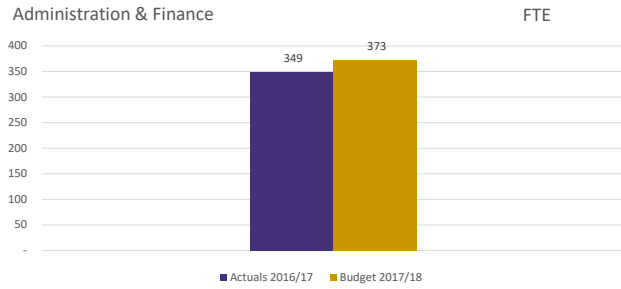
General Fund Budget



VP University Adv Admin	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	7	768	8	878	1	23%	110	14%
Support Staff	8	479	9	511	1	9%	32	7%
Salaries Total	15	\$ 1,246	17	\$ 1,389	2	15%	143	11%
Operating Expenses		100		83	-		(17)	-17%
VP University Adv Admin Total	15	\$ 1,346	17	\$ 1,473	2	15%	126	9%

ADMINISTRATION & FINANCE

General Fund Budget

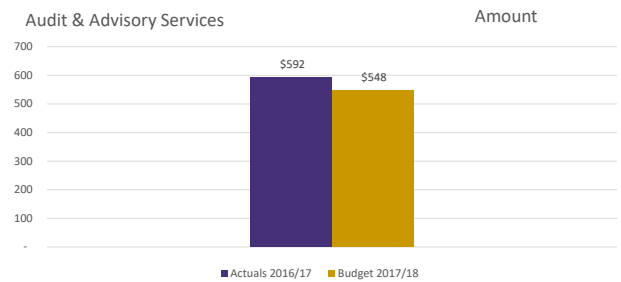
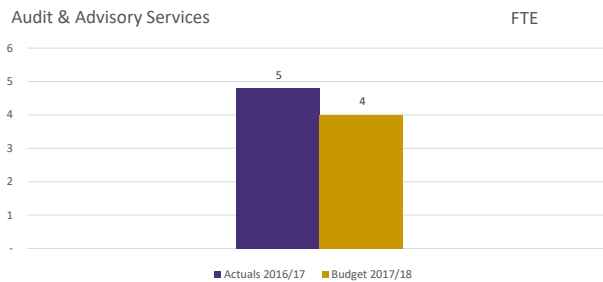


Administration & Finance	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	53	6,653	57	6,792	4	7%	139	2%
Support Staff	296	18,536	316	19,416	20	7%	881	5%
Salaries Total	349	\$ 25,189	373	\$ 26,208	23	7%	1,019	4%
Operating Expenses		7,962		8,492			531	7%
Administration & Finance Total	349	\$ 33,150	373	\$ 34,700	23	7%	1,550	5%

Note: Does not include UPM

AUDIT & ADVISORY SERVICES

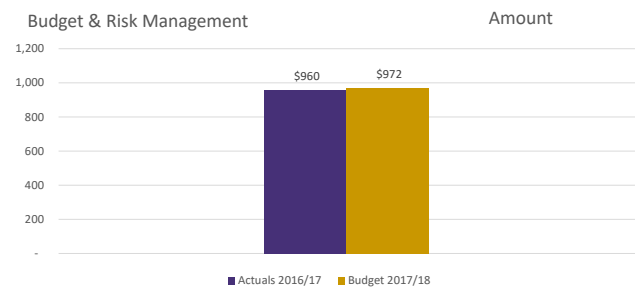
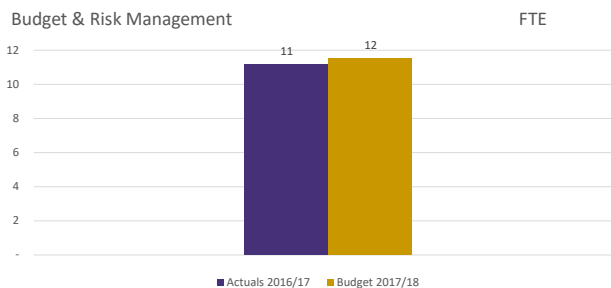
General Fund Budget



Audit & Advisory Services	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	1	136	1	145	0	7%	9	7%
Support Staff	4	282	3	241	(1)	-22%	(41)	-14%
Salaries Total	5	\$ 418	4	\$ 386	(1)	-17%	(32)	-8%
Operating Expenses		175		162			(12)	-7%
Audit & Advisory Services Total	5	\$ 592	4	\$ 548	(1)	-17%	(44)	-7%

BUDGET & RISK MANAGEMENT

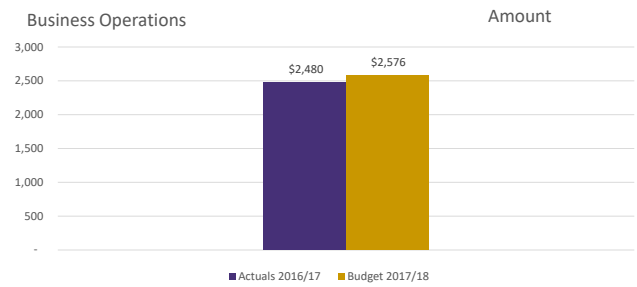
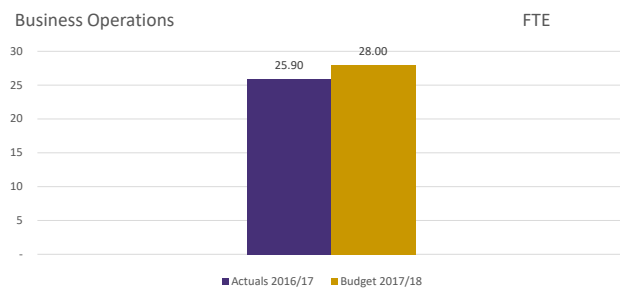
General Fund Budget



Budget & Risk Management	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	3	364	3	364	(0)	0%	-	0%
Support Staff	8	519	9	540	0	4%	21	4%
Salaries Total	11	\$ 883	12	\$ 904	0	3%	21	2%
Operating Expenses		77		68	-		(9)	-11%
Budget & Risk Management Total	11	\$ 960	12	\$ 972	0	3%	12	1%

BUSINESS OPERATIONS

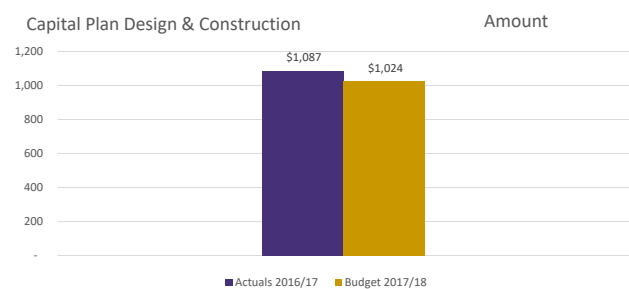
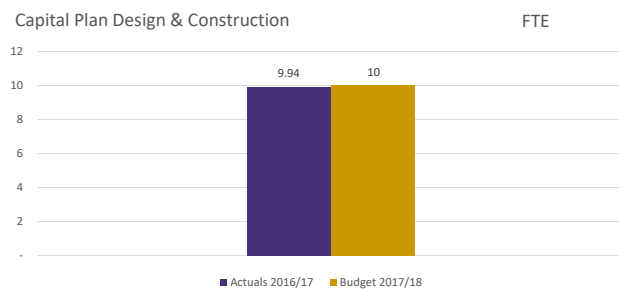
General Fund Budget



Business Operations	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	6	723	7	715	1	8%	(8)	-1%
Support Staff	19	1,093	21	1,268	2	8%	174	16%
Salaries Total	26	\$ 1,816	28	\$ 1,983	2	8%	166	9%
Operating Expenses		664		593	-		(70)	-11%
Business Operations Total	26	\$ 2,480	28	\$ 2,576	2	8%	96	4%

CAPITAL PLAN DESIGN & CONSTRUCTION

General Fund Budget



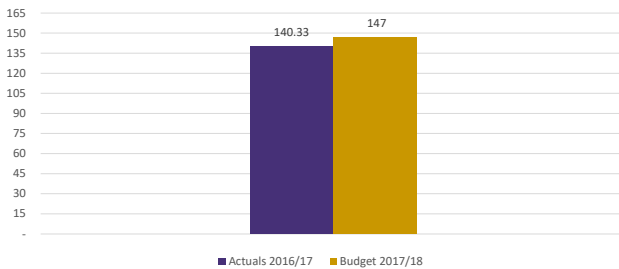
Capital Plan Design & Construction	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	3	446	4	530	1	17%	84	19%
Support Staff	7	505	6	373	(1)	-8%	(132)	-26%
Salaries Total	10	\$ 951	10	\$ 903	0	1%	(48)	-5%
Operating Expenses		135		121	-		(14)	-10%
Capital Plan Design & Construction Total	10	\$ 1,087	10	\$ 1,024	0	1%	(63)	-6%

FACILITIES & SERVICE ENTERPRISE

General Fund Budget

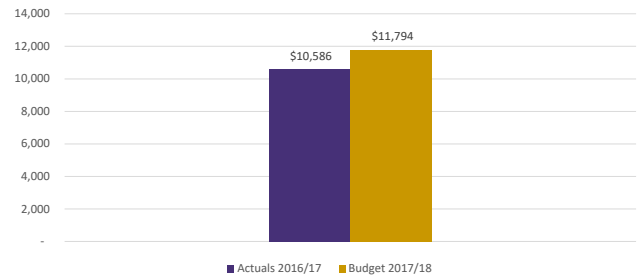
Facilities & Services Enterprise

FTE



Facilities & Services Enterprise

Amount



Facilities & Services Enterprise in thousands	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount*	Amount	%	Amount	%
	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	6	658	7	772	1	18%	115	17%
Support Staff	134	6,673	140	6,733	6	4%	60	1%
Salaries Total	140	\$ 7,331	147	\$ 7,505	7	5%	174	2%
Operating Expenses		3,255		4,289	-		1,034	32%
Facilities & Services Enterprise Total	140	\$ 10,586	147	\$ 11,794	7	5%	1,208	11%

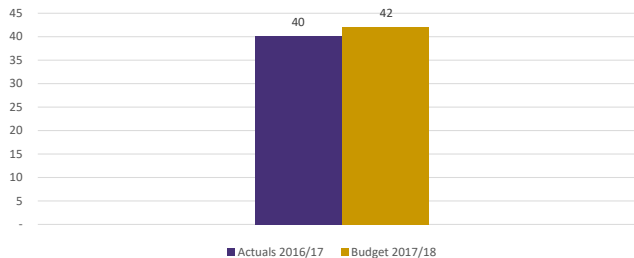
*Including 2.3M for Repair and Maintenance

FISCAL AFFAIRS / CONTROLLER

General Fund Budget

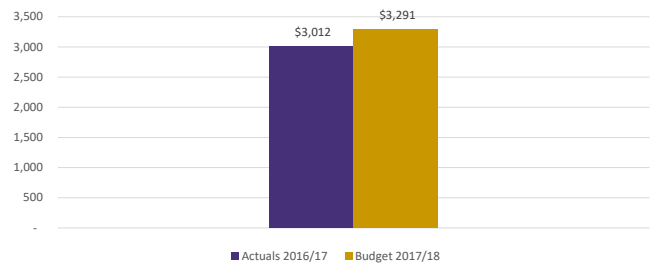
Fiscal Affairs/Controller

FTE



Fiscal Affairs/Controller

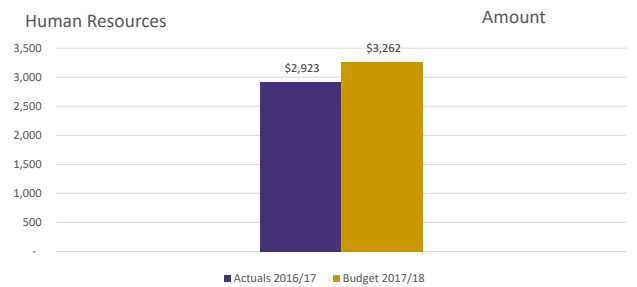
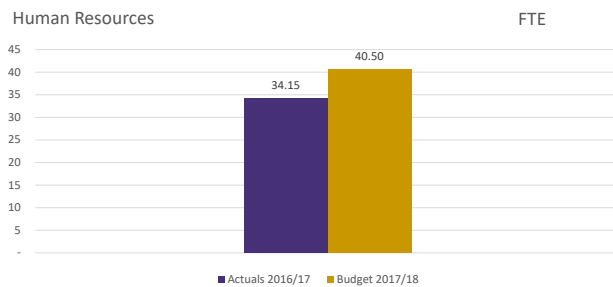
Amount



Fiscal Affairs/Controller in thousands	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries					-			
Management and Supervisory	9	1,006	9	1,042	0	4%	36	4%
Support Staff	32	1,799	33	1,916	1	5%	117	7%
Salaries Total	40	\$ 2,805	42	\$ 2,959	2	5%	154	5%
Operating Expenses		207		333	-		126	61%
Fiscal Affairs/Controller Total	40	\$ 3,012	42	\$ 3,291	2	5%	280	9%

HUMAN RESOURCES

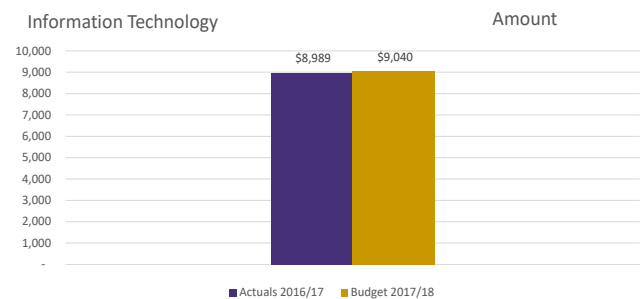
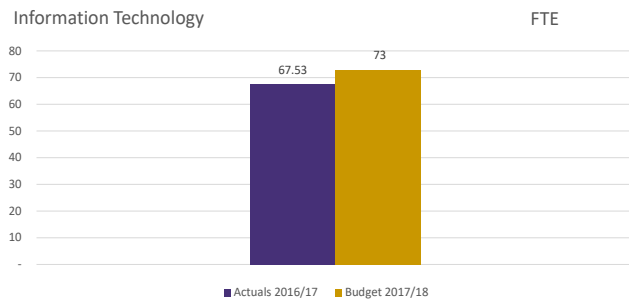
General Fund Budget



Human Resources	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	10	1,097	11	1,170	1	10%	73	7%
Support Staff	24	1,488	30	1,735	5	22%	248	17%
Salaries Total	34	\$ 2,585	41	\$ 2,905	6	19%	321	12%
Operating Expenses		338		357	-		19	6%
Human Resources Total	34	\$ 2,923	41	\$ 3,262	6	19%	340	12%

INFORMATION TECHNOLOGY

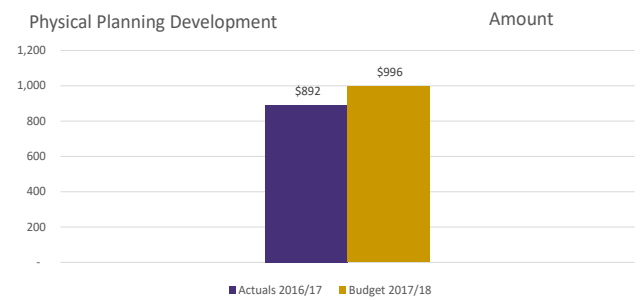
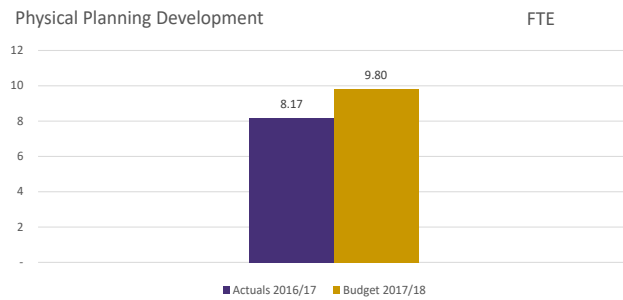
General Fund Budget



Information Technology	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	7	1,109	8	1,151	1	12%	41	4%
Support Staff	60	5,524	65	5,924	5	8%	400	7%
Salaries Total	68	\$ 6,633	73	\$ 7,075	5	8%	441	7%
Operating Expenses		2,356		1,966	-		(390)	-17%
Information Technology Total	68	\$ 8,989	73	\$ 9,040	5	8%	51	1%

PHYSICAL PLANNING & DEVELOPMENT

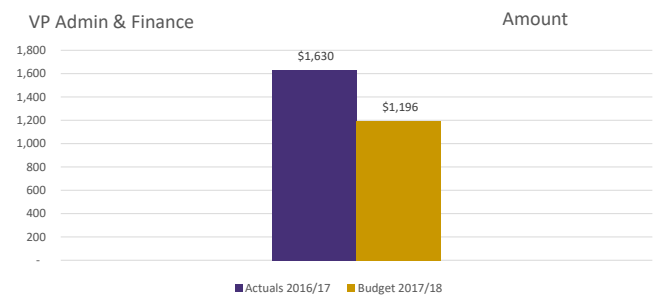
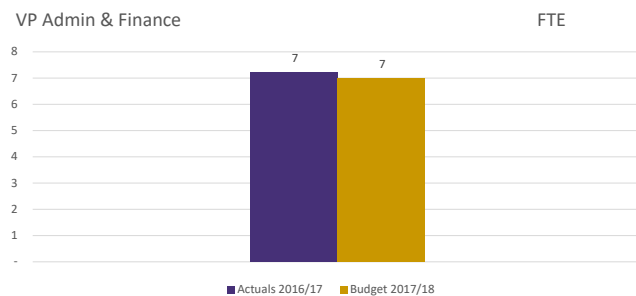
General Fund Budget



Physical Planning Development	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	4	484	3	389	(1)	-22%	(95)	-20%
Support Staff	5	309	7	502	2	52%	193	62%
Salaries Total	8	\$ 794	10	\$ 891	2	20%	97	12%
Operating Expenses		98		105	-		7	8%
Physical Planning Development Total	8	\$ 892	10	\$ 996	2	20%	105	12%

VP ADMIN & FINANCE

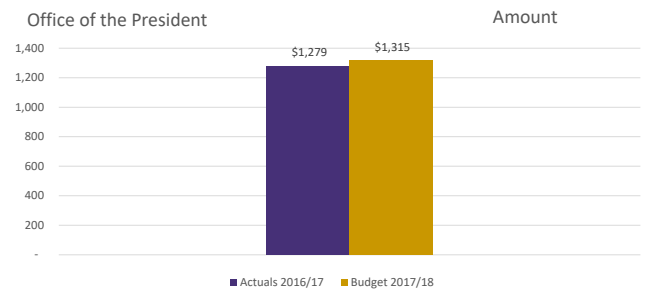
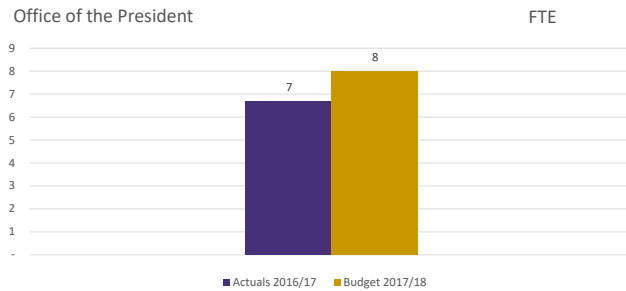
General Fund Budget



VP Admin & Finance	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
in thousands	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	4	629	4	513	(0)	-2%	(116)	-18%
Support Staff	3	343	3	184	(0)	-5%	(159)	-46%
Salaries Total	7	\$ 973	7	\$ 697	(0)	-3%	(275)	-28%
Operating Expenses		658		499	-		(159)	-24%
VP Admin & Finance Total	7	\$ 1,630	7	\$ 1,196	(0)	-3%	(435)	-27%

OFFICE OF THE PRESIDENT

General Fund Budget



Office of the President	Actuals 2016/17		Budget 2017/18		Change from 2016/17 FTE		Change from 2016/17 Actuals	
	FTE	Amount	FTE	Amount	Amount	%	Amount	%
	a	b	c	d	c-a	(c-a)/a	d-b	(d-b)/b
Salaries								
Management and Supervisory	3	528	4	546	1	41%	17	3%
President	1	315	1	315	-	0%	-	0%
Support Staff	3	218	3	222	0	5%	4	2%
Salaries Total	7	\$ 1,062	8	\$ 1,083	1	19%	21	2%
Operating Expenses		218		233	-		15	7%
Office of the President Total	7	\$ 1,279	8	\$ 1,315	1	19%	36	3%

AUXILIARY AND SELF SUPPORT UNITS

ATHLETICS

Mission

The mission of the Athletic Department at SF State is to provide a broad-based NCAA Division II intercollegiate athletics program that fosters the physical, intellectual, social and emotional development of student athletes. The Gators athletics includes seven women's sports and five men's sports. Women's sports are volleyball, basketball, softball, soccer, cross country, indoor track and field and outdoor track and field. Men's sports are basketball, baseball, soccer, cross country and wrestling.' All sports except wrestling are members of the California Collegiate Athletic Association; wrestling is a member of the Rocky Mountain Athletic Conference.

Source: SF State website

2017-18 Strategic/Sustainability Initiatives:

- Plan in process for conversion of Athletics IRA Fee to Category II Mandatory Athletic Fee
- Discussion of annual renewal with Sodexo Corporation for future support of Athletics Scholarships
- Financial support of \$75,000 annually by President's Office for the department scholarship program

San Francisco State University
SFCMP

Total Athletics: Budget Summary by Dept ID, FY 17 -18

in thousands	Actual	Actual	Revised	Actual	Original	Changes from 2016/17	
	FY 14-15	FY 15-16	Budget FY 16-17	FY 16-17	Budget FY 17-18	Actuals	
	a	b	c	d	e	Amount	Percent
						e-d	(e-d)/d
General Fund Allocation	1,700	1,550	1,735	1,734	1,722	(12)	-1%
Higher Ed Fees	3,246	3,232	3,284	3,139	3,033	(106)	-3%
Contribution	96	150	-	583	-	(583)	-100%
Sales & Services of Aux	18	21	-	25	-	(25)	-100%
Interest-Rmp	6	5	2	14	12	(2)	-17%
Other Financial Sources	188	204	8	162	5	(157)	-97%
Revenue Adjustments	-	0	-	-	-	-	-
Revenue	\$ 3,553	\$ 3,611	\$ 3,294	\$ 3,923	\$ 3,050	\$ (874)	-22%
Total Revenues / Other Sources.	\$ 5,254	\$ 5,160	\$ 5,029	\$ 5,657	\$ 4,772	\$ (885)	-16%
Salary & Wages.	1,817	1,638	1,704	1,715	1,693	(22)	-1%
Benefits.	884	849	933	931	868	(63)	-7%
Operating Expenses.	1,527	1,175	1,152	1,349	1,015	(334)	-25%
Risk Pool.	16	13	8	13	13	(0)	-3%
Total Financial Aid.	328	697	0	606	0	(606)	-100%
Work Study	40	20	32	30	30		
All Expenses.	\$ 4,613	\$ 4,391	\$ 3,830	\$ 4,644	\$ 3,619	\$ (1,025)	-22%
Net Transfers.	\$ (1,192)	\$ (1,345)	\$ (1,199)	\$ 370	\$ (1,152)	\$ (1,522)	-411%
Operating Income (Loss).	\$ (552)	\$ (576)	\$ -	\$ 1,382	\$ -	\$ (1,382)	-100%
Ending Fund Balance	\$ 317	\$ (260)	\$ -	\$ 1,117		(1,117)	
FTE				27	28	1	

Notes:

Ending Fund Balance includes balances from IRA, Endowment, Scholarships, and Fundraising Trust.

STUDENT HEALTH CENTER

Mission

The mission of SF State Student Health Services (SHS) is to provide accessible and cost-effective quality medical care for all registered students at SF State. SHS strives to work with students to enhance lifelong health and wellness, facilitate retention and graduation, and to reduce systematic health disparities related to human and cultural diversity.

By providing accessible quality health care services, SHS strives to create an environment for all students to learn the skills to manage their own health and become informed future health care consumers.

The primary goal of is to serve SF State students to the best of the Student Health Services' capabilities.

Source: SF State website

Consolidated Budget

San Francisco State University

SFCMP

Student Health Fund: Budget Summary by Dept ID FY 17-18

in thousands	Actual	Actual	Revised	Actual	Original	Changes from 2016/17	
	FY 14-15	FY 15-16	Budget FY 16-17	FY 16-17	Budget FY17-18	Actuals Amount	Percent
	a	b	c	d	e	e-d	(e-d)/d
Student Health Fee	8,300	8,951	9,274	8,976	9,163	187	2%
Student Support Admin Fee/Facilities	10	9	10	8	8	(0)	-3%
Allowance doubtful higher ed fees	(11)	(38)	(16)	(15)	-	15	-100%
Facility Fee	167	170	170	165	155	(10)	-6%
Allowance doubtful health fee campus	(0)	(1)	(0)	(0)	-	0	-100%
Ticket Sales	0	-	-	-	-	-	-
Interest-Rmp	32	50	45	77	77	(0)	0%
Sales And Serv Educ Act	(3)	(5)	(3)	-	-	-	-
Misc Revenue	1,792	1,735	1,570	1,430	1,487	56	4%
Other Non-Operating Revenue	-	-	-	1	1	(0)	0%
Cost Recovery From Other Csu F	-	5	-	-	-	-	-
Allowance doubtful other operating revenues	(13)	(38)	(9)	(4)	-	4	-100%
Cost Recovery-Revenue	883	523	259	-	-	-	-
Revenue	11,158	11,362	11,300	10,640	10,892	252	2%
Total Revenues / Other Sources.	\$ 11,158	\$ 11,362	\$ 11,300	\$ 10,640	\$ 10,892	252	2%
Salary & Wages.	4,956	4,938	6,279	5,433	6,091	658	12%
Benefits.	2,455	2,468	3,412	2,770	3,211	441	16%
Operating Expenses.	3,287	3,012	2,472	1,988	2,400	412	21%
Utilities.	96	96	96	54	58	4	7%
Risk Pool.	117	103	117	99	108	9	9%
Carry-Forward: Other Expenses	-	-	(549)	-	(1,060)	(1,060)	-
All Expenses.	\$ 10,911	\$ 10,617	\$ 11,828	\$ 10,343	\$ 10,806	\$ 464	4%
Net Transfers.	\$ (274)	\$ (255)	\$ -	\$ 366	\$ -	\$ (366)	-100%
Operating Income (Loss).	\$ (27)	\$ 490	\$ (528)	\$ 663	\$ 86	\$ (577)	-87%
Ending Fund Balance	\$ 4,497	\$ 4,470	\$ -	\$ 5,142			
FTE				67	75	8	

Student Health includes (TH100, TH201, TH202, TH205, TH302, TH303, TH304, TH305, TR640, TR641, TT541, TT543)

Excludes Dept ID 6270- Capital Projects

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

CHILDREN'S CAMPUS

Mission

Children's Campus opened in January 2009 with a three-fold mission:

1. To provide high-quality early care and education for infants, toddlers, and preschool children of SF State faculty/staff and the community;
2. To offer on-site work, observation, and internship opportunities for SF State students from a variety of disciplines including Child and Adolescent Development, Consumer Family Science, Education, Kinesiology, Psychology, and Special Education and Communicative Disorders; and,
3. To support faculty and graduate student research that aims to improve best practices in early care and education and child development theory.

Children's Campus is staffed with highly qualified early childhood professionals. The center is supported by an Advisory Council of parents, faculty, and staff.

Source: SF State website

Consolidated Budget

San Francisco State University

8117-Children's Campus

Children's Campus Fund: Budget Summary by Dept ID, FY17 - 18

in thousands	Actual	Actual	Actual	Original	Changes from 2016/17	
	FY 14-15	FY 15-16	FY 16-17	Budget FY17-18	Actuals	
	a	b	d	e	Amount	Percent
					e-d	(e-d)/d
Sales & Services fo Aux	1,271	1,442	1,588	1,668	80	5%
Misc Revenue	-	11	16	67	52	330%
Total Revenues / Other Sources.	\$ 1,271	\$ 1,453	\$ 1,604	\$ 1,735	\$ 131	8%
Salary & Wages.	692	812	888	923	35	4%
Benefits.	178	306	370	345	(26)	-7%
Operating Expenses.	93	129	166	229	64	39%
Utilities.	2	2	2	2	0	0%
Risk Pool.	13	16	16	16	(0)	-2%
Carry-Forward: Other Expenses				117		
All Expenses.	\$ 978	\$ 1,264	\$ 1,442	\$ 1,632	\$ 190	13%
Net Transfers.	\$ (0)	\$ (0)	\$ -	\$ -	\$ -	-
Operating Income (Loss).	\$ 293	\$ 189	\$ 162	\$ 103	\$ (59)	-36%
Ending Fund Balance	\$ 189	\$ 366	\$ 510			
FTE			21	5	(16)	

Childrens Campus; TR153, TR154 and Dept 8117

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in. Ending Fund Balance amounts reflect the balance of the total fund for all Dept IDs for end of the stated fiscal year.

UNIVERSITY PARKING SERVICES

Consolidated Budget

San Francisco State University

SFCMP

Parking Fund: Budget Summary by Dept ID, FY 17 - 18

in thousands	Actual FY 14-15	Actual FY 15-16	Revised Budget FY 16-17	Actual FY 16-17	Original Budget FY17-18	Changes from 2016/17 Actuals	
	a	b	c	d	e	Amount e-d	Percent (e-d)/d
Parking Revenue	693	812	775	833	854	21	3%
Parking Coin Gates	1,517	1,580	1,517	1,520	1,558	38	3%
Parking Fines	287	328	295	331	334	3	1%
Allowance doubtful aux enterprise	(1)	0	-	(0)	-	0	-100%
Total Sales & Services of Aux	2,496	2,720	2,587	2,684	2,746	62	2%
Interest-Rmp	15	19	15	27	27	0	0%
Sale Of Fixed Assets	-	13	-	-	-	-	-
Cost Recovery from Auxiliaries	-	5	-	3	-	(3)	-100%
Cost Recovery From Other Csu F	-	0	-	-	-	-	-
Cost Recovery-Revenue	44	54	58	54	54	(0)	-1%
Citations Revenue	0	0	0	-	-	-	-
Total Other Financial Sources	44	72	58	57	54	(3)	-6%
Total Revenues / Other Sources.	\$ 2,556	\$ 2,811	\$ 2,660	\$ 2,768	\$ 2,827	\$ 59	2%
Salary & Wages.	497	564	488	513	479	(35)	-7%
Benefits.	241	236	227	271	259	(12)	-4%
Operating Expenses.	1,394	1,545	1,424	1,216	1,540	324	27%
Utilities.	48	45	48	56	56	0	0%
Risk Pool.	10	9	10	8	8	(1)	-7%
Expenses	-	-	146	-	157	157	-
All Expenses.	\$ 2,190	\$ 2,400	\$ 2,343	\$ 2,064	\$ 2,498	\$ 434	21%
Net Transfers.	\$ (321)	\$ (328)	\$ (317)	\$ (305)	\$ (329)	\$ (24)	8%
Operating Income (Loss).	\$ 44	\$ 84	\$ -	\$ 399	\$ -	\$ (399)	-100%
Ending Fund Balance	\$ 16,612	\$ 1,695	\$ -	\$ 2,095			
FTE				11	8	(3)	

Parking Fund: TP001-TP004, TP021-24, TP026,TP204

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

CAMPUS RECREATION AND MASHOUF WELLNESS CENTER

Mission

The Campus Recreation Department strives to meet the dynamic needs and interests of students by providing programs and services that promote positive physical and mental health, encourage lifetime interest in active, healthy lifestyles and provide student leadership opportunities that complement the academic experience. We promote an environment that values, embraces, and enriches individual differences by providing students, faculty, and staff with programs that reflect the diversity of San Francisco State University.

Source: SF State website

Consolidated Budget

San Francisco State University

SFCMP

TU004-STUDENT REC AND WELLNESS CTR: Budget Summary by Dept ID, FY 17 - 18

Mashouf Wellness Center

in thousands	Actual FY 14-15	Actual FY 15-16	Revised Budget FY 16-17	Actual FY 16-17	Original Budget FY17-18	Changes from 2016/17 Actuals	
	a	b	c	d	e	Amount e-d	Percent (e-d)/d
Sales & Services of Aux					8,191	8,191	-
Revenue from Interest					0	0	-
Revenue from Investments					196	196	-
Miscellaneous Revenue					197	197	-
Revenue	\$ -	\$ -	\$ -	\$ -	\$ 8,584	\$ 8,584	-
Total Revenues / Other Sources.	\$ -	\$ -	\$ -	\$ -	\$ 8,584	\$ 8,584	-
Salary & Wages.	-	-	-	-	1,911	1,911	-
Benefits.	-	-	-	-	409	409	-
Operating Expenses.	-	-	-	-	1,461	1,461	-
Utilities	-	-	-	-	400	400	-
Risk Pool.					6	6	-
All Expenses.	\$ -	\$ -	\$ -	\$ -	\$ 4,186	\$ 4,186	-
Net Transfers.	\$ -	\$ -	\$ -	\$ -	\$ (3,151)	\$ (3,151)	-
Operating Income (Loss).	\$ -	\$ -	\$ -	\$ -	\$ 1,247	\$ 1,247	-
Ending Fund Balance				\$ 3,058			
FTE				-	13	13	

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

San Francisco State University
 4017-Campus Recreation
 Campus Recreation Fund: Budget Summary by Dept, FY 17 - 18

in thousands	Actual FY 14-15	Actual FY 15-16	Revised Budget FY 16-17	Actual FY 16-17	Original Budget FY17-18	Changes from 2016/17 Actuals	
	a	b	c	d	e	Amount g-e	Percent (g-e)/e
Higher Ed Fees	526	582	568	572	572	0	0%
Rental of State Property	5	36	22	11	18	7	60%
Misc Revenue	20	15	21	12	-	(12)	-100%
Allow doubtful other opn revenes	-	(1)	-	-	-	-	-
Cost Recovery-Revenue	0	-	-	-	-	-	-
Total Other Financial Sources	24	51	43	23	18	(5)	-22%
Revenue Adjustments	-	-	-	11	-	(11)	-100%
Revenue	\$ 551	\$ 633	\$ 611	\$ 605	\$ 590	\$ (16)	-3%
Total Revenues / Other Sources.	\$ 551	\$ 633	\$ 611	\$ 605	\$ 590	\$ (16)	-3%
Salary & Wages.	351	418	459	482	-	(482)	-100%
Benefits.	78	114	126	135	-	(135)	-100%
Operating Expenses.	121	129	125	117	604	487	417%
Risk Pool.	7	8	8	8	-	(8)	-100%
Carry-Forward: Other Expenses	-	-	(107)	-	(14)	(14)	-
All Expenses.	\$ 556	\$ 669	\$ 611	\$ 742	\$ 590	\$ (152)	-20%
Net Transfers.	-	-	-	-	-	-	-
Operating Income (Loss).	\$ (5)	\$ (36)	\$ -	\$ (136)	\$ (0)	\$ 136	-100%
Ending Fund Balance	\$ 269	\$ 265	\$ -	\$ 236			
FTE				13	-	(13)	

Campus Rec Fund includes: TA050, TR700, TT784, TT787

Only Dept 4017

Ending Fund Balance amounts reflect the balance of the total fund for all Dept IDs for end of the stated fiscal year.

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

COLLEGE OF EXTENDED LEARNING (CEL)

Mission

The College of Extended Learning at San Francisco State University (SF State) offers a wide variety of continuing adult education courses and programs to prepare you for career advancement, career change, or personal growth. We offer nationally-acclaimed curricula and faculty; weekend, evening, and online courses; plus access to thousands of transferable degree-credit University classes.

Source: SF State website

Consolidated Budget

San Francisco State University
SFCMP

CEL Fund: Budget Summary by Dept ID, FY 17 - 18

in thousands	Actual FY 14-15	Actual FY 15-16	Revised Budget FY 16-17	Actual FY 16-17	Original Budget FY17-18	Changes from 2016/17 Actuals	
	a	b	c	d	e	Amount e-d	Percent (e-d)/d
Continuing ed-S/S Degree Prgm	990	1,641	2,902	2,839	3,198	359	13%
Continuing ed-Cert Prgm	4,414	3,345	4,415	3,213	3,702	488	15%
Continuing ed-Contract Prgm	15	11	-	5	-	(5)	-100%
Continuing ed-Open University	2,548	3,519	3,816	3,269	3,310	41	1%
CE-Special Session-Other	2,413	2,287	2,903	2,686	2,352	(334)	-12%
Self Support Summer	2,137	-	(0)	90	-	(90)	-100%
CE-Contract Extension	2	-	-	-	-	-	-
CE-Regular Non Credit	1,557	1,631	1,849	853	1,308	455	53%
CE - CEU Credits	1,605	1,515	2,148	1,411	2,295	885	63%
Allowance doubtful continuing ed fees	(182)	(17)	(0)	(46)	-	46	-100%
Total Continuing Education Fees	15,499	13,932	18,033	14,320	16,165	1,844	13%
Rev from Investments	101	75	50	70	65	(4)	-6%
Total Other Financial Sources	553	605	797	571	1,154	583	102%
Revenue	\$ 16,152	\$ 14,613	\$ 18,880	\$ 14,961	\$ 17,385	\$ 2,423	16%
Total Revenues / Other Sources.	\$ 16,152	\$ 14,613	\$ 18,880	\$ 14,961	\$ 17,385	\$ 2,423	16%
Salary & Wages.	10,438	6,959	7,174	7,095	7,538	443	6%
Benefits.	2,299	2,079	2,596	2,093	2,245	152	7%
Operating Expenses.	5,654	5,049	4,581	3,415	4,736	1,321	39%
Risk Pool.	229	138	231	112	227	115	103%
All Expenses.	\$ 18,620	\$ 14,225	\$ 14,583	\$ 12,715	\$ 14,746	\$ 2,030	16%
Net Transfers.	\$ (3,425)	\$ (1,471)	\$ (4,297)	\$ (1,494)	\$ (4,125)	\$ (2,631)	176%
Operating Income (Loss).	\$ (5,893)	\$ (1,084)	\$ -	\$ 752	\$ (1,486)	\$ (2,238)	-298%
Ending Fund Balance	\$ 1,099	\$ 16	\$ -	\$ 768			
FTE				66	47	(19)	

Includes TC001, TC003, TC004, TC005

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

UNIVERSITY PROPERTY MANAGEMENT

Mission

University Property Management contributes to the educational mission of the University by delivering quality housing accommodations and related business and facilities services to our student residents, business partners, and the campus community. The department strives to engage in planning and decisions that build upon the shared values within Physical Planning & Development (PP&D):

- Collaborative and Supportive
- Integrity and Trust
- Professional and Diverse
- Safe and Responsible
- Sustainable and Healthy

Source: SF State website

Consolidated Budget

San Francisco State University
FY 17 - 18
SFCMP
Housing Fund: Budget Summary by Dept ID

in thousands	Actual FY 14-15	Actual FY 15-16	Revised Budget FY 16-17	Actual FY 16-17	Original Budget FY17-18	Changes from 2016/17 Actuals	
	a	b	c	d	e	Amount e-d	Percent (e-d)/d
General Fund Allocation	-	-	-	134	-	(134)	-100%
Revenue Contribution	-	3,700	-	100	-	(100)	-100%
Rental Revenue	40,718	42,737	43,416	45,139	45,385	246	1%
Facility Rental Revenue	367	297	341	388	444	56	14%
Food Services Revenue	1,253	8,618	8,028	9,605	10,086	482	5%
Allow and doubtful aux enterprise -	(263)	(192)	-	(379)	-		
Housing Revenue - Others	38	102	-	(0)	-	0	-100%
Sales & Services of Aux	42,113	51,562	51,785	54,752	55,915	1,162	2%
Total Interest - Rmp	169	203	150	335	174	(161)	-48%
Total Other Financial Sources	1,861	2,275	2,047	1,575	1,321	(254)	-16%
Total Revenue Adjustments	-	(4)	-	(89)	-	89	-100%
Revenue	\$ 44,143	\$ 57,736	\$ 53,983	\$ 56,673	\$ 57,410	\$ 736	1%
Total Revenues / Other Sources.	\$ 44,143	\$ 57,736	\$ 53,983	\$ 56,807	\$ 57,410	\$ 603	1%
Salary & Wages.	7,346	8,262	9,103	9,230	9,996	765	8%
Benefits.	3,196	3,387	4,411	4,170	5,003	833	20%
Operating Expenses.	10,092	15,257	17,227	14,719	18,538	3,819	26%
Utilities.	4,287	4,133	4,770	5,048	5,111	63	1%
Risk Pool.	159	149	160	150	215	65	43%
Carry-Forward: Other Expenses	-	-	1,054	-	2,382	2,382	-
All Expenses.	\$ 25,081	\$ 31,188	\$ 36,726	\$ 33,317	\$ 41,244	\$ 7,927	24%
Net Transfers.	(19,075)	(16,442)	(17,257)	(20,684)	(16,166)	4,518	-22%
Operating Income (Loss).	\$ (13)	\$ 10,105	\$ 0	\$ 2,806	\$ -	\$ (2,806)	-100%
Ending Fund Balance	\$ 7,897	\$ 18,002	\$ -	\$ 20,808			
FTE				124	118	(6)	

Funds included: TD001-009, TR560

Net Transfers is "Transfers in" minus "Transfers out". In other words, if Net Transfers is a negative number there is more transferring out than in.

Net transfers include debt payment and student residential life. Carry-forward: Other Expenses- fund balance

ASSOCIATED STUDENTS

Mission

For the students --A portion of each student's tuition fee goes to the Associated Students, making enrolled students automatic members.

This means that SF State students can enjoy many of the events and programs provided by fellow students that might have cost them even more without this one time semester fee. Explore our website and find out what Associated Students can do for you.

Programs -- Associated Students fund and administer 14 student initiated and led programs and services that are unique to SF State. Programs are focused but not limited to providing services that enrich and improve student life, such as live shows, movie nights, festivals, crafts fair, etc.

By the students --Associated Students serves as the voice of student interests and promotes an enriched co-curricular university life experience.

We are dedicated to the empowerment of SF State's diverse student body with the combined efforts of various programs and departments throughout campus, providing student services and programs, while encouraging external advocacy efforts.

Source: SF State website

**Associated Students of
San Francisco State University**

Statements of Activities and Changes in Net Assets

Years Ended June 30, 2017 (with comparative totals for June 30, 2016)

	2017					
	Unrestricted					
	General	Children's Center Facility	Student Organization Banking	Temporarily Restricted	Total	2016 Total
Revenue and Supports:						
Student activity fees	\$ 6,801,618	\$ -	\$ -	\$ -	\$ 6,801,618	\$ 6,652,796
Programs fees	971,288	-	256,128	-	1,227,416	1,302,404
Investment income, net	159,684	-	-	-	159,684	163,217
Contribution and grants	730,857	-	6,854	274,247	1,011,958	902,507
Net assets related from restrictions:						
Satisfaction of program restrictions	347,954	-	-	(347,954)	-	-
Total revenue and support	9,011,401	-	262,982	(73,707)	9,200,676	9,020,924
Expenses:						
Student services	3,146,994	-	-	-	3,146,994	3,314,788
Student government	368,914	-	-	-	368,914	322,168
Community services	310,213	-	-	-	310,213	195,726
Student organizations	111,899	-	127,151	-	239,050	53,695
Management and general	3,495,978	42,019	-	-	3,537,997	3,682,567
Total expenses	7,433,998	42,019	127,151	-	7,603,168	7,568,944
Change in Net Assets	1,577,403	(42,019)	135,831	(73,707)	1,597,508	1,451,980
Other Net Asset Transfers	(374,074)	374,074	-	-	-	-
Net Assets - Beginning of year	12,274,948	3,693,777	-	171,422	16,140,147	14,688,167
Net Assets - End of the Year	\$ 13,478,277	\$ 4,025,832	\$ 135,831	\$ 97,715	\$ 17,737,655	\$ 16,140,147

Source: Financial Statements – Grant Thorton LLP

FOUNDATION

The San Francisco State University Foundation (the Foundation) is a non-profit corporation that raises and manages gifts from individuals, foundations and corporations solely for the benefit of San Francisco State University. The Foundation is comprised of business and civic leaders who care about the University and who advance its mission by seeking and securing private support for its programs.

Established in 2007, the Foundation is the catalyst and conduit through which gifts and endowment income flow. The Foundation is governed by board members who comprise a powerful network of business and civic leaders who share their exceptional expertise on a vast range of topics, from sustainability to investment management, from marketing to government relations. They evangelize on behalf of the University and help raise funds to support scholarships and facilities, as well as an array of exciting programs that help create promising futures for students. We engage with alumni, parents, friends and businesses to secure and deepen support for San Francisco State.

The Foundation works with its investment management firm, Cambridge Associates to manage the University's growing endowment by determining acceptable risks in the portfolio, maximizing investment returns, minimizing investment expenses and improving endowment reporting and stewardship. The Foundation's \$83.7 million endowment is comprised of over 330 individual endowment funds.

In FY 2017-2018, the Foundation board approved up to 4% of the endowment or \$2,445,715 to the campus for scholarships, endowed chair, campus programs, fellowships and other purposes. The Foundation's goal is to increase the endowment to \$100 million by 2020 to expand its support to students and the campus community.

Source: SF State Foundation

SAN FRANCISCO STATE UNIVERSITY FOUNDATION

Budget for FY 2017-2018

All Funds

Revenue

Program Revenue	(1,567,846) (1)
Non-operating Revenue	<u>(5,262,413) (2)</u>
Total Revenue	<u><u>(6,830,259)</u></u>

Expenditures

Management and General	733,235 (3)
Non-operating expenses	805,703 (4)
Transfer to University Corporation, SF State	2,445,715 (5)
Total Expenditures	<u>3,984,653</u>
Operating (Gain)/Loss	<u>(2,845,606)</u>

(Increase)/Decrease in Net Assets	<u>(2,845,606)</u>
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Net Assets, Beginning of the year, as previously reported	(83,743,511)
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Prior Period Adjustment	<u>-</u>
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Net Assets, beginning of the year, as restated	<u>(83,743,511)</u>
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Net Assets, end of year	<u><u>(86,589,117)</u></u>
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Footnotes:

- (1) Program revenue entails Admin fee earned by the Foundation managing the endowments
- (2) Non-operating Revenue represents projected contribution based 3 year average of contributions received by the Foundation the last 3 fiscal years
- (3) Management and General includes general unrestricted operating expenses of the Foundation
- (4) Non-operating expenses include investment fees covered by admin fee earned by the Foundation and other campus support provided by the Foundation to SF State
- (5) Projected endowment pay out for associated spending accounts held at UCorp

Source: SF State Foundation

UNIVERSITY CORPORATION

The University Corporation, San Francisco State (UCorp) is a not-for-profit, public benefit corporation devoted to furthering the educational mission of San Francisco State University. UCorp provides resources to the University that enrich the SF State experience for its students, faculty, and staff.

In fulfilling its mission, UCorp performs a variety of services for the campus community. Specifically, it oversees commercial operations, administers various educational grants and contracts for the University, and oversees the fiscal administration of numerous University programs. UCorp also provides accounting services to the other auxiliary corporations on campus. All of these services are coordinated with the campus community to enhance the educational and cultural environment of the University and the surrounding community it serves.

As the University's key business partner, U Corp manages programs and reduces risk to the University. Additionally, U Corp works with the campus community to advance real estate projects through unique delivery strategies in support of a robust capital planning program aimed at providing additional housing for the campus community.

UCorp is lead by a board of directors, which works closely with its staff and advisors to ensure that its activities further the university's mission and that its assets are prudently managed in the best interest of the university community. Its assets, derived from commercial operations, administrative fees, and investment income, are a valuable resource and further the university's needs. The corporation's assets are managed in a manner that reflects the values and aspirations of the university community, and provides a dependable revenue stream to further its efforts.

Source: UCorp

The University Corporation San Francisco State
Budget for FY 2017- 2018
All Funds

Operating Revenue:		
Grants and Contract revenue	1,614,186	(1)
Program Revenue	4,009,114	(1)
Retail Revenue	1,881,742	
Rental Income	2,078,080	
Other Revenue	100,000	
Non-operating Revenue	3,231,695	(2)
Total Revenue	12,914,817	
Expenses:		
<i>UCorp Unrestricted Operating Expenses</i>		
Retail Expenses	758,756	
Rental Expenses	1,704,087	
Management and General	2,104,353	
Depreciation	222,998	
	4,790,194	
<i>Restricted Operating Expenses</i>		
Grant and Contracts	1,357,956	
Campus Programs	5,099,833	
Student Scholarships	1,254,780	
	7,712,569	(3)
Total Expenses	12,502,762	
Operating Gain/(Loss)	412,055	
Net Income	412,056	

Footnotes:

- (1) Represents restricted revenue that is received by UCorp to support colleges, departments and provide services. Restricted Revenue presented here is based on the avg of 3year actuals as Ucorp does not actually budget these funds as it does not have discrecional authority over these funds. Through out the year the programs operate on a cash operating basis.
- (2) Non-operating income is from sources not part of UCorp's primary business function such as interest and investment income, gains in the fair value of UCorp investment portfolio, and donations and contributions supporting restricted programs.
- (3) Restricted Operating Expenses are support activities whose source of funds come from donations & contributions, Grants and Contracts, and fee for service type programs. These expenses are for activities of support programs of SF State colleges and departments

Source: UCorp

GRANTS AND CONTRACTS

in thousands

Revenues

Federal Grants & Contracts	20,773
State Grants & Contracts	2,121
Local Grants & Contracts	1,755
Non Governmental Grants & Contracts	2,362
Total Revenues	27,011

Expenses

Salary & Wages	9,264
Benefits	2,919
Salary & Benefits Total	12,183

Contractual Services	778
Honorarium	130
IT Equipment & Supplies	140
Rental	77
Stipends	3,684
Subrecipient	2,658
Supplies & Service	2,373
Travel	535
Tuition & Fees	539
Other Operation Expenses	120
Operating Expenses Total	11,033

Facilities & Administrative Costs	3,795
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Total Expenses	27,011
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Net Revenue (Expenses)	(0)
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LOTTERY FUND

in thousands

Revenues

CSU Allocation	2,091
Total Revenues	2,091

Educational Equity Program:

Outreach High School	25
Outreach-Community College	50
Community Access-Student Affairs	23
EOP Summer Bridge / Mentor Program	82
SSS / Trio Program	32
Future Scholars Program	30

Student Affairs & Enrollment Management Total **242**

Teach Diversity-Math & Science Initiative	237
Campus Academic Resource Program	190

Academic Affairs Total **427**

Educational Equity Program **669**

Discretionary Expenditures:

Academic Affairs Instructional Equipment **1,422**

Total Expenses **2,091**

Net Revenues (Expenses) **-**

Prior Year fund Balance-Undesignated **649**

Projected Ending Fund Balance **649**

CAPITAL PLAN AND FY17-18 CAPITAL BUDGET



FRAMEWORK

The capital budget's core function is to help control expenditures. Spending limits are set by the University through the adoption of the capital budget and through the authorization for individual capital projects. Just like an annual operating budget, a multi-year capital budget can require difficult decisions and involves the balancing of scarce resources with apparently unlimited demands. All the preliminary work will make decisions easier, and not everything has to be accomplished and paid for in a single year. Within fiscal constraints, the nature and importance of individual projects will dictate which ones will be accomplished in year one and which ones will be accomplished in years two, three, four, and beyond.

The capital budget is, in general, adopted at the same time as the University's annual consolidated budget and may either be a section of that budget or attached as a separate document. The capital budget's financial overview lists the capital projects to be funded in the current year and the funding source, as well as expenditure projections.

A detailed description of each project should be listed in the capital budget, along with a statement of purpose, the method of financing, and a schedule for completion.

FUNDING

Capital projects and acquisitions can consume large amounts of financial resources. A multiyear capital plan helps manage this consumption by scheduling expenditures over a number of years and by creating a financial plan to meet those expenditures. A long-term schedule of capital projects gives organizers time to arrange for sufficient financing.

A financing strategy should balance expected project requirements with good fiscal practices. Adhering to established financial policies, establishing accurate cash flow projections, and considering various funding alternatives are just some ways to achieve this balance.

There are a number of options for financing capital projects and purchases, especially with several years in advance to arrange for funding.

A good plan will allow leadership to examine each of these funding options and pursue the combination that works best for the University.

Option I: University Resources

State Appropriations & Tuition Fees

The first option a state university should examine when considering capital project financing is funding all or some of the project by appropriations from the annual operating budget, which is a large component of what is sometimes called pay-as-you-go financing. The most common sources of this funding are state appropriations and tuition fees.

Each year's budget may contain provisions for partial or total funding for chosen assets. For example, it could provide funding for a certain number of new work trucks in each year's budget, to be paid for out of current appropriations. Advantages of pay-as-you-go financing include improving the University's overall financial condition by increasing flexibility to adapt to future circumstances and preserving the ability to borrow for other needs. It can also expedite small or recurring projects.

For those capital items that are replaced regularly, pay-as-you-go practices can provide an equitable and cost-effective financing option. The benefit of receiving new equipment every year is matched with the annual payments.

The major disadvantage of using current appropriations is a potential need to implement a fee increase. Besides being administratively unpopular, increasing fees are not common at this time. Opportunity costs can occur, if resources that could be used for other purposes are tied up in funding capital projects.

Fund Balances (Reserve)

The University needs to maintain a reasonable fund balance as insurance against unanticipated expenditures or revenue shortfalls. The portion of the fund balance that is allowed for capital financing is the unreserved fund balance.

The University's fund balance cannot exceed four months of the budget year's operating revenues.

The danger in relying on fund balances for capital financing is that they may decrease or become unavailable in future budget years; therefore, it is important to establish reasonable projections and maintain other financing options.

Trust Funds

To warrant that the money is available when needed for capital purposes, the University should consider establishing reserve funds. Through proper determination, the University can establish reserve funds earmarking resources for the future acquisition of essential capital assets. For

example, reserve funds may be funded through an available fund balance or appropriations. The use of such reserve funds would then be listed as a funding source, where applicable, in a multi-year capital plan. The reserve funds, including two types: Designated Campus Reserves – Improvements (Campus-I) and Designed Campus Reserves – Maintenance (Campus-M).

Enterprise Program Funds

Enterprise programs/activities/fund sources include those that furnish facilities, goods or services to students, faculty, staff, or incidentally to the general public. An enterprise typically charges a user fee, rent, or other charge directly related to, although not necessarily equal to, the cost of the facilities, goods or services. These funds consist of all revenues received from operations of dormitories, housing facilities, health facilities, student union or activity facilities, parking facilities acquired or constructed by the Trustees, and self-support instructional programs. Through proper determination, the University Enterprise can establish reserve funds (construction earmarking resources for the future acquisition of essential capital assets. For example, reserve funds may be funded through an available fund balance or appropriations. The use of such reserve funds would be listed as a funding source, where applicable, in a multi-year capital plan.

Option II: State and Federal Assistance

State and federal assistance may come in the form of grants and/or low-interest or zero-interest loans for qualified projects. A good source for updated information on grants offered by the state of California is [Grants.gov \(www.grants.gov/web/grants/search-grants.html\)](http://www.grants.gov/web/grants/search-grants.html), which lists funding administered by state agencies.

Additional useful online resources include the following:

- For information on state contracts, which can allow a local government substantial savings on the purchase of equipment, see <https://www.dgs.ca.gov/dgs/Home.aspx>.
- For details regarding federal assistance, visit the [Catalog of Federal Domestic Assistance \(CFDA\)](https://www.cfda.gov) at: <https://www.cfda.gov>. CFDA is a government-wide compilation of federal programs, projects, services and activities that provide benefits to the public. It contains financial and non-financial assistance programs administered by departments of the federal government.
- An option allowing visitors to search for programs administered under the [American Recovery and Rehabilitation Act \(ARRA\)](http://www.recovery.gov/arra/) is available at: <http://www.recovery.gov/arra/>. The major portion of funding, according to the site, is shifting to long-term economic opportunities in transportation, energy and community development.

Option III: Private Funding

Donations and grants (DON/GRA) are at the head of any financing wish list. The University should examine financing from federal and state sources and take advantage of any private gifts or services available to help acquire equipment or to reduce a project's cost. CSU /UC cooperative arrangements may also be possible, depending on the particular terms and conditions, often subject to negotiation.

There also may be instances when private firms or individuals can provide funding for capital projects or acquisitions, and that funding source should not be overlooked. Public-private partnerships (PPP) work best for large-scale projects in which the private entity receives a tangible (or, sometimes, intangible) benefit. For example, corporations may bid on naming rights to an athletics stadium or performing arts venue, providing the University with significant funds. Philanthropic organizations may be the source of grants or gifts. A community or fraternal organization may contribute money or labor to a project that will enhance the community as a whole.

The limited state and CSU revenues available for cogeneration and other major capital outlay energy projects, the legislature has permitted alternative financing arrangements, including tax-exempt bond financing for energy projects and third party financing. The Board of Trustees has encouraged campuses to seek alternative means of financing energy efficiency projects in keeping with the CSU program to conserve energy. This is the impetus behind the Statewide Solar Energy, Phase 4 project approved by the board in 2017-2018. This program enables campuses to enter into Energy/Power Purchase Agreements (ENG) or solar leases with service providers that will fund, install, own, and operate solar energy installations that will sell carbon-free electricity to CSU campuses for a period of 20 years and reduce carbon emissions from electricity purchases without impacting CSU's credit capacity.

Option IV: Financed Funding

Issuing debt allows a university to pay for capital infrastructure and equipment that it might not otherwise be able to afford.

Below is a brief overview of types of debt that can be issued for capital projects:

- **Statewide Revenue Bond (SRB).** SRBs are a form of long-term borrowing the state uses to finance public improvements, including state office buildings, state universities, prisons, and food and agricultural facilities. Like a GO bond, a SRB is, in effect, an IOU. Unlike GO bonds, however, SRBs are not backed by the full faith and credit of the state, and may be authorized by law without voter approval. Revenue bonds are a form of long-term borrowing state agencies use to finance an income-generating project, such as water projects, higher education facilities, or other public facilities built with the proceeds of the

financing. Income generated by the project goes first toward meeting debt service on the bonds (i.e., paying interest to bondholders) and retiring the bonds at maturity. Unlike GO bonds, revenue bonds are not backed by the state's full faith and credit or its taxing authority.

- Commercial Paper (CP). CP is an unsecured form of promissory note that pays a fixed rate of interest. It is typically issued by large banks or corporations to cover short-term receivables and meet short-term financial obligations, such as funding for a new project.
- Lease-Purchases (also known as Installment Purchases). Typically secured by the property or equipment being financed, these are purchases with payments occurring over time.

Regardless of the type of debt used to finance a capital project, the principal and interest payments to retire the debt must be planned for in each year's budget for the life of the obligation. Similarly, periodic lease-purchase payments must be accounted for in the capital plan.

THE CAPITAL PLAN BUDGETING PROCESS

- a. San Francisco State University maintains a five-year capital plan, which includes a one-year capital budget and a plan for the next four years.
- b. Each February, the management center will ask departments and schools for project proposals to be considered for funding as the next fiscal year's capital budget is developed. The Capital Planning, Design and Construction (CPDC) office consolidates capital budgets for review by the management center.
- c. Each school or department must prioritize requests internally and identify funding sources in their submission.
- d. The CPDC office will receive all department and school project requests, estimated and consolidated for CPDC review, estimation, and submission to the management center for further review.
- d. Capital budget requests are coordinated through the appropriate management center, which must review and approve them before they are submitted to the vice president (VP) for Administration and Finance.
- e. When necessary, the VP for Administration and Finance will request a meeting to discuss project details.
- f. Capital projects expected to span more than one fiscal year require a cash flow analysis prepared by the CPDC.
- g. In addition, the management center analyzes the annual capital plan's impact on debt ratios (i.e., expendable resource ratio, interest expense to operations, and debt service coverage ratio).
- h. Each May through August, the University submits the five-year capital improvement plan to the Chancellor's Office for projects that are classified as Capital Improvement projects (CIMP), state or non-state funded projects, and includes the capital budget for the next fiscal year and recommends approval to the BOT. The University president will review and approve the submittal. The detailed process is outlined in the system wide State University Administrative Manual (SUAM Section VII -Five-Year Capital Improvement Program Procedures and Formats for the capital outlay submission – Sections 9100-9121), available online at:
<http://www.calstate.edu/cpdc/suam/SUAM9100-9121.pdf>
- I. Each year in November, the Board of Trustees will approve the final five-year capital improvement plan.
- h. Only the VP for Administration and Finance may modify the capital budget, which is the first year of the five-year capital plan. However, schools and departments may continue to update out-year plans (i.e., plans for years two through five) with the most current information.

THE CAPITAL PLAN, FY17-18 TO FY22-23 OVERVIEW

This chapter provides an overview of the capital planning process, describes current strategic initiatives, presents the FY17-18 to FY22-23 Capital Plan (CP) and related constraints, and discusses the FY17-18 Capital Budget (CB).

SF State's FY17-18 to FY22-23 Capital Plan and FY17-18 Capital Budget are based on projections of the major capital projects that the university will pursue in support of its academic mission. The rolling Capital Plan includes projects that are in progress or are expected to commence during the five years it covers. The Capital Budget represents the anticipated capital expenditures in the first of these years. Both the Capital Plan and the Capital Budget are subject to change based on funding availability, budget affordability, and university priorities.

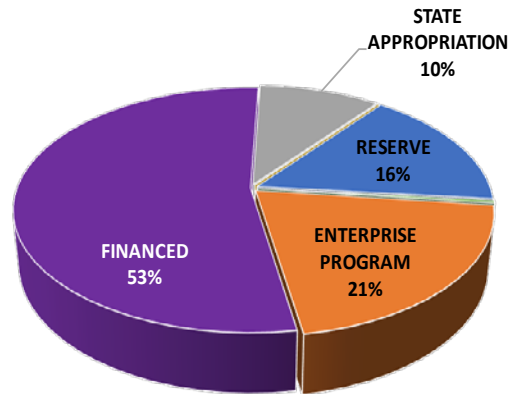
The CP is a short-range plan, usually four to 10 years, which identifies projects intended to implement campus plans, facilities plans, and the Master Plan.

The SF State campus has one of the oldest building stocks of all CSU campuses, and this five-year plan begins to address updating the campus in the critical areas of life and safety, new facilities, and modernization. Since the CP includes estimates of all capital needs, it provides the basis for setting priorities, reviewing schedules, developing funding policies for proposed improvements, monitoring and evaluating the progress of capital projects, and informing the public of projected capital improvements and unfunded needs.

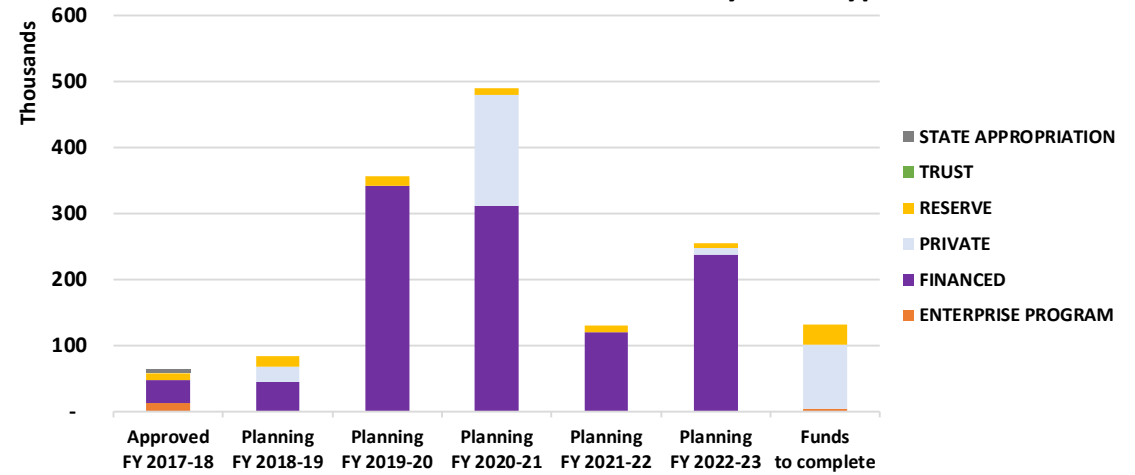
Projects included in the CP are Non-Recurring Maintenance/Repair (NRMR) and Capital Improvement Projects (CIMP), real estate leases and leasehold improvements, equipment purchase have a long service life, are generally over \$50,000 and will be under-way from FY17-18 to FY22-23. Although the Capital Plan covers a five-year planning period, it is updated annually to reflect ongoing changes as new projects are added, existing projects are modified, and completed projects are removed from the program document.

CAPITAL PLAN FY17-18 TO FY22-23 PRESENTED BY FUNDING TYPE

SF State CP 2017-18 By Fund Type



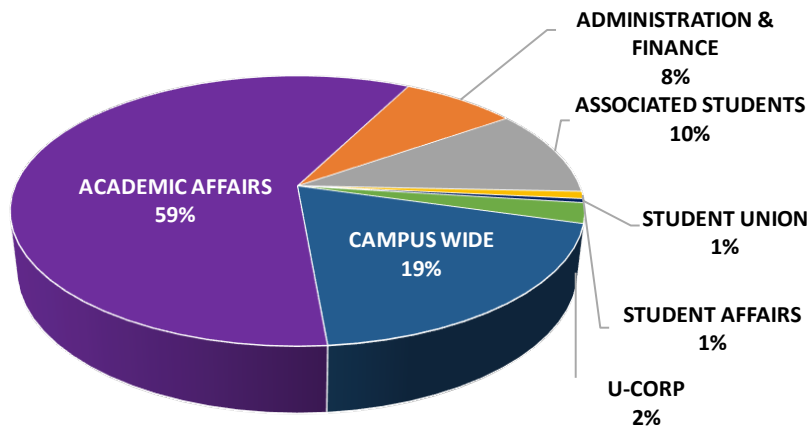
SF State CP 2017-18 To 2022-23 By Fund Type



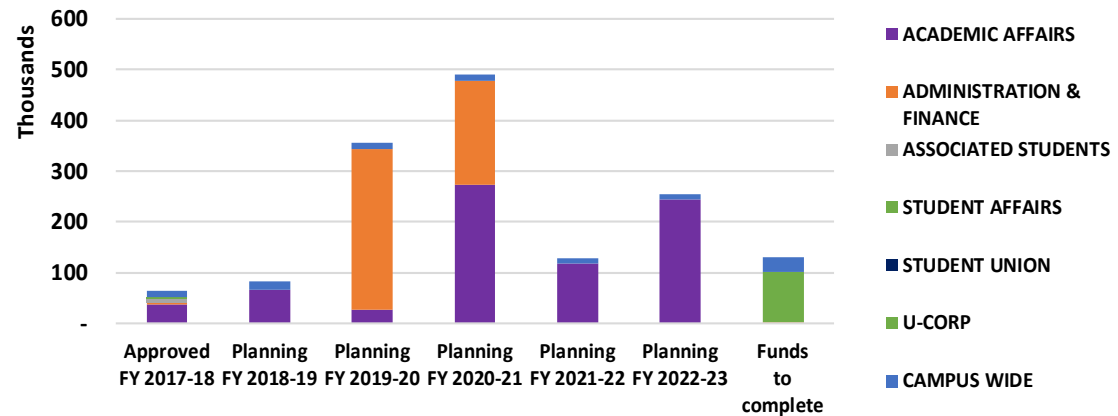
Fund Type	Approved FY 2017-18	Planning FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Funds to complete
ENTERPRISE PROGRAM	13,000	-	-	-	-	-	4,150
FINANCED	33,892	43,940	341,367	310,928	120,391	237,087	-
STATE APPROPRIATION	6,273	-	-	-	-	-	-
PRIVATE	2	23,080	-	168,839	-	10,000	97,180
RESERVE	10,266	16,162	14,591	10,650	8,759	8,113	30,000
TRUST	214	-	-	-	-	-	-
GRAND TOTAL	\$ 63,647	\$ 83,182	\$ 355,958	\$ 490,417	\$ 129,150	\$ 255,200	\$ 131,330

CAPITAL PLAN FY17-18 TO FY22-23 PRESENTED BY CABINET

SF State CP 2017-18 By Cabinet

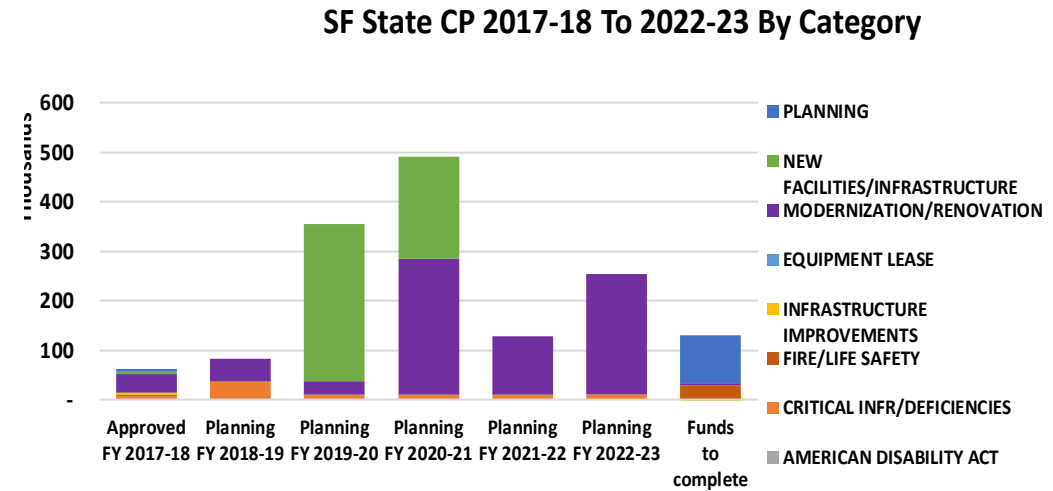
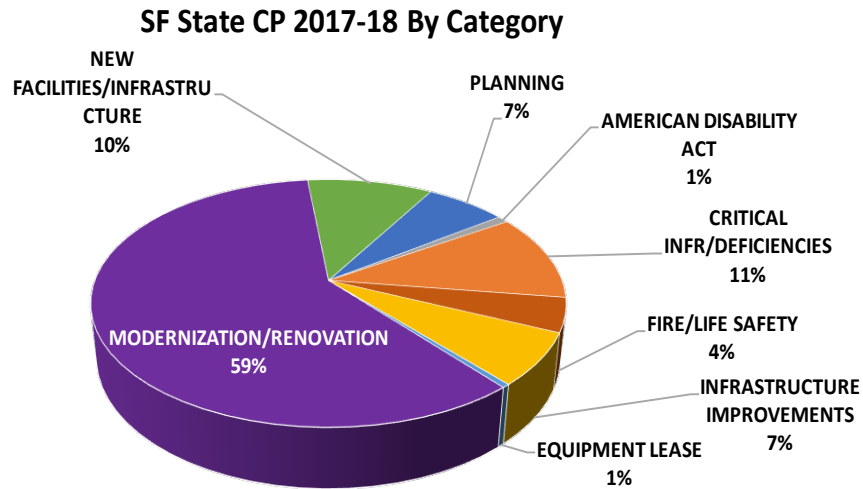


SF State CP 2017-18 To 2022-23 By Cabinet



Cabinet	Approved FY 2017-18	Planning FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Funds to complete
ACADEMIC AFFAIRS	37,518	67,298	27,201	274,075	117,638	243,900	-
ADMINISTRATION & FINANCE	4,925	-	317,245	204,830	-	-	3,000
ASSOCIATED STUDENTS	6,597	-	-	-	-	-	-
STUDENT AFFAIRS	557	-	-	-	-	-	-
STUDENT UNION	304	-	-	-	-	-	-
U-CORP	1,536	-	-	-	-	-	98,330
CAMPUS WIDE	12,210	15,884	11,512	11,512	11,512	11,300	30,000
GRAND TOTAL	\$ 63,647	\$ 83,182	\$ 355,958	\$ 490,417	\$ 129,150	\$ 255,200	\$ 131,330

CAPITAL PLAN FY17-18 TO FY22-23 PRESENTED BY PROJECT CATEGORY



Category	Approved FY 2017-18	Planning FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Funds to complete
AMERICAN DISABILITY ACT	569	-	-	-	-	-	-
CRITICAL INFR/DEFICIENCIES	7,202	37,144	11,300	11,300	11,300	11,300	-
FIRE/LIFE SAFETY	2,828	301	-	-	-	-	30,000
INFRASTRUCTURE IMPROVEMENTS	4,339	-	-	-	-	-	-
EQUIPMENT LEASE	289	212	212	212	212	-	-
MODERNIZATION/RENOVATION	37,793	45,525	27,201	274,075	117,638	243,900	3,000
NEW FACILITIES/INFRASTRUCTURE	6,476	-	317,245	204,830	-	-	-
PLANNING	4,151	-	-	-	-	-	98,330
GRAND TOTAL	\$ 63,647	\$ 83,182	\$ 355,958	\$ 490,417	\$ 129,150	\$ 255,200	\$ 131,330

CAPITAL PLAN FY17-18 TO FY22-23 BY PROJECT DETAIL

Fund Type	Project Name (Bldg. -Title)	Yr. 1 2017-18 (Cfw+New)	Planning FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Funds to Complete	Total Budget Impact
FINANCED	BUS-Heating System Replacement	-	2,070	-	-	-	-	-	2,070
RESERVE	BUS-Heating System Replacement	-	230	-	-	-	-	-	230
	BUS-Heating System Replacement Total	-	\$ 2,300	-	-	-	-	-	\$ 2,300
RESERVE	CA- BECA Bldg. / 800 Seat Concert hall Conceptual Design	9	-	-	-	-	-	-	9
RESERVE	CA- BECA Bldg. Site& Programming Selection Study	5	-	-	-	-	-	-	5
RESERVE	CA- BECA Replacement - Planning	150	-	-	-	-	-	-	150
STATE APPROPRIATION	CA-BECA Replacement Building	1,667	-	-	-	-	-	-	1,667
PRIVATE	CA-BECA Replacement Building	-	23,080	-	-	-	-	-	23,080
FINANCED	CA-BECA Replacement Building / C Ph	27,834	12,099	15,000	-	-	-	-	54,933
FINANCED	CA-BECA Replacement Building / W Ph	242	-	-	-	-	-	-	242
	CA-BECA Replacement Building Total	\$ 29,907	\$ 35,179	\$ 15,000	-	-	-	-	\$ 80,086
RESERVE	CW-Campus Master Plan 15/16	14	-	-	-	-	-	-	14
RESERVE	CW-Campus Master Plan 16/17	1,484	-	-	-	-	-	-	1,484
RESERVE	CW-Campus Master Plan 17/18	1,000	-	-	-	-	-	-	1,000
	CW-Campus Master Plan Total	\$ 2,498	-	-	-	-	-	-	\$ 2,498
FINANCED	CW-Central Plant/Campus Utility Risk Projects	-	1,575	-	-	-	-	-	1,575
RESERVE	CW-Central Plant/Campus Utility Risk Projects	-	175	-	-	-	-	-	175
	CW-Central Plant/Campus Utility Risk Projects Total	-	\$ 1,750	-	-	-	-	-	\$ 1,750
FINANCED	CW-Cox Stadium, CA, BUS ADA Restroom Upgrade	-	1,436	-	-	-	-	-	1,436
RESERVE	CW-Cox Stadium, CA, BUS ADA Restroom Upgrade	-	160	-	-	-	-	-	160
	CW-Cox Stadium, CA, BUS ADA Restroom Upgrade Total	-	\$ 1,596	-	-	-	-	-	\$ 1,596
RESERVE	CW-Data Center Electrical Upgrades	3	-	-	-	-	-	-	3
FINANCED	CW-Data Center-Emergency Power and Condenser	-	871	-	-	-	-	-	871
RESERVE	CW-Data Center-Emergency Power and Condenser	-	97	-	-	-	-	-	97
	CW-Data Center-Emergency Power and Condenser Total	-	\$ 968	-	-	-	-	-	\$ 968
FINANCED	CW-Fire Alarm System Repair (ADA)	-	987	-	-	-	-	-	987
RESERVE	CW-Fire Alarm System Repair (ADA)	-	110	-	-	-	-	-	110
	CW-Fire Alarm System Repair (ADA) Total	-	\$ 1,097	-	-	-	-	-	\$ 1,097
FINANCED	CW-Fire Hydrants - Ph. 2	-	900	-	-	-	-	-	900
RESERVE	CW-Fire Hydrants - Ph. 2	-	100	-	-	-	-	-	100
	CW-Fire Hydrants - Ph. 2 Total	-	\$ 1,000	-	-	-	-	-	\$ 1,000
STATE APPROPRIATION	CW-Gas Line Replacement	691	-	-	-	-	-	-	691
FINANCED	CW-Gas Line Replacement	-	1,311	-	-	-	-	-	1,311
RESERVE	CW-Gas Line Replacement	-	146	-	-	-	-	-	146
	CW-Gas Line Replacement Total	\$ 691	\$ 1,457	-	-	-	-	-	\$ 2,148
FINANCED	CW-Infrastructure Improvements	-	-	8,910	8,910	8,910	8,910	-	35,640
RESERVE	CW-Infrastructure Improvements	-	-	90	90	90	90	-	360
	CW-Infrastructure Improvements Total	-	-	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	-	\$ 36,000
FINANCED	CW-LED Streetlight Retrofit, Ph. 2	-	1,080	-	-	-	-	-	1,080
RESERVE	CW-LED Streetlight Retrofit, Ph. 2	-	120	-	-	-	-	-	120
	CW-LED Streetlight Retrofit, Ph. 2 Total	-	\$ 1,200	-	-	-	-	-	\$ 1,200
FINANCED	CW-Portable Generator Quick Connects	-	1,697	-	-	-	-	-	1,697
RESERVE	CW-Portable Generator Quick Connects	-	189	-	-	-	-	-	189
	CW-Portable Generator Quick Connects Total	-	\$ 1,886	-	-	-	-	-	\$ 1,886
FINANCED	CW-Sanitary Sewer/Storm/Domestic Water Projects	-	2,176	-	-	-	-	-	2,176
RESERVE	CW-Sanitary Sewer/Storm/Domestic Water Projects	-	242	-	-	-	-	-	242
	CW-Sanitary Sewer/Storm/Domestic Water Projects Total	-	\$ 2,418	-	-	-	-	-	\$ 2,418

Fund Type	Project Name (Bldg. -Title)	Yr. 1	Planning	Planning	Planning	Planning	Planning	Funds to	Total Budget
		2017-18 (Cfw+New)	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Complete	Impact
ENTERPRISE PROGRAM	Dining Center & 7 Hills Improvement	2,278	-	-	-	-	-	-	2,278
ENTERPRISE PROGRAM	Dining Center & 7 Hills Improvement	300	-	-	-	-	-	-	300
	Dining Center & 7 Hills Improvement Total	\$ 2,578	-	-	-	-	-	-	\$ 2,578
FINANCED	Electrical Substation Replacement	3,930	-	-	-	-	-	-	3,930
RESERVE	Electrical Substation Replacement	37	-	-	-	-	-	-	37
	Electrical Substation Replacement Total	\$ 3,967	-	-	-	-	-	-	\$ 3,967
RESERVE	ES-PSY New Elevator and Elevator Modernization	315	301	-	-	-	-	-	616
FINANCED	ES-PSY New Elevator and Elevator Modernization	-	2,706	-	-	-	-	-	2,706
	ES-PSY New Elevator and Elevator Modernization Total	\$ 315	\$ 3,007	-	-	-	-	-	\$ 3,322
FINANCED	FA-Fire Alarm Replacement	-	920	-	-	-	-	-	920
RESERVE	FA-Fire Alarm Replacement	-	102	-	-	-	-	-	102
	FA-Fire Alarm Replacement Total	-	\$ 1,022	-	-	-	-	-	\$ 1,022
FINANCED	HH Sprinkler System and Fire Alarm	-	3,698	-	-	-	-	-	3,698
RESERVE	HH Sprinkler System and Fire Alarm	-	411	-	-	-	-	-	411
	HH Sprinkler System and Fire Alarm Total	-	\$ 4,109	-	-	-	-	-	\$ 4,109
ENTERPRISE PROGRAM	Holloway Student Housing	286	-	-	-	-	-	-	286
PRIVATE	Holloway Student Housing	-	-	-	-	-	-	97,180	97,180
	Holloway Student Housing Total	\$ 286	-	-	-	-	-	\$ 97,180	\$ 97,465
FINANCED	HSS- North Classroom Replacement Bldg.	-	-	-	-	-	74,748	-	74,748
RESERVE	HSS- North Classroom Replacement Bldg.	-	-	-	-	2,126	2,152	-	4,278
	HSS- North Classroom Replacement Bldg. Total	-	-	-	-	\$ 2,126	\$ 76,900	-	\$ 79,026
FINANCED	HSS- South Classroom Replacement Bldg.(Seismic)	-	-	-	-	-	153,429	-	153,429
RESERVE	HSS- South Classroom Replacement Bldg.(Seismic)	-	-	-	4,125	4,243	2,571	-	10,939
	HSS- South Classroom Replacement Bldg.(Seismic) Total	-	-	-	\$ 4,125	\$ 4,243	\$ 156,000	-	\$ 164,368
FINANCED	Lower Valley Housing. Ph 1	-	-	317,245	-	-	-	-	317,245
FINANCED	Lower Valley Housing. Ph 2	-	-	-	204,830	-	-	-	204,830
	Lower Valley Housing Total	-	-	\$ 317,245	\$ 204,830	-	-	-	\$ 522,075
RESERVE	North Campus District Plan (Formerly Winston)	56	-	-	-	-	-	-	56
TRUST	North Campus District Plan (Formerly Winston)	57	-	-	-	-	-	-	57
	North Campus District Plan (Formerly Winston) Total	\$ 113	-	-	-	-	-	-	\$ 113
FINANCED	RTC-Seismic, Infrastructure, ADA, and Modernization Upgrade	-	5,418	-	-	-	-	-	5,418
RESERVE	RTC-Seismic, Infrastructure, ADA, and Modernization Upgrade	-	602	-	-	-	-	-	602
	RTC-Seismic, Infrastructure, ADA, and Modernization Upgrade Total	-	\$ 6,020	-	-	-	-	-	\$ 6,020
FINANCED	SCI-Replacement Building	-	-	-	96,976	-	-	-	96,976
PRIVATE	SCI-Replacement Building	-	-	-	168,839	-	10,000	-	178,839
RESERVE	SCI-Replacement Building	-	9,846	8,206	-	-	-	-	18,052
RESERVE	SCI-Replacement Building - Preliminary Phase	242	-	-	-	-	-	-	242
	SCI-Replacement Building Total	\$ 242	\$ 9,846	\$ 8,206	\$ 265,815	-	\$ 10,000	-	\$ 294,109
FINANCED	TH Renovation	-	-	-	-	111,269	-	-	111,269
RESERVE	TH Renovation	-	500	3,995	4,135	-	1,000	-	9,630
	TH Renovation Total	-	\$ 500	\$ 3,995	\$ 4,135	\$ 111,269	\$ 1,000	-	\$ 120,899
FINANCED	TH Sprinkler System and Fire Alarm	-	3,423	-	-	-	-	-	3,423
RESERVE	TH Sprinkler System and Fire Alarm	-	380	-	-	-	-	-	380
	TH Sprinkler System and Fire Alarm Total	-	\$ 3,803	-	-	-	-	-	\$ 3,803
FINANCED	TH-ADA Restroom Upgrade	-	1,361	-	-	-	-	-	1,361
RESERVE	TH-ADA Restroom Upgrade	-	151	-	-	-	-	-	151
	TH-ADA Restroom Upgrade Total	-	\$ 1,512	-	-	-	-	-	\$ 1,512

Fund Type	Project Name (Bldg. -Title)	Yr. 1	Planning	Planning	Planning	Planning	Planning	Funds to	Total Budget
		2017-18 (Cfw+New)	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Complete	Impact
RESERVE	ADM- H&V	6	-	-	-	-	-	-	6
RESERVE	ADM-1st Floor Ceiling & Lighting	300	-	-	-	-	-	-	300
RESERVE	ADM-Roof Replacement	400	-	-	-	-	-	-	400
TRUST	Alumni Visitors Center	100	-	-	-	-	-	-	100
RESERVE	BH & Gym-Sewerage Repairs	203	-	-	-	-	-	-	203
RESERVE	BH -Elevator C Modernization	104	-	-	-	-	-	-	104
RESERVE	BH-Hallway Floor Replacement	100	-	-	-	-	-	-	100
RESERVE	BH-Replace Roofing System	418	-	-	-	-	-	-	418
RESERVE	BH-Sewer Pipe Replacement	308	-	-	-	-	-	-	308
RESERVE	CA-Replace Roofing System at McKenna	202	-	-	-	-	-	-	202
ENTERPRISE PROGRAM	CCSC- Sustainability (LED Lighting)	157	-	-	-	-	-	-	157
ENTERPRISE PROGRAM	CCSC-Gold Coast Dining Seating & Plaza View Seating Booths	148	-	-	-	-	-	-	148
ENTERPRISE PROGRAM	Children Center-Exterior Painting	8	-	-	-	-	-	-	8
TRUST	Children's Campus Roof Gutter Replacement	8	-	-	-	-	-	-	8
TRUST	Children's Campus Roof Joints & Vents Repairs	20	-	-	-	-	-	-	20
RESERVE	Corp. Yard Emergency Transfer Switches	15	-	-	-	-	-	-	15
ENTERPRISE PROGRAM	Crossroads Neighborhood Study	150	-	-	-	-	-	-	150
STATE APPROPRIATION	CW-Redundant 12kV Feeders at Main Station	350	-	-	-	-	-	-	350
RESERVE	CW-Rekeying BUS, HSS, & Old ADM Bldgs	146	-	-	-	-	-	-	146
STATE APPROPRIATION	CW-Replacement of 12kV Feeders	740	-	-	-	-	-	-	740
RESERVE	CW-Main Electrical maintenance-testing	57	-	-	-	-	-	-	57
RESERVE	CW-Landscape Master Plan	47	-	-	-	-	-	-	47
FINANCED	CW-Increase Fire Hydrant Coverage-Main Campus	1,010	-	-	-	-	-	-	1,010
RESERVE	CW ADA Pathways / Roadways Maintenance	246	-	-	-	-	-	-	246
RESERVE	CW AED Installation	12	-	-	-	-	-	-	12
RESERVE	CW Door Replacement	223	-	-	-	-	-	-	223
RESERVE	CW- Door replacement	3	-	-	-	-	-	-	3
RESERVE	CW Elevator Door Upgrade	60	-	-	-	-	-	-	60
RESERVE	CW- Elevators Improvement	3	-	-	-	-	-	-	3
RESERVE	CW- Fire Sprinkler System	2	-	-	-	-	-	-	2
RESERVE	CW- Install low flow toilet fixture	0	-	-	-	-	-	-	0
RESERVE	CW-Accessible Path	89	-	-	-	-	-	-	89
RESERVE	CW-ACM & Lead Removal	7	-	-	-	-	-	-	7
RESERVE	CW-Deferred Maintenance	-	2,300	2,300	2,300	2,300	2,300	-	11,500
RESERVE	CW-Door Replacement	155	-	-	-	-	-	-	155
STATE APPROPRIATION	CW-Emergency Phones	330	-	-	-	-	-	-	330
RESERVE	CW-Fire Alarm / Sprinkler - (WD Phase)	1,033	-	-	-	-	-	30,000	31,033
RESERVE	CW-Fleet Electric Vehicles Leasing	289	212	212	212	212	-	-	1,136
TRUST	DTC 662-651 Frame Opening Installation	15	-	-	-	-	-	-	15
ENTERPRISE PROGRAM	DTC-Gender Neutral Restroom	234	-	-	-	-	-	-	234
ENTERPRISE PROGRAM	ECEC-Forced Air Heating System	113	-	-	-	-	-	-	113
RESERVE	FA-Window System Replacement	336	-	-	-	-	-	-	336
RESERVE	FA- Fire Alarm Redesign/Repair	383	-	-	-	-	-	-	383
RESERVE	FA- Gallery Museum Project	241	-	-	-	-	-	-	241
RESERVE	Hensill Hall-Chiller Replacement	37	-	-	-	-	-	-	37
RESERVE	HSS- Ext Window Replacement	8	-	-	-	-	-	-	8
RESERVE	LCA Theatre Safety Upgrade	55	-	-	-	-	-	-	55
RESERVE	Library - Emergency Phone	62	-	-	-	-	-	-	62
ENTERPRISE PROGRAM	Mary's Tripling Study	150	-	-	-	-	-	-	150
ENTERPRISE PROGRAM	Mashouf Wellness Center	6,476	-	-	-	-	-	-	6,476
RESERVE	Old ADM-HVAC Improvements	98	-	-	-	-	-	-	98

Fund Type	Project Name (Bldg. -Title)	Yr. 1	Planning FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Funds to Complete	Total Budget Impact
		2017-18 (Cfw+New)							
RESERVE	RTC - Building 30 Roofing System Replacement	84	-	-	-	-	-	-	84
RESERVE	RTC - Sewer System Upgrade	729	-	-	-	-	-	-	729
STATE APPROPRIATION	RTC- Electrical System Upgrade	348	-	-	-	-	-	-	348
FINANCED	RTC Emergency Seismic Repairs	508	-	-	-	-	-	-	508
RESERVE	RTC Master Plan	450	-	-	-	-	-	-	450
RESERVE	RTC Site Assessment	14	-	-	-	-	-	-	14
TRUST	RTC-Nielson Lab Renovation	15	-	-	-	-	-	-	15
STATE APPROPRIATION	RTC-Seismic Upgrade Ph. 1 (Bldg 49 and 50 Seismic Repairs)	2,148	-	-	-	-	-	-	2,148
PRIVATE	SCI - Room 395 Data Outlets	2	-	-	-	-	-	-	2
RESERVE	Science- Roof AHU 1&2 Replacement	1	-	-	-	-	-	-	1
ENTERPRISE PROGRAM	SHC- Atrium Phase I	315	-	-	-	-	-	-	315
ENTERPRISE PROGRAM	Site CC1 Student Housing	300	-	-	-	-	-	-	300
RESERVE	SSB- Elevator Improvements	15	-	-	-	-	-	-	15
ENTERPRISE PROGRAM	Station Café Replacement	50	-	-	-	-	-	1,150	1,200
RESERVE	TH-Fire Marshal Corrections	100	-	-	-	-	-	-	100
ENTERPRISE PROGRAM	University Club Renovation	1,200	-	-	-	-	-	-	1,200
RESERVE	UP-Head End Security System Replacement	200	-	-	-	-	-	-	200
ENTERPRISE PROGRAM	UPM-Emergency Wiring Repairs to Fire Alarm Voice Annunciation System	41	-	-	-	-	-	-	41
ENTERPRISE PROGRAM	UPN- Garden Unit Exterior Repairs	54	-	-	-	-	-	-	54
FINANCED	UPN Toilets Upgrade	80	-	-	-	-	-	-	80
ENTERPRISE PROGRAM	UPN-Garden Unit Exterior Repairs and Painting	740	-	-	-	-	-	3,000	3,740
Grand Total		\$ 63,647	\$ 83,182	\$ 355,958	\$ 490,417	\$ 129,150	\$ 255,200	\$ 131,330	\$ 1,508,883

THE CAPITAL BUDGET, FY17-18

The Year One FY17-18 Capital Plan contains 82 projects, including 19 projects that are new this year. Of the new projects about \$6.5 million are from different funding sources this year, 12 projects in \$2.3 million for Deferred Maintenance (DM), \$2.1 million for RTC Seismic Upgrade Phase 1 Project, and \$2.1 million for the others capital projects. Of this total, 74 projects are fully funded and seven are partially funded (a funded project is one that has identified specific funding to implement the program. An unfunded project is one that has been identified in the Capital Plan as a need, but has no funding secured to implement the program). The full five-year program is summarized according to funding status.

Of the Campus' \$1.5 billion five-year need, \$64 million or four percent is funded. This document includes project details for the major projects, capital budget process, schedule, and glossary of funding sources.

At \$64 million, the Capital Plan reflects the significant investment SF State continues to make in its facilities, driven by the academic priorities for teaching, research, and related activities, and the initiatives of the administrative and auxiliary units that support the academic mission.

With the completion of the FY16-17 projects, SF State will have invested at least \$85 million in its facilities, infrastructure, and commercial real estate since 2015.

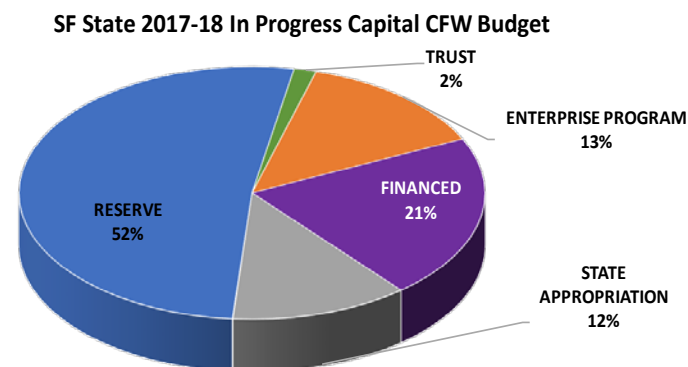
In addition to the many projects currently under way and previously forecasted, the Capital Plan now includes the following new projects and programs: BECA that is approximately 5% out of the total financed projects, RTC and electrical substation, and campus master plan.

The following three significant projects make up 64% of the University's Capital Plan:

1. Lower Valley Housing Phase 1 and 2 – estimated total costs \$522 million.
2. Science Replacement Building – estimated total costs \$294 million
3. Health and Social Sciences South Classroom Replacement Building (Seismic) – estimated total costs \$164 million

IN PROGRESS CAPITAL CARRYFORWARD BUDGET

Fund Type	Carryforward Budget (in thousands)
ENTERPRISE PROGRAM	3,814
FINANCED	5,916
STATE APPROPRIATION	3,477
PRIVATE	12
RESERVE	14,529
TRUST	435
GRAND TOTAL	\$28,182



Summary below provides detail of capital projects that were approved in prior fiscal years, did not receive additional funding in FY2017-18, are currently in progress and not yet completed.

Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
STUDENT HEALTH	Modernization/Renovation	Student Affairs	96120022	SHC- Atrium Phase I	600
CEL	American Disability Act	Academic Affairs	96221519	DTC-Gender Neutral Restroom	250
CCSC	Critical Infrastructure/Deficiencies	Student Union	96221533	CCSC- Sustainability (LED Lighting)	170
CCSC	Modernization/Renovation	Student Union	DM16CCSC7	CCSC-Gold Coast Dining Seating & Plaza View Seating Booths	160
ASI	Planning	Associated Students	96221541	Children Center-Exterior Painting	8
ASI	Critical Infrastructure/Deficiencies	Associated Students	DM16ECEC1	ECEC-Forced Air Heating System	185
HOUSING	Planning	University Wide	DM16CN001	Crossroads Neighborhood Study	150
HOUSING	Modernization/Renovation	Administration & Finar	96221515	UPN- Garden Unit Exterior Repairs	100
HOUSING	Planning	Administration & Finar	DM16LV001	Site CC1 Student Housing	300
HOUSING	Planning	Administration & Finar	DM16MTS01	Mary's Tripling Study	150
HOUSING	Fire/Life Safety	Administration & Finar	DM16UPM01	UPM-Emergency Wiring Repairs to Fire Alarm Voice Annunciation Syst	41
HOUSING	Modernization/Renovation	Administration & Finar	DM16UPN01	UPN-Garden Unit Exterior Repairs and Painting	1,700
ENTERPRISE PROGRAM FUNDING Total					\$ 3,814
SRB	Critical Infrastructure/Deficiencies	University Wide	96142002	Electrical Substation Replacement	4,280
SRB	Infrastructure Improvement	University Wide	DM16CW003	CW-Increase Fire Hydrant Coverage-Main Campus	1,048
SRB	Modernization/Renovation	Academic Affairs	DM16RTC03	RTC Emergency Seismic Repairs	508
SRB	Modernization/Renovation	Administration & Finar	MC16UPN01	UPN Toilets Upgrade	80
FINANCED FUNDING Total					\$ 5,916

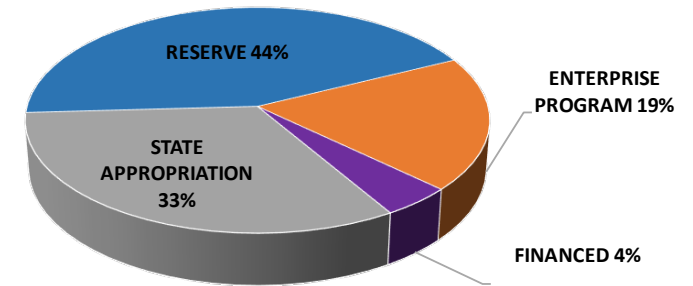
Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
CSU FUNDING - DM	Critical Infrastructure/Deficiencies	Academic Affairs	96152001	RTC- Electrical System Upgrade	982
CSU FUNDING - DM	Fire/Life Safety	University Wide	DM15CW001	CW-Emergency Phones	385
CSU FUNDING - DM	Critical Infrastructure/Deficiencies	University Wide	MC16CW001	CW-Replacement of 12kV Feeders	960
CSU FUNDING - DM	Critical Infrastructure/Deficiencies	University Wide	MC16CW002	CW-Redundant 12kV Feeders at Main Station	350
CSU FUNDING - DM	Critical Infrastructure/Deficiencies	University Wide	MC16CW003	CW-Gas Line Replacement	800
STATE APPROPRIATION Total					\$ 3,477
GRANT	Modernization/Renovation	Academic Affairs	MC16SCI01	SCI - Room 395 Data Outlets	12
PRIVATE FUNDING Total					\$ 12
RESERVE - CIMP	Critical Infrastructure/Deficiencies	University Wide	96142002	Electrical Substation Design	232
RESERVE - CIMP	Critical Infrastructure/Deficiencies	Academic Affairs	96152002	RTC - Sewer System Upgrade	1,000
RESERVE - CIMP	Modernization/Renovation	Academic Affairs	96221454	FA- Gallery Museum Project	1,655
RESERVE - NRMR	Fire/Life Safety	Academic Affairs	96221342	BH -Elevator C Modernization	450
RESERVE - NRMR	Critical Infrastructure/Deficiencies	University Wide	96221411	CW-Data Center Electrical Upgrades	159
RESERVE - NRMR	Fire/Life Safety	University Wide	96221420	CW-Fire Alarm / Sprinkler - (WD Phase)	1,136
RESERVE - NRMR	Fire/Life Safety	Student Affairs	96221449	SSB- Elevator Improvements	150
RESERVE - NRMR	Critical Infrastructure/Deficiencies	University Wide	96221512	CW- Install low flow toilet fixture	228
RESERVE - NRMR	Modernization/Renovation	University Wide	96221537	CW- Elevators Improvement	150
RESERVE - NRMR	Fire/Life Safety	Academic Affairs	DM15CW008	CW AED Installation	30
RESERVE - NRMR	Critical Infrastructure/Deficiencies	Academic Affairs	DM15RTC00	RTC - Building 30 Roofing System Replacement	254
RESERVE - NRMR	Fire/Life Safety	Academic Affairs	DM15RTC02	RTC Site Assessment	110
RESERVE - NRMR	Fire/Life Safety	Administration & Finar	DM16LIB01	Library - Emergency Phone	68
RESERVE - Planning	Planning	University Wide	96221461	Winston Drive Site Study	300
RESERVE - Planning	Planning	University Wide	96221508	CW-Landscape Master Plan	175
RESERVE - Planning	Planning	University Wide	96221535	CW-Campus Master Plan	3,000
RESERVE - DM	Fire/Life Safety	University Wide	DM15CW005,	CW-Main Electrical maintenance-testing	874
RESERVE - DM	Critical Infrastructure/Deficiencies	University Wide	DM15CW007,	CW- Door replacement	449
RESERVE - DM	Infrastructure Improvement	Administration & Finar	96221306	Old ADM-HVAC Improvements	737
RESERVE - DM	Fire/Life Safety	Academic Affairs	96221342	Burk Hall -Elevator C Modernization	17
RESERVE - DM	Modernization/Renovation	Academic Affairs	96221414	HSS- Ext Window Replacement	305
RESERVE - DM	Critical Infrastructure/Deficiencies	University Wide	96221424	CW- Fire Sprinkler System	124
RESERVE - DM	Fire/Life Safety	Academic Affairs	96221437	FA- Fire Alarm Redesign/Repair	453
RESERVE - DM	Fire/Life Safety	University Wide	96221456	CW-ACM & Lead Removal	322
RESERVE - DM	Critical Infrastructure/Deficiencies	Academic Affairs	DM15SCI00	Science- Roof AHU 1&2 Replacement	413
RESERVE - DM	Modernization/Renovation	Academic Affairs	DM16BH002	BH-Replace Roofing System	418
RESERVE - DM	Modernization/Renovation	Academic Affairs	DM16CA001	CA-Replace Roofing System at McKenna	412
RESERVE - DM	Fire/Life Safety	Academic Affairs	DM16CA002	LCA Theatre Safety Upgrade	65
RESERVE - DM	Fire/Life Safety	University Wide	DM16CW002	CW-Door Replacement	184
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM16FA001	FA-Window System Replacement	336
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM16HH001	Hensill Hall-Chiller Replacement	83
RESERVE - DM	American Disability Act	University Wide	MC16CW000	CW-Accessible Path	240
RESERVE FUNDING Total					\$ 14,529

Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
TRUST	Planning	University Wide	96221461	North Campus District Plan (Formerly Winston)	100
TRUST	Critical Infrastructure/Deficiencies	Student Affairs	DM16CCG01	Children's Campus Roof Gutter Replacement	25
TRUST	Modernization/Renovation	Student Affairs	DM16CCG02	Children's Campus Roof Joints & Vents Repairs	20
TRUST	Modernization/Renovation	Academic Affairs	DM16DTC01	DTC 662-651 Frame Opening Installation	15
TRUST	Modernization/Renovation	Academic Affairs	DM16RTC01	RTC-Nielson Lab Renovation	176
TRUST	Planning	Administration & Finar	MC15AVC00	Alumni Visitors Center	100
TRUST FUNDING Total					\$ 435
Grand Total					\$ 28,182

FY17-18 NEWLY APPROVED CAPITAL BUDGET

Fund Type	2017-18 Newly Approved Budget (in thousands)
ENTERPRISE PROGRAM	1,260
FINANCED	289
STATE APPROPRIATION	2,148
RESERVE	2,865
GRAND TOTAL	\$6,562

SF State 2017-18 Newly Approved Capital Budget



Report below provides detail of capital projects scheduled for funding in Yr 1, or FY 2017-18, of the Capital Planned Budget.

Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
U-Corp	Modernization/Renovation	U-Corp	MC16UC001	University Club Renovation	335
U-Corp	Planning	U-Corp	MC17SC001	Station Café Replacement	50
STUDENT BODY CENTER	New Facilities/Infrastructure	Associated Students	96191008	Mashouf Wellness Center	575
HOUSING (Sodexo)	Modernization/Renovation	Administration & Finance	MC16DC001	Dining Center & 7 Hills Improvement	300
ENTERPRISE PROGRAM FUNDING Total					\$ 1,260
RESERVE	Equipment Lease	University Wide	TBD	CW Fleet Electric Vehicles Leasing	289
FINANCED FUNDING Total					\$ 289
CSU FUNDING	Infrastructure Improvement	Academic Affairs	MC17RTC01	RTC-Seismic Upgrade Ph. 1 (Bldg 49 and 50 Seismic Repairs)	2,148
STATE APPROPRIATION Total					\$ 2,148
RESERVE - NRMR	Fire/Life Safety	Academic Affairs	MC15ESP00	ES-PSY New Elevator and Elevator Modernization	115
RESERVE - Planning	Planning	Academic Affairs	96221702	RTC Master Plan	450
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM17BH003	BH & Gym-Sewerage Repairs	203
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM17BH002	BH Sewer Pipe Replacement	308
RESERVE - DM	Modernization/Renovation	Academic Affairs	DM17BH001	BH Hallway Floor Replacement	100
RESERVE - DM	Fire/Life Safety	Academic Affairs	DM17TH001	TH Fire Marshal Corrections	100
RESERVE - DM	Infrastructure Improvement	Student Affairs	MC17UPD01	UP Head End Security System Replacement	200
RESERVE - DM	Modernization/Renovation	Administration & Finance	MC17ADM02	ADM 1st Floor Ceiling & Lighting	300
RESERVE - DM	Modernization/Renovation	Administration & Finance	MC17ADM01	ADM Roof Replacement	400
RESERVE - DM	Modernization/Renovation	Administration & Finance	DM17CY002	Corp. Yard Emergency Transfer Switches	15
RESERVE - DM	Fire/Life Safety	University Wide	DM17CW003	CW Rekeying BUS, HSS, & Old ADM Bldgs	146
RESERVE - DM	Modernization/Renovation	University Wide	MC17CW001	CW Elevator Door Upgrade	60
RESERVE - DM	Modernization/Renovation	University Wide	DM17CW002	CW Door Replacement	223
RESERVE - DM	American Disability Act	University Wide	DM17CW001	CW ADA Pathways / Roadways Maintenance	246
RESERVE FUNDING Total					\$ 2,865
Grand Total					\$ 6,562

CAPITAL BUDGET IMPACT ON FY17-18 OPERATIONS

In 2017-18, SF State will incur about \$8.6 million of incremental O&M costs related to the newly constructed Mashouf Wellness center. Capital projects requiring debt are funded from State Revenue Bond programs that are amortized over the asset life in equal installments (principal and interest). The budgeted interest rate (BIR) used to calculate the internal debt service is a blended rate of interest expense on debt issued for capital projects, bond issuance, and administrative costs.

PROJECT SHOWCASE

Creative Arts (CA) Broadcast and Electronic Communication Arts (BECA) Replacement Building

Start Date 1/1/2015 **End Date** 1/1/2020

Description

The project will create a new Creative Arts replacement building to house the Broadcast and Electronic Communication Arts (BECA) program, interdisciplinary lecture and active learning classrooms, and administrative space for the College of Liberal & Creative Arts. The building will replace the BECA space in the existing Creative Arts Building which is 50-years old and plagued by serious building code, way-finding, and accessibility deficiencies. It will add much needed contemporary classrooms and office space.

BECA instructional space, including radio, television, and multimedia production facilities, will be designed to accommodate current and evolving technology in broadcast and electronic media. Two television studios and observation classrooms, a music recording studio, a radio station, broadcast newsroom, and video and audio post-production rooms will serve as laboratories for hands-on learning within a variety of media production requirements. Interdisciplinary lecture and active learning classrooms will provide right-sized, contemporary, and flexible learning space.

Status

100% design development submittal October 3, 2017.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>
Planning	350	Utilities
Preliminary Design	4,586	Maintenance
Construction	59,789	Personnel
Construction Related	8,734	Other
Equipment	8,035	
Total Cost	\$ 81,494	Total Cost

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
RESERVE	PC001	187	163	-	163	-	-	-	-	163	-	350
FINANCED	DC505	1,185	28,076	-	28,076	12,099	15,000	-	-	55,175	-	56,360
STATE APPROPRIATION	PC001	37	1,667	-	1,667	-	-	-	-	1,667	-	1,704
PRIVATE		-	-	-	-	23,080	-	-	-	23,080	-	23,080
Totals		1,409	29,906	-	29,906	35,179	15,000	-	-	80,085	-	81,494

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Mashouf Wellness Center

Start Date 8/28/2015 **End Date** 9/30/2017

Description

The Mashouf Wellness Center is a significant addition to the SF State campus, providing a major new student activity center close to the academic core and student housing. Located at the corner of Font and Lake Merced Boulevards, the new 118,700-gross-square-foot facility and a new recreation field are organized around the existing softball field.

The Mashouf Wellness Center building will include a two-court gym, multi-activity court (MAC) gym, elevated jogging track, weight and fitness space, natatorium with lap and recreation pools, climbing wall, racquetball courts, multi-purpose/group fitness studios, and locker rooms, storage and support space. The project is funded through a student fee. The Mashouf Wellness Center project is on track for LEED Platinum certification.

Status

Completion Phase - Punchlist. Close-out in process.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	310	Utilities	400
Preliminary Design	7,398	Maintenance	1,386
Construction	68,997	Personnel	2,320
Construction Related	7,357	Other	81
Equipment	3,000		
Total Cost	\$ 87,062	Total Cost	\$ 4,186

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	TU006	23,846	6,475	-	6,475	-	-	-	-	6,475	-	30,321
FINANCED	DC400	56,741	-	-	-	-	-	-	-	-	-	56,741
Totals		80,587	6,475	-	6,475	-	-	-	-	6,475	-	87,062

Operating & Maintenance Costs	Year One Impact	-	4,186	4,186	4,186	4,186	4,186
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Holloway Student Housing

Start Date 1/2/2017

End Date 8/31/2019

Description

The Holloway Revitalization Project will construct new student housing, neighborhood-serving retail, and student support services on the south side of Holloway Avenue. The proposed residential program will include apartment style student housing. The redevelopment of the block will allow for a more compact and dense configuration to increase the supply of on-campus housing in conformance with the campus master plan objectives. The retail and support services space will include uses such as neighborhood-serving retail, student support services, bike storage, study rooms, copy center, and retail dining. It will also provide a modest amount of underground parking to replace parking being removed elsewhere on campus in the vicinity of the project. The retail and student support services space will serve SF State affiliates, as well as neighbors, in the immediate vicinity of the campus.

Status

Planning phase: provide mechanical systems review services, electrical systems review services, plan check, DSA review, seismic review, and disability access review.



Estimated Project Costs

Construction Costs

Planning	300
Preliminary Design	-
Construction	74,984
Construction Related	22,195
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 97,480 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
Year One Impact	AO001	14	286	-	286	-	-	-	-	286	-	300
PRIVATE		-	-	-	-	-	-	-	-	-	97,180	97,180
Totals		14	286	-	286	-	-	-	-	286	97,180	97,480

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Electrical Substation Replacement

Start Date 1/1/2015

End Date 12/20/2017

Description

This project will install a new 12KV main electrical substation adjacent to the existing substation and phased cutover of the incoming utility service and outgoing campus distribution feeders. Design will include construction sequencing and temporary power arrangements to maintain electrical service to the campus buildings.

Status

Construction in progress. 50% complete



Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	232
Construction	3,475
Construction Related	805
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 4,512 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
FINANCED	DC404	286	3,189	-	3,189	-	-	-	-	3,189	-	3,475
FINANCED	DC503	64	741	-	741	-	-	-	-	741	-	805
RESERVE	NG001	195	37	-	37	-	-	-	-	37	-	232
Totals		545	3,967	-	3,967	-	-	-	-	3,967	-	4,512

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Science Replacement Building

Start Date 1/1/2015 **End Date** 11/30/2022

Description

The 105,300 assignable square feet (ASF) /162,000 gross square fee (GSF) Science Replacement Building would provide contemporary instructional and research space to allow SF State's programs in science and engineering, particularly in the applied sciences, to engage in best practice. Conceived as a non-departmental building to ensure flexibility over time, the building would collocate disciplines with natural affinities, such as computer science, computational physics, chemistry, and engineering, to foster interdisciplinary work and promote innovation. Importantly, the building would provide suitable space for upper division and graduate students to carry out relevant research and complete capstone courses, leading to student retention and success. Wet labs would serve chemistry, biochemistry, physics, and mechanical engineering; dry labs would serve physics and engineering. The proposed site for the project is on 19th Avenue at the intersection of Buckingham Way, a highly visible corner site, close to Hensill and Thornton Halls.

Status

Feasibility study completed November 2017.

Project submitted to CSU for 2018/19 through 2022/23 Five-Year Capital Improvement Plan, with design proposed in 2018/19, pending funding.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	900	Utilities	
Preliminary Design	17,052	Maintenance	
Construction	232,665	Personnel	
Construction Related	34,150	Other	
Equipment	10,000		
Total Cost	\$ 294,767	Total Cost	

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
RESERVE	NG001/ PC001	658	242	-	242	9,846	8,206	-	-	18,294	-	18,952
PRIVATE		-	-	-	-	-	-	168,839	-	168,839	10,000	178,839
FINANCED		-	-	-	-	-	-	96,976	-	96,976	-	96,976
Totals		658	242	-	242	9,846	8,206	265,815	-	284,109	10,000	294,767

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-	-	-
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Ethnic Studies-Psychology (ES-PSY) New Elevator and Existing Elevator Modernization

Start Date

11/1/2017

End Date

3/31/2019

Description

This project will install one new elevator at the North side of ES-PSY Building. Relocate fire water lines as needed. After installation of new elevator, modernize existing elevator to meet current standards.



Status

Pre-con proposal received. Contract for design will be issued October 2017. Design process scheduled to start in Fall 2017.

Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	315
Construction	2,526
Construction Related	481
Equipment	-

Annual O&M Costs

Utilities	-
Maintenance	-
Personnel	-
Other	-

Total Cost \$ 3,322 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
RESERVE	PC001	-	200	115	315	301	-	-	-	616		616
FINANCED		-	-	-	-	2,706	-	-	-	2,706		2,706
Totals		-	200	115	315	3,007	-	-	-	3,322	-	3,322

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Fine Arts (FA) Gallery Museum

Start Date 1/1/2016 **End Date** 7/15/2017

Description

*Museum/Storage/Restrooms: Floor Area= 3577 sf. Remove plumbing fixtures from T247. Divide T246 into two restrooms. Paint walls and ceiling; replace lighting; modify HVAC system and add humidifier; new security system; new fire alarm. *Museum Storage/Classroom: Floor Area= 3138 sf. Remove partition walls in 124a, 124b, 124c, and 124d. Paint walls and ceiling; new flooring; replace lighting; modify HVAC system and add humidifier; new security system; new fire alarm; new ceiling. *Renovate studio classrooms in Fine Arts 115, 117, and 119. Install new fire rated glass entrance doors, corridor window, casework, flooring, lighting, modify HVAC system. Floor Area= 3,795 sf.

Status

Completed. Certificate of Occupancy issued by State Fire Marshal on 8/15/17.



Estimated Project Costs

Construction Costs

Planning	
Preliminary Design	
Construction	1,200
Construction Related	455
Equipment	

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 1,655 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
RESERVE	PC001	1,414	241	-	241	-	-	-	-	241	-	1,655
Totals		1,414	241	-	241	-	-	-	-	241	-	1,655

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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University Club Renovation

Start Date 9/1/2016 **End Date** 6/30/2018

Description

Renovate approximately 3,431 sf in Student Center to provide new lounge space, conference room, flexible space/assembly area, office and storage. Provide new ventilation unit and, electrical and data upgrade.

Status

Design process continuing into Fall 2017.



Estimated Project Costs

Construction Costs

Planning	-	Utilities
Preliminary Design	-	Maintenance
Construction	1,000	Personnel
Construction Related	200	Other
Equipment	-	

Total Cost \$ 1,200 **Total Cost** n/a

Annual O&M Costs

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	ST500	-	865	335	1,200	-	-	-	-	1,200	-	1,200
Totals		-	865	335	1,200	-	-	-	-	1,200	-	1,200

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Romberg Tiburon Center (RTC) Sewer Project

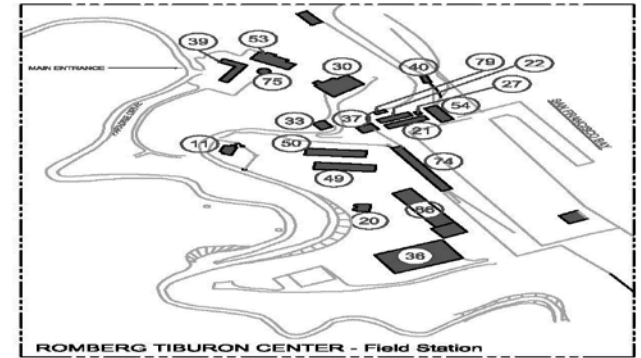
Start Date 1/1/2015 **End Date** 12/27/2017

Description

This project will abandon the existing onsite wastewater treatment system. A new sewer lateral system will be installed to collect and transport wastewater to a new sanitary sewer pump station, adjacent to building 36. The new on-site pressurized sewer lateral will be utilized and connected to Tiburon sanitary sewer district.

Status

Construction in progress. 70% complete



Estimated Project Costs

Construction Costs

Planning
Preliminary Design
Construction 1,000
Construction Related
Equipment

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 1,000 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
RESERVE	PC001	271	729	-	729	-	-	-	-	729	-	1,000
Totals		271	729	-	729	-	-	-	-	729	-	1,000

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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RTC Electrical System Upgrade Project

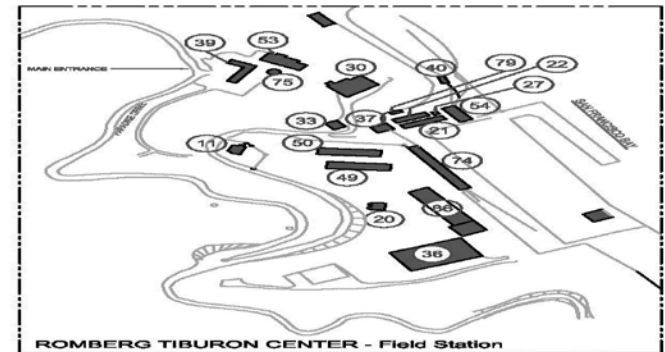
Start Date 1/1/2015 End Date 11/20/2017

Description

This project will underground a portion of the existing 12Kv overhead power from PG&E meter to buildings 36 & 50. Additional electrical improvements includes installation of a new 250 Kw generator, 500 Kva transformer, electrical vaults, and automatic transfer switch.

Status

Construction is 90% complete.



Estimated Project Costs

Construction Costs		Annual O&M Costs	
Planning	-	Utilities	-
Preliminary Design	-	Maintenance	-
Construction	982	Personnel	-
Construction Related	-	Other	-
Equipment	-		
Total Cost	\$ 982	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
STATE APPROPRIATION	GC001	634	348	-	348	-	-	-	-	348	-	982
		-	-	-	-					-	-	-
Totals		634	348	-	348	-	-	-	-	348	-	982

Operating & Maintenance Costs	Year One Impact								
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RTC Emergency Seismic Repairs

Start Date

10/17/2017

End Date

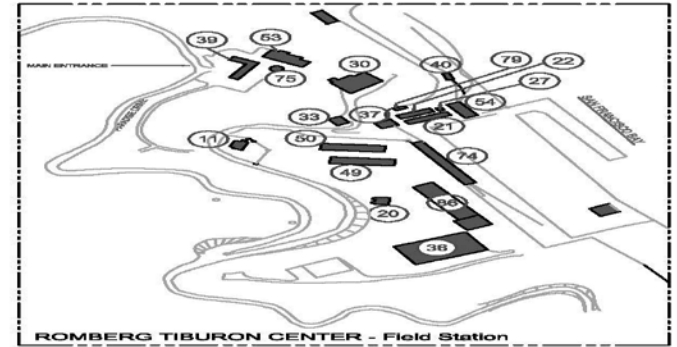
12/10/2017

Description

Emergency seismic repairs and demolition work at Romberg Tiburon Center per Chancellor's Office instruction.

Status

Bids received. Construction to start 10/17/2017. Estimate completion date 12/10/2017



Estimated Project Costs

Construction Costs

Planning	-	Utilities
Preliminary Design	-	Maintenance
Construction	508	Personnel
Construction Related	-	Other
Equipment	-	

Annual O&M Costs

Total Cost \$ 508 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
FINANCED	DC406	-	508	-	508	-	-	-	-	508	-	508
		-	-	-	-	-	-	-	-	-	-	-
Totals		-	508	-	508	-	-	-	-	508	-	508

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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RTC Seismic Upgrade Phase One

Start Date
Description

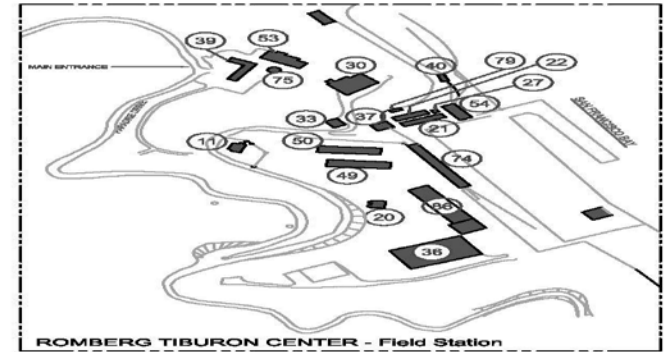
8/1/2017

End Date TBD

Provide critical seismic upgrades to RTC Building 49 and 50.

Status

Construction will start in 2018.



Estimated Project Costs

Construction Costs

Annual O&M Costs

Planning	-	Utilities
Preliminary Design	-	Maintenance
Construction	2,148	Personnel
Construction Related	-	Other
Equipment	-	

Total Cost \$ 2,148 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
STATE APPROPRIATION	PC001	-	-	2,148	2,148	-	-	-	-	2,148	-	2,148
		-	-	-	-	-	-	-	-	-	-	-
Totals		-	-	2,148	2,148	-	-	-	-	2,148	-	2,148

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Campus Wide (CW) Fire Alarm Upgrade

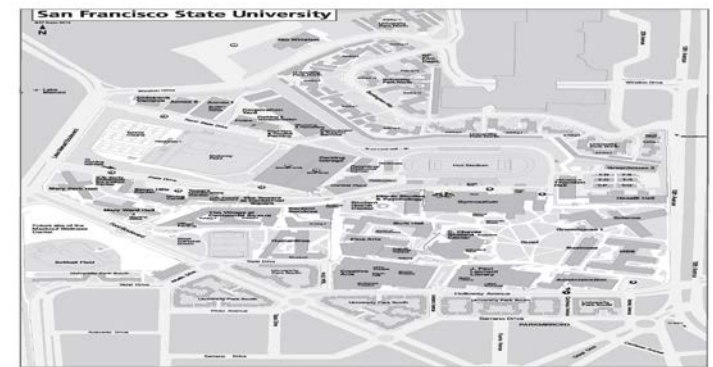
Start Date 4/15/2016 **End Date** 6/30/2018

Description

Install additional devices and upgrades to the existing fire alarm control units and systems. There are multiple buildings on campus that have existing fire alarm control units and devices that are still being sold and supported by Simplex and do not necessarily need to be replaced. However, the fire alarm system may be deficient for detection coverage: audibility is lacking throughout the building, strobe coverage may not be adequate, manual fire alarm stations do not comply with ADA requirements, or devices in the building are several generations and models. By adding the required devices or upgrades, existing fire alarm systems can be brought up to current code and still be cost-effective to the University.

Status

Design in progress. Establishing base design and budget.



Estimated Project Costs

Construction Costs

Planning	-	Utilities
Preliminary Design	1,136	Maintenance
Construction	30,000	Personnel
Construction Related	-	Other
Equipment	-	

Annual O&M Costs

Total Cost \$ 31,136 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
RESERVE	PM001	103	1,033	-	1,033	-	-	-	-	1,033	30,000	31,136
Totals		103	1,033	-	1,033	-	-	-	-	1,033	30,000	31,136

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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CW Increase Fire Hydrant Coverage - Main Campus

Start Date

10/13/2017

End Date

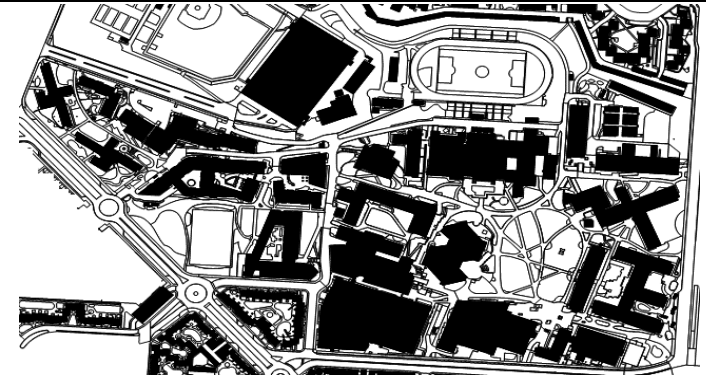
12/27/2017

Description

Add 27 fire hydrants to increase building coverage for HSS, Business, Science, Hensill Hall, and Thornton Hall; Library, Student Center, Gymnasium, Psychology, Burk Hall, Fine Arts, and Creative Arts; Humanities, Centennial Village, and Student Services Building; Mary Ward Hall, Mary Park Hall, Children's Center; Towers, Dining Center, Central Plant. Provide secondary fire water feed to Centennial Village.

Status

Construction expected October 2017.



Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	87
Construction	961
Construction Related	-
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 1,048 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
FINANCED	DC504	38	1,010	-	1,010	-	-	-	-	1,010	-	1,048
Totals		38	1,010	-	1,010	-	-	-	-	1,010	-	1,048

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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CW Replacement of 12kV Feeders

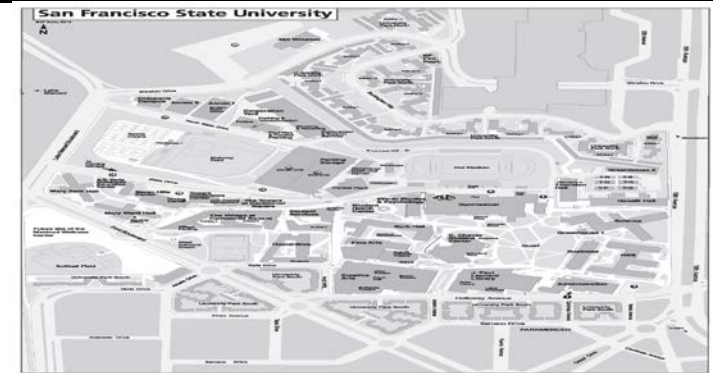
Start Date 1/1/2015 **End Date** 6/30/2018

Description

This project will replace 12KV high voltage electrical cables that are over 30 years old. Provide two additional sets of redundant, dual radial feeder pairs: 4A / 4B, 5A / 5B after new main 12kV substation is installed.

Status

Construction in progress. 50% complete.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	
Preliminary Design	-	Maintenance	
Construction	960	Personnel	
Construction Related	-	Other	
Equipment	-		
Total Cost	\$ 960	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
STATE APPROPRIATION	GC002	221	740	-	740	-	-	-	-	740	-	960
Totals		221	740	-	740	-	-	-	-	740	-	960

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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CW Redundant 12kV Feeders at Main Station

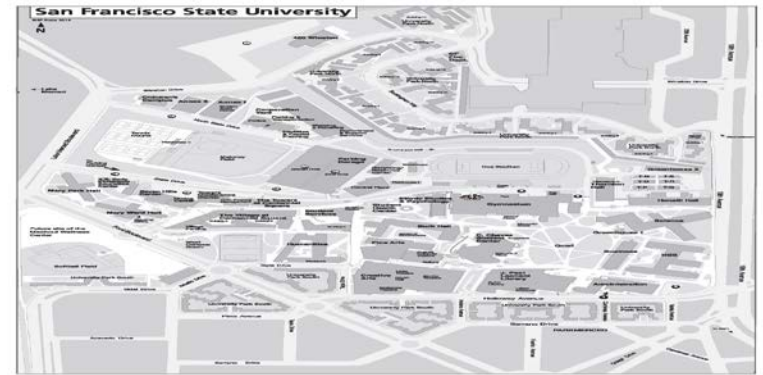
Start Date 11/15/2015 **End Date** 6/30/2018

Description

This project will install 12kV feeders from PG&E meter to Campus electrical substation to provide redundancy.

Status

Construction in progress. 25% complete.



Estimated Project Costs

Construction Costs

Planning	-	Utilities
Preliminary Design	-	Maintenance
Construction	350	Personnel
Construction Related	-	Other
Equipment	-	

Annual O&M Costs

Total Cost \$ 350 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
STATE APPROPRIATION	GC002	-	350	-	350	-	-	-	-	350	-	350
		-	-	-	-	-	-	-	-	-	-	-
Totals		-	350	-	350	-	-	-	-	350	-	350

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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CW Emergency Phones

Start Date 11/15/2015

End Date 10/31/2017

Description

There is insufficient emergency phone coverage on campus. The project conducts a comprehensive safety and nighttime lighting survey and develops an emergency phone plan to address safety concerns.

Status

Project completed. Testing and punch list in progress.



Estimated Project Costs

Construction Costs

Planning	-	Utilities
Preliminary Design	-	Maintenance
Construction	385	Personnel
Construction Related	-	Other
Equipment	-	

Annual O&M Costs

Total Cost \$ 385 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
STATE APPROPRIATION	GC001	55	330	-	330	-	-	-	-	330	-	385
		-	-	-	-	-	-	-	-	-	-	-
Totals		55	330	-	330	-	-	-	-	330	-	385

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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CW Gas Line Replacement

Start Date

10/12/2017

End Date

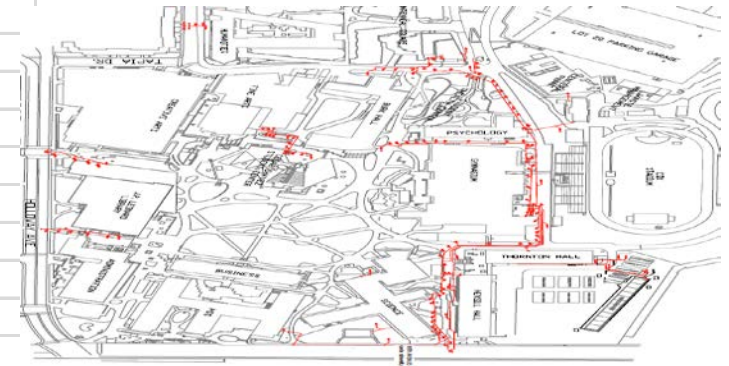
12/27/2017

Description

This project will evaluate and replace gas lines that are over 30 years old. Replace existing 4-inch coated steel gas line serving campus from 19th Avenue with an HPDE (high density polyethylene) line.

Status

Construction expected October 2017.



Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	-
Construction	800
Construction Related	-
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 800 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
STATE APPROPRIATION	GC002	109	691	-	691	-	-	-	-	691	-	800
Totals		109	691	-	691	-	-	-	-	691	-	800

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-	-	-
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University Park North (UPN) Garden Unit Exterior Repairs & Painting

Start Date
Description

1/1/2015

End Date TBD

Exterior painting of all garden units at University Park North. This project is intended to provide paint and exterior building repairs to the UPM low-rise units. The repair scope includes lead paint mitigation (as necessary), wood/siding repairs, repairs to flashing and gutters. These buildings last paint job date back to the late 80's and much of the paint is flaking off.

Status

Phase I Exterior Painting is complete. Phase II Landscaping Design in progress. Phase II construction start pending direction from Housing.



Estimated Project Costs

Construction Costs

Planning	
Preliminary Design	500
Construction	4,200
Construction Related Equipment	

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 4,700 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	TM100	960	740	-	740	-	-	-	-	740	3,000	4,700
Totals		960	740	-	740	-	-	-	-	740	3,000	4,700

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Dining Center & 7 Hills Improvement Projects

Start Date Description

3/21/2017

End Date Multi-phased

Renovation of Dining Center and 7 Hills is intended to provide a modern facility, including kitchen renovation, equipment replacement and related infrastructure work. The scope of work for the Dining Center consists of capital projects and deferred maintenance projects, including but not limited to;

- Address accessibility and life safety items that are not current to today's building codes and requirements.
- Improve accessibility pathways, landscaping and exterior lighting, including UPD emergency blue lights.
- Address large deferred maintenance items that will enhance the overall functionalities of the building systems in the Dining Center, including roof replacement and mechanical, electrical and sewer system upgrades.
- Interior upgrades including painting and new furniture, fixtures and equipment.
- Modernize elevator to meet current code requirements.
- Future improvements may include, Dining Center exterior new facade, windows, and patio dining areas.

Status

Construction and punch list complete for original roofing replacement contract. Change order for exhaust fan replacement pending (unforeseen condition).

Mechanical Equipment Upgrades (aka: Boiler Project) construction in progress.

All remaining projects are in design phase with vendor, Sodexo.



Estimated Project Costs

Construction Costs

Planning	
Preliminary Design	
Construction	16,800
Construction Related	
Equipment	-

Total Cost \$ 16,800

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM (SODEXO)	TD500/ TD501	222	2,278	2,900	5,178	-	-	-	-	5,178	4,850	10,250
ENTERPRISE PROGRAM	TM100	-	-	50	50	-	-	-	-	50	6,500	6,550
Totals		222	2,278	2,950	5,228	-	-	-	-	5,228	11,350	16,800

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Cesar Chavez Student Center (CCSC) - Sustainability (LED Lighting Upgrade)

Start Date 4/9/2016 End Date TBD

Description

Replace existing high energy use lighting with LED light at Cesar Chavez Student Center.

Status

Project is on hold - pending ASI funding.



Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	-
Construction	170
Construction Related	-
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 170 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	TU002	13	157	-	157	-	-	-	-	157	-	170
		-	-	-	-	-	-	-	-	-	-	-
Totals		13	157	-	157	-	-	-	-	157	-	170

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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CCSC-Gold Coast Dining Seating & Plaza View Seating Booths

Start Date 11/1/2016 End Date TBD

Description

Replace Tables & Chairs in the Gold Coast Dining Area (approx. 8,500 sq. ft.). Re-upholster dining booth chairs in Plaza View (approx. 10 seating benches).

Status

Project is on hold - pending ASI funding.



Estimated Project Costs

Construction Costs		Annual O&M Costs	
Planning	-	Utilities	-
Preliminary Design	-	Maintenance	-
Construction	160	Personnel	-
Construction Related	-	Other	-
Equipment	-		
Total Cost	\$ 160	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	TU002	12	148	-	148	-	-	-	-	148	-	160
		-	-	-	-	-	-	-	-	-	-	-
Totals		12	148	-	148	-	-	-	-	148	-	160

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Early Childhood Education Center (ECEC) -Forced Air Heating System

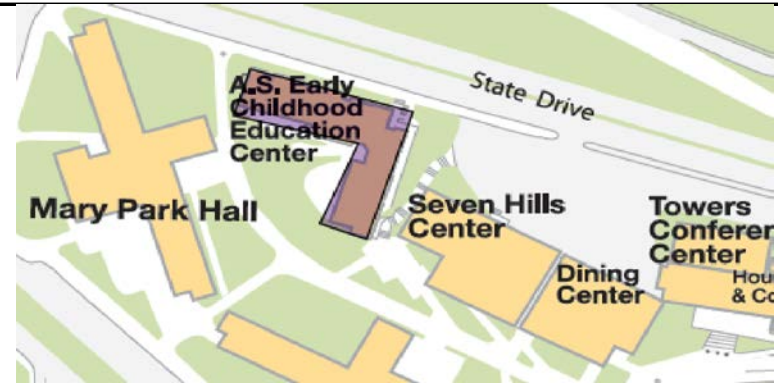
Start Date 11/1/2016 End Date 8/15/2017

Description

Survey existing condition of 11 forced air heating units and 14 exhaust fans, and require to repair and replace.

Status

Construction completed mid August 2017.



Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	-
Construction	185
Construction Related	-
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 185 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	SP598	72	113	-	113	-	-	-	-	113	-	185
		-	-	-	-	-	-	-	-	-	-	-
Totals		72	113	-	113	-	-	-	-	113	-	185

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Downtown Campus (DTC) Gender Neutral Restroom

Start Date

11/1/2015

End Date TBD

Description

Convert storage room 599 to gender neutral restroom, with optional shower & lactation room.

Status

Project placed on hold due to alternate location required.



Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	-
Construction	250
Construction Related	-
Equipment	-

Annual O&M Costs

Utilities
Maintenance
Personnel
Other

Total Cost \$ 250 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	TC606	16	234	-	234	-	-	-	-	234	-	250
		-	-	-	-	-	-	-	-	-	-	-
Totals		16	234	-	234	-	-	-	-	234	-	250

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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Student Health Center (SHC) - Atrium Phase 1

Start Date 11/15/2015 End Date 8/12/2017

Description

This project will weatherproof existing open air courtyard. It will provide new glass skylight, permanent louvered side openings. Scope includes replacing existing upper landscape area with new concrete, new waterproofing membrane and drainage system.

Status

Construction and landscaping complete.



Estimated Project Costs

Construction Costs		Annual O&M Costs	
Planning	-	Utilities	-
Preliminary Design	-	Maintenance	-
Construction	600	Personnel	-
Construction Related	-	Other	-
Equipment	-		
Total Cost	\$ 600	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2017-18			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2018-19	Yr 3 2019-20	Yr 4 2020-21	Yr 5 2021-22			
ENTERPRISE PROGRAM	TH205	285	315	-	315	-	-	-	-	315	-	600
		-	-	-	-	-	-	-	-	-	-	-
Totals		285	315	-	315	-	-	-	-	315	-	600

Operating & Maintenance Costs	Year One Impact	-	-	-	-	-	-
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APPENDIX



APPENDIX A: GLOSSARY OF TERMS

Academic Year: Refers to the time period beginning with the Fall Semester and ending with the Spring Semester.

Annualized Full Time Equivalency Students (FTES): Fall FTES added to Spring FTES divided by two plus $\frac{1}{2}$ Summer FTES. Equivalent to College Year FTES.

Average Unit Load (AUL): This number indicates the of average course load for students. While a Full Time Equivalent student is considered any student with a unit load of 6.1 or greater, the financial implications of a student taking 6.1 units versus 15 units is significant. The greater the AUL on campus, the more likely a student is to be on track to graduate within CSU targeted graduation dates.

Base Budget: Permanent operating budget given to a unit to continuously carry out the basic, ongoing SF State mission from one fiscal year to another.

Benefits: Commonly known as *staff* or *employee* benefits, i.e.: Social Security (OASDI), retirement (PERS), health coverage, dental coverage, vision, etc. The benefits available to an individual depends upon the negotiated contract of each employee's collective bargaining unit.

Revenue Funds: Funds generated by campus entities that provide a service to students, faculty, or staff that charge a fee directly related to, although not necessarily equal to, the cost of the service. Campus Revenue Funds are managed as self-supporting activities. Examples include University Housing, Athletics, Lottery, Parking and Student Health.

Capital Projects/Capital Outlay Program: The erection, construction, alteration, painting, repair, improvement of any structure, building, road, or other improvement of the grounds or facilities of any kind, including campus utility systems. Capital projects may be subdivided into a variety of categories based on the size of the project in dollars or the source of funds. Refer to Major Capital Outlay and Minor Capital Outlay.

Deferred Maintenance: Funding allocated for specific campus projects that are designed to continue the useful lifespan of a facility. Examples include repainting an exterior of a facility, re-roofing, electrical repairs, plumbing repairs, and road repairs.

Executive Order (EO): Official memo issued by the CSU Chancellor's Office to campus presidents outlining their authority to take action on their campuses.

Federal Work Study: Federal Funds are allocated to the campus for the purpose of hiring students with qualifying financial need. The Federal Work Study Funds cover a percent of the student's salary; the hiring campus department then "matches" the Federal Funds with a smaller percent. Typically, it is a 70/30 or 75/25 split for matching funds.

Financial Aid Programs: Financial aid available from federal, state and private funding sources to assist students in meeting their educational costs. Some financial aid awards are based on financial need, scholastic achievement, and/or pre-determined attributes. Financial Aid awards at SF State may include the following: Ed.D Program - Education Leadership Grant, Graduate Business Professional Grant (GBPG), Graduate Equity Fellowship (GEF), Kuhlman Loan, Middle Class Scholarship (MCS), State University Grant (SUG), Teacher Education Assistance for College and Higher Education (TEACH) Grant, and Tuition Fee Discount.

Fiscal Year (FY): For the State of California, and therefore the CSU and SF State, the fiscal year begins on July 1 and ends on June 30.

Fund: Per Executive Order 1000, a "fund" is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Full time (1.0) employee (FTE): The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. One FTE is equivalent to one employee working full-time.

Fulltime Equivalency Students (FTES): A unit of measure equal to 15 semester or quarter units per term. FTES is reached by dividing total semester or quarter hours by 15 for undergraduate students. Graduate students are 12 unit hours.

Fund Balance: The remaining funds available of revenues net of expenses.

General Fund: Also known as State Appropriation. Expenditure authority from the State based upon its collected and/or estimated collection of revenues. On an annual basis, a portion of the State of California General Fund revenues is identified by the governor for use by the CSU system. The Office of the Chancellor then redistributes CSU's appropriation funding to the 23 CSU campuses along with an estimate of the student fee revenues each campus is expected to collect based upon their projected student enrollment.

Head count: an inventory of staff, faculty or students in a group taken by counting individuals.

Incremental Budgeting: An incremental budget is a budget prepared using a previous period's budget or actual performance as a basis with incremental amounts added for the new budget period.

Labor Cost Distribution: An Oracle/PeopleSoft process that distributes payroll expenditures made in the Human Resources system to designated funding sources in the Finance system. Reports can then be generated that provide employee compensation data, including the chartfield string where this data is posted in PeopleSoft Finance as expenses.

Lottery Fund: A portion of the California State Lottery proceeds is directed to the CSU and is then distributed by the Chancellor's Office to campuses.

Major Capital Outlay: Construction project where the estimated total project cost for all phases, including design and construction, is over \$656,000. State site acquisition projects, regardless of cost, are funded in major capital outlay.

Minor Capital Outlay: Construction project where the estimated total project cost is below \$656,000 for all phases, including design and construction.

Non-resident Fee: Fee paid by domestic and international non-resident students. The fee is assessed on a per-unit basis.

One-Time Funding: Funds allocated on a one-time basis, often for a designated project or use. Funds may be allocated in subsequent fiscal years but the funds are not intended to become a permanent addition to the recipient's base budget.

Operating Fund: Consists of the State Appropriation, as allocated from the Chancellor's Office, University Fees, and other student fees.

Revenue Funds: Self-supporting funds that generate their own revenue independent of the State's appropriation to the campus. These funds operate under the direct supervision of the campus Vice Presidents. Examples are Student Health Services, Continuing Education, University Housing, and Parking operations.

Shortfall: When a historic funding level is identified as insufficient to cover projected expenditures.

State University Grant (SUG): A grant program that provides need-based awards to cover a portion of the Tuition Fee for eligible undergraduate and graduate California residents who have an expected family contribution of \$5,000 or less.

University Wide: Resources essential to the operation of the campus and independent from any particular division's core activities. For example, benefits, utilities, risk pool, etc.

APPENDIX B: 2 YEARS UNIVERSITY STATEMENT OF ACTIVITIES

UNIVERSITY STATEMENT OF ACTIVITIES FY 2015-16 to 2016-17

This budget report presents the statement of activities for 2016/17 results in a format consistent with Generally Accepted Accounting Principles, as reported in the university's annual financial report. The projected 2016-17 Statement of Activities shows a \$ 14 million decrease.

Comparison of Statement of Activities, 2016-17 to 2015-16

Comparison of Statement of Activities, 2016-17 to 2015-16			2017 vs 2016		Ref.
	2017	2016	Increase (Decrease)		
	Actuals	Actuals	Dollar	Percent	
Revenues:					
Operating revenues:					
Student tuition and fees (net of scholarship allowances)	\$ 129,985,080	\$ 132,543,847	\$ (2,558,767)	-1.9%	Section 1
Grants and contracts, noncapital:					
Federal	20,748,967	18,832,081	1,916,886	10.2%	
State	2,129,148	2,004,911	124,237	6.2%	
Local	1,780,648	1,650,118	130,530	7.9%	
Nongovernmental	2,381,528	1,986,788	394,740	19.9%	
Sales and services of educational activities	136,246	119,172	17,074	14.3%	
Sales and services of auxiliary enterprises, gross	62,323,119	58,457,081	3,866,038	6.6%	
Scholarship allowances - aux ent (enter as negative)	(6,129,549)	(5,388,076)	(741,473)	13.8%	
Sales and services of auxiliary enterprises (net of scholarship allowances)	56,193,570	53,069,005	3,124,565	5.9%	
Other operating revenues	11,184,411	10,644,558	539,853	5.1%	
Total operating revenues	\$ 224,539,598	\$ 220,850,480	\$ 3,689,118	1.7%	
Expenses:					
Operating expenses:					
Instruction	190,606,756	165,346,990	25,259,766	15.3%	Section 3
Research	14,282,750	11,225,566	3,057,184	27.2%	
Public service	2,341,099	3,781,893	(1,440,794)	-38.1%	
Academic support	45,101,581	49,373,916	(4,272,335)	-8.7%	
Student services	35,911,937	33,964,756	1,947,181	5.7%	
Institutional support	52,808,746	43,209,788	9,598,958	22.2%	
Operation and maintenance of plant	36,403,128	36,714,559	(311,431)	-0.8%	
Student grants and scholarships	45,477,448	48,902,191	(3,424,743)	-7.0%	
Auxiliary enterprise expenses	42,499,166	38,775,124	3,724,042	9.6%	
Depreciation and amortization	28,204,271	28,559,772	(355,501)	-1.2%	
Total operating expenses	\$ 493,636,882	\$ 459,854,555	\$ 33,782,327	7.3%	
Operating income (loss)	\$ (269,097,284)	\$ (239,004,075)	\$ (30,093,209)	12.6%	
Nonoperating revenues (expenses):					
State appropriations, noncapital	\$ 163,962,386	\$ 145,251,293	\$ 18,711,093	12.9%	
Federal financial aid grants, noncapital	53,595,167	58,264,319	(4,669,152)	-8.0%	
State financial aid grants, noncapital	36,439,899	37,314,747	(874,848)	-2.3%	
Local financial aid grants, noncapital	-	-	-	0.0%	
Nongovernmental and other financial aid grants, noncapital	-	-	-	0.0%	
Other federal nonoperating grants, noncapital	-	-	-	0.0%	
Gifts, noncapital	2,106,141	9,425,972	(7,319,831)	-77.7%	
Investment income (loss), net	1,351,402	2,411,821	(1,060,419)	-44.0%	
Endowment income (loss), net	5,515	6,403	(888)	-13.9%	
Interest expense	(9,068,423)	(8,936,166)	(132,257)	1.5%	
Other nonoperating revenues (expenses) - excl. interagency transfers	936,928	12,873,944	(11,937,016)	-92.7%	
Other nonoperating revenues (expenses) - interagency transfers	5,409,876	-	5,409,876	100.0%	
Net nonoperating revenues (expenses)	\$ 254,738,891	\$ 256,612,333	\$ (1,873,442)	-0.7%	
Income (loss) before other revenues (expenses)	\$ (14,358,393)	\$ 17,608,258	\$ (31,966,651)	-181.5%	
State appropriations, capital	2,110,000	1,367,000	743,000	54.4%	
Grants and gifts, capital	6,666	285,432	(278,766)	-97.7%	
Additions (reductions) to permanent endowments	(2,430,082)	-	(2,430,082)	100.0%	
Transfers from (to) other CSU campuses, net	-	-	-	0.0%	
Increase (decrease) in net position	\$ (14,671,809)	\$ 19,260,690	\$ (33,932,499)	-176.2%	

	2017	2016		
<u>Section 1: Student tuition and fees</u>	University	University	Variance	Percent
Student tuition and fees, gross	\$ 214,807,668	\$ 219,962,500	\$ (5,154,832)	-2%
Scholarship allowances (enter as negative number)	(84,822,588)	(87,418,653)	2,596,065	-3%
Total student tuition and fees, net	\$ 129,985,080	\$ 132,543,847	\$ (2,558,767)	-2%
Scholarship allowance as a % of tuition and fees	39.49%	39.74%		

The student tuition revenue has decreased year over year due to an approximate four percent drop in enrollment to the CO target of 24,099FTE, which has had an impact over all the campus fees.

	2017	2016		
<u>Section 2: Operating expenses by natural classification</u>	University	University	Variance	Percent
Salaries	\$ 224,430,805	\$ 210,982,438	\$ 13,448,367	6%
Benefits	110,099,469	92,026,769	18,072,700	20%
Scholarships and fellowships	45,477,448	48,902,191	(3,424,743)	-7%
Supplies and other services	85,424,889	79,383,385	6,041,504	8%
Depreciation and amortization	28,204,271	28,559,772	(355,501)	-1%
Total operating expenses	\$ 493,636,882	\$ 459,854,555	\$ 33,782,327	7%

Increase in salaries is due to the general salary increases for faculty by 5% on June 30, 2016 and an additional 2% on July 1, 2017. In addition, more than 40 faculty positions had been hired compared to prior year.

The benefits rate are increasing year over year mostly due to the retirement rates adjustments.

Section 3: Operating expenses by function for each natural classification type:

	2017	2016		
<u>Salaries</u>	University	University		
Instruction	\$ 124,436,773	\$ 113,992,268	10,444,505	9.16%
Research	5,554,155	5,322,314	231,841	4.36%
Public service	1,357,478	1,441,291	(83,813)	-5.82%
Academic support	25,005,716	23,630,940	1,374,776	5.82%
Student services	20,343,199	18,988,001	1,355,198	7.14%
Institutional support	23,398,500	23,877,081	(478,581)	-2.00%
Operation and maintenance of plant	13,646,345	13,870,677	(224,332)	-1.62%
Student grants and scholarships	-	-	-	0.00%
Auxiliary enterprise expenses	10,688,639	9,859,866	828,773	8.41%
Depreciation and amortization	-	-	-	0.00%
	\$ 224,430,805	\$ 210,982,438	13,448,367	6.37%

Footnote:

There are four different categories of funds:

- 1) Current Funds, which include revenue to be used for operating activities—e.g., tuition revenue, sponsored research support, endowment payout, and other investment income;
- 2) Restricted Funds, which include all of university's endowment funds, both those restricted by the donor, and those designated as endowment funds by university management;
- 3) Capital Funds, which include all funds to be used for capital projects, such as construction of new facilities or debt service; and
- 4) Student Loan Funds, which include those funds to be lent to students.

The Consolidated Budget for Operations includes only current funds and reflects the sources and uses of those funds on a modified accrued basis that more closely matches the way the university is managed internally. Within these current funds, specific funds are further classified by their purpose and level of restriction. The Consolidated Budget for Operations also reflects the transfer of current funds for investment in other fund groups: funds functioning as endowment, student loan funds, and plant funds. For example, an auxiliary enterprise or college can choose to transfer operating revenue to fund a future capital project.

In both these instances, these funds are no longer available to support operations, so they decrease the Consolidated Budget for Operations operating results. These transfers, however, have no impact on the Statement of Activities operating results, as the net assets of the university have not changed (one form of asset has been converted into another type of asset).

TRANSLATING THE CONSOLIDATED BUDGET OF OPERATIONS INTO THE STATEMENT OF ACTIVITIES

To translate the Consolidated Budget of operations to the Statement of Activities under GAAP, certain revenue and expense reclassifications, transfers, and adjustments are necessary.

The following adjustments are made to the Consolidated Budget to align it with the GAAP basis Statement of Activities:

- a) Eliminate Fund Transfers. The Consolidated Budget includes transfers of current funds to other fund groups, including plant, student loans, and funds functioning as endowment. The transfers out are added back for the Statement of Activities.
- b) Remove Capital Equipment purchases. The Consolidated Budget includes the projected current year's purchases of capital equipment as expense. For GAAP purposes, the cost of capital equipment is recorded as an asset on the Statement of Financial Position.
- c) Record Depreciation expense for the current year's asset use. The Statement of Activities includes the current year's depreciation expense related to capital assets. Depreciation expense

includes the depreciation of capital equipment and other capital assets, such as buildings and land improvements

d) Adjust Fringe Benefit expenses. The Consolidated Budget reports the fringe benefits cost based on the fringe benefits rate charged on all salaries; the rate may include over- or under-recovery from prior years. The Statement of Activities reflects actual expenses for fringe benefits, so the over- or under-recovery amount has to be removed from Salaries and Benefits. The Statement of Activities also includes accruals for certain benefits, such as pension and post-retirement benefits that are required by GAAP to be shown as expense in the period the employee earns the benefit.

e) Reclassify Financial Aid. GAAP requires that the tuition portion of student financial aid be shown as a reduction of student revenue. In the Consolidated Budget, financial aid is reported as an operating expense.

Accordingly, \$90 million of student financial aid expense is reclassified as a reduction of student revenues in the Statement of Activities.

h) Adjust for Debt Service. The Consolidated Budget includes all internal debt service. It reflects the use of funds to amortize principal and interest. On a GAAP basis, interest expense is reported in the Statement of Activities and repayment of debt principal is reported as reductions in Notes and Bonds Payable in the Statement of Financial Position.

i) Eliminate Net Internal Revenue/Expense. The Statement of Activities includes the activity of all fund types, while the Consolidated Budget does not include plant funds.

APPENDIX C: CAPITAL PROCESS-SUPPLEMENTAL INFORMATION

Project Budget Development

a. All project budgets are developed by CPDC project managers on the total project budget development sheets and then entered onto the SF State Project Charter Form (PCF) available online at: <http://budget.SF State.edu/forms>.

b. Project budgets evolve over time and solidify as the design progresses. Larger projects go through four stages of cost estimates:

- 1) a "place holder" estimate included in early planning;
- 2) a preliminary estimate after scope definition;
- 3) a more refined cost estimate after a feasibility study, and
- 4) a firm construction estimate, after design and bidding.

c. The total project budget includes: construction costs, consulting expenses, 7% project construction management fees as endorsed in SUAM 9034.01, the initial complement of furniture and fixtures, expenses related to relocation of utilities and non-utility infrastructure, contingency, and any other major expense.

d. Related capital construction projects, such as utility infrastructure that is not a part of the project budget, should be disclosed as supplemental information on the PCF form to keep the CPDC and the Fiscal Affairs Department informed about the full cost of the construction project. The CPDC will report significant utility infrastructure costs separately from the total project budget.

e. Every project budget, regardless of the type, must include a contingency budget line. A contingency is required for the following: design, program, owner, and construction. The contingency must be, at minimum, 10% of the project construction cost. This amount will vary depending on the nature and scope of the project.

f. The sponsoring department or project champion must develop a financial plan for funding the construction and future operational costs. This plan must be included with the PCF form.

g. The project accountant will regularly review and distribute to senior administration a capital projects financial report, to include approved budgets, actual-to-date information, expense/funding projections, contingency report, unsolved issues, and project milestones.

h. CPDC department is responsible to issue the project charter amended and follow the project approval requirements. An amended project charter is required for the following instances:

- 1) Any (\$) value change increase or decrease to its original allocation;
- 2) Original project scope change with no (\$) value of the original allocation;

- 3) Project cancellation/close;
- 4) Project title change;
- 5) Project scope merge

i. Any capital project cost savings will be reimbursed after project closing process to the project requestor with the exception of projects funded from campus reserve.

Project Types Description

There are several types of capital projects that are reported in the Capital Plan, and they follow stipulations of SUAM Section I [Capital Outlay and Public Works Contracts – Section 9000-9005, and Legal Manual Chapter 15.] The SF State capital improvement includes the following types of projects:

Capital Improvement Projects (CIMP): An activity which improves or alters an existing space or creates new space. New construction of facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds are all capital expenditures, as distinguished from maintenance/repair.

Major Capital Projects:

Major capital projects include major capital improvement; capital outlay projects that cost over \$656,000 are considered major projects. These may include new facilities/infrastructure and existing facility/infrastructure with critical deficiencies or modernization/renovation. State site acquisitions projects, regardless of the amount, are funded in major capital outlay.

Minor Capital Projects:

Minor capital projects are composed of construction projects whose estimated cost is less than or equal to \$656,000. Minor capital projects, whose scope of work includes any remodeling or additions, require conformance with guidelines for accommodating disabled individuals. An American with Disabilities Act (ADA) Transition Plan was prepared for each campus to address access deficiencies. ADA compliance projects of the University are funded primarily through the operating budget. Facility Services Enterprise (FSE) and CPDC prioritize these projects according to need and funds availability. The approval of the capital budget authorizes facility renewal/ADA projects in aggregate.

Non-Recurring Maintenance/repair (NRMR) -Deferred Maintenance (D/M): Work required to restore facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds to their original condition or to such condition that they can be effectively used for their intended purpose, ensuring ongoing operation of the campus. Typically, this work occurs in cycles greater than one year (and is not funded as part of the new space budget allocation). Some campuses budget non-recurring maintenance separately and, for example, may establish (1) use of one-time funds for such expenditures, or (2) set aside permanent base funds to address non-recurring maintenance and deferred maintenance.

Acquisition of Real Property

The transaction of property purchase must acquire the Direction Department of Finance (DOF), Direction Department of General Services (DGS) approval.

Real Estate Leases and Leasehold Improvements

Real Estate Leases and Leasehold Improvements include any lease (operating or capital) for space, as well as up-front costs of tenant up fit, leasehold improvements, and fixed equipment. A Short Term lease +- Less than 20 years or involving an annual payment of less than \$1 million requires Campus President Approval. A Long Term Lease ++20 years or greater or one involving annual payment over \$1 million requires Chancellor Office (CO) approval.

Equipment – equipment purchase for major /minor construction equipment group II and equipment substitutions. Group II equipment is programmatic-specific but generally is movable and does not require significant utility connections. Group II items are not a part of the construction contract and are budgeted in a separate budget phase. Examples: tables, chairs, microscopes, hand-held electric tools, computers, cameras. Reference SUAM Section X 9226.

Project Approval Requirements

The following approvals are required prior to initiation of work and/or commitment of funds to a project. Any exceptions must be approved by the VP & CFO of Administration and Finance.

- a. A funding plan for multiyear projects must be established prior to a project being considered for approval.
- b. The project ID must be issued on every project for which CPDC provides a project estimation. No funds are to be spent or committed prior to the issuance of a project code and the project charter approval.
- c. Related contracts or Notices to Proceed require appropriate approval in addition to the approval of a project.
- d. The requesting department is responsible for ensuring that adequate funding is available and transferred regularly to the project code to prevent overdrafts. For projects funded from multiple sources, funding details must be clearly documented and understood by all parties with clear agreement as to the timing, amount and person responsible for such funding transfers. The Fiscal Affairs Office (FA) is authorized to transfer funds from the designated funding source to cover such overdrafts.

- e. Recurring maintenance/repairs (RMR) Projects and Capital Projects Less Than \$100,000

Cost: Less than \$100,000

Funding sources: Operating budget, departmental reserves, gifts/grants

Required approvals: Dean, director or department head, associate vice president (AVP) of CPDC, senior AVP of Physical Planning and Development (PP&D) VP of University Enterprises (UE) and executive director of Budget Administration & Operations.

Planning: Non-capital construction projects less than \$100,000 are not included in the annual capital budget. Funding should be included in the operating budget or as a budgeted use of departmental/betterment reserves for non-capital and departmental reserves, central reserves, gifts/grants for capital projects less than \$100,000.

f. Level I Minor Capital Projects (CIMP & NRMR)

Cost: Between \$100,000 and less than or equal to \$656,000 Funding sources: Departmental reserves, central reserves, gifts/grants

Required approvals: Dean, director or department head, AVP of CPDC, senior AVP of PP&D VP of UE, FA/BOT, and VP of Administration and Finance

Planning: The VP of Administration & Finance approves these projects in aggregate in the annual capital budget, where they are presented according to area of financial responsibility (e.g., Academic, Athletics, Housing, Parking and CCCS). An actual/budget comparison will be reported quarterly. Any unfavorable variance to the aggregate budget (by financial responsibility) requires a written explanation from the appropriate department budget official.

g. Level II Major Non-Recurring Maintenance and Repair Projects-(NRMR)

Cost: More than \$656,000 (NRMR) and does not require BOT approval (except if debt financing is needed)

Funding sources: Departmental reserves, central reserves, internal loans, gifts/grants, or external debt. The VP of Administration & Finance must approve any external debt financing by resolution.

Required approvals: Dean, director or department head, AVP of CPDC, senior AVP of PP&D VP of UE, FA/BOT, VP of Administration & Finance, and President.

Planning: An aggregate amount (by financial responsibility) will be included for approval in the annual capital budget. An actual/budget comparison will be reported quarterly. Any unfavorable variance to the aggregate budget (by financial responsibility) requires a written explanation from the appropriate management center budget official.

h. Level III Major Capital Improvement Projects (CIMP)

Cost: More than \$656,000 (CIMP) require BOT approval

Funding sources: Departmental reserves, central reserves, internal loans, gifts/grants, external debt financing.

Required approvals: Capital Projects Executive Committee and BOT.

Planning: A Level III Capital Project report will be included in Campus Planning Committee materials at each of the committee's regular meetings. Level III Capital Projects will follow the SUAM (Section VII—Five-Year Capital Improvement Program Procedures and Formats for the capital outlay submission – Sections 9100-9121), available for review at:

<http://www.calstate.edu/cpdc/suam/SUAM9100-9121.pdf>

The VP of Administration & Finance must approve the budget, and each stage of the project budget, for each Level III project.

Capital Plan Approvers and Members

1. Capital Planning Design and Construction (CPDC) — Responsible for review of all capital projects to: 1) develop and review the PCF form for completeness, 2) ensure that the technical reviews were completed, 3) recommend approval, disapproval, or approval with modification to the CPMC, and 4) review for compliance with the approved capital budget.
 - Members: AVP of Capital Planning Design and Construction, AVP of Housing, and AVP of Facilities & Service Enterprises.
2. Capital Planning Management Center (CPMC) — Responsible for managing the board-approved capital budget and prioritizing projects
 - Members: Fiscal Affairs, Budget Administration & Operation, and VP of Administration & Finance.
3. Capital Project Executive Committee (CPEC) — Responsible for approving the projects.
 - Members: VP of Administration & Finance, Senior AVP of PP&D, VP of University Enterprise, and President.
4. Board of Trustees (BOT)

Capital Improvement Plan Timeline

2017						2018					
July	August	September	October	November	December	January	February	March	April	May	June
Five-Year Capital Improvement Program 2018-19 to 2022-23											
Governor / Board of Trustees (BOT)											
						Governor's Budget Proposal for 2018-19		Legislative Committee hearings on the 2018-19 budget			
		BOT approves draft 2018-19 Five-Year Plan		BOT approves the Final 2018-19 budget, capital financing requests and Five-Year Plan							
San Francisco State University (SFSU) / Budget Office											
Campuses submit their final project proposal and 2018-19 Five-Year Plan to CO											Campuses submit their Draft 2019-20 Five-Year Plan to CO
			Publish SFSU 2017-18 Capital Budget and Plan Book						Annual call for SFSU 2018-19 Capital Project Budget Process		
			Q1 Financial Review			Q2 Financial Review			Q3 Financial Review		
Department of Finance (DOF) / Treasury											
		Financing and Treasury approves financial plan to be bond funded for the 2018-19 action year					DOF provides preliminary list 2018-19 approved CSU projects to Legislature		DOF submits final list of 2018-19 approved projects to CSU		

Accounting, Reporting and Controls

- All SF State capital projects must use the following PeopleSoft (PS) chart combination:
- Fund-unique department ID 6270- Capital Projects – Capital outlay object code –account and mandatory/unique project identifier.

CSU Fund Matrix for Capital Projects:

	Unrestricted			Restricted		
	"Funding Source"	Internally Funded Non-Recurring Maintenance and Repair CSU Funds	Internally Funded Capital Improvement CSU Funds	Financed CSU Funds	Externally Funded NRMF CSU Funds ⁴	Externally Funded CIMP CSU Funds ⁴
	Purpose	To record "non-recurring" maintenance and repair (NRMF) expenditures	To record capital improvement project (CIMP) expenditures	To record Long & Short Term financing NRMF & CIMP projects	To record "non-recurring" maintenance and repair (NRMF) from externally funded sources	To record CIMP Donations for a project
Non-Enterprise Funds	485 - TF-CSU Operating Fund	486 - TF-Academic Maintenance & Repair (PM001)	487 - TF-Academic Capital Improvements (PC001)	230 - DCF-Academic Capital Outlay (DC404, DC405, DC500, DC501, DC502 - per project so far)	550 - TF-Restricted Expendable-Capital Projects (TX501)	550 - TF-Restricted Expendable-Capital Projects (TX500)
	General Fund	017 - General Fund Capital Outlay (GC001, GC002 GC517 => set up per AO received)	017 - General Fund Capital Outlay (GC500 => set up per AO received)			
	463 - Instructional Related Activities (IRA) ⁵	491 TF-Special Projects Fund-Special Projects (ST501)	491 TF-Special Projects Fund-Special Projects (ST500)			
	491 TF-Special Projects Fund-Special Projects ⁶	491 TF-Special Projects Fund-Special Projects (ST501)	491 TF-Special Projects Fund-Special Projects (ST500)			
	496 TF-Miscellaneous Trust ³	491 TF-Special Projects Fund-Special Projects (ST501)	491 TF-Special Projects Fund-Special Projects (ST500)		550 - TF-Restricted Expendable-Capital Projects (TX501)	550 - TF-Restricted Expendable-Capital Projects (TX500)
	542 TF-Capital Project Management ³	491 TF-Special Projects Fund-Special Projects (ST501)	491 TF-Special Projects Fund-Special Projects (ST500)			
	543 TF-Cost Recovery/Reciprocal and Nonreciprocal Campus ³	491 TF-Special Projects Fund-Special Projects (ST501)	491 TF-Special Projects Fund-Special Projects (ST500)			
	544 TF-Cost Recovery/Exchange and Nonexchange Aux Orgs/3rd Party ³	491 TF-Special Projects Fund-Special Projects (ST501)	491 TF-Special Projects Fund-Special Projects (ST500)		550 - TF-Restricted Expendable-Capital Projects (TX501)	550 - TF-Restricted Expendable-Capital Projects (TX500)
Enterprise Funds (Self-Support)	Auxiliary Organization	538 - Auxiliary Org.- Maintenance & Repair ²	539 - Auxiliary Org.-Capital Improvement ²	228 - Auxiliary Organizations	538 - Auxiliary Org.- Maintenance & Repair	539 - Auxiliary Org.-Capital Improvement
	Housing	532 - TF-Housing Maintenance & Repair (TM100, TM503 => going forward)	533 - TF-Housing Capital Improvements (TD501)	221 - DCF-Housing (DC106- housing acquire stownstown / per project)	532 - TF-Housing Maintenance & Repair (TD502)	533 - TF-Housing Capital Improvements (TD500)
	Parking	474 - TF-Parking Maintenance & Repair (TP204, TP503 => going forward)	473 - TF-Parking Capital Improvements (TP500)	222 - DCF-Parking (DC201 and DC202 => parking lot 20 / per project)	474 - TF-Parking Maintenance & Repair (TP502)	473 - TF-Parking Capital Improvements (TP501)
	Health Center	454 - TF-Facility Maintenance & Repair (TH204, TH205, TH503 => going forward)	453 - TF-Facility Capital Improvements (TH500)	223 - DCF-Auxiliary Facilities (Used for Health Facilities)	454 - TF-Facility Maintenance & Repair (TH502)	453 - TF-Facility Capital Improvements (TH501)
	Student Union	535 - TF-Camp Union Maintenance & Repair (TU006 => only for Rec. center TU002, TU503 => going forward)	536 - TF-Campus Union Capital Improvements (TU003, TU502 => going forward)	224 - DCF-Campus Unions (DC400- Rec. Center / per project)	535 - TF-Camp Union Maintenance & Repair (TU501)	536 - TF-Campus Union Capital Improvements (TU500)
	Extended Education	443 - TF-Extended Education Maintenance & Repair (TC801)	442 - TF-Extended Education Capital Improvements (TC800)	229 - DCF-Extended Education	443 - TF-Extended Education Maintenance & Repair (TC803)	442-TF-Extended Education Capital Improvements (TC802)

For all NRM and CIMP projects, it is recommended to use the series of 607xxx or other FOC accounts- available information at:

http://www.calstate.edu/SFSR/standards_and_rules/New_Capital_Outlay_Object_Codes.pdf
http://www.calstate.edu/SFSR/standards_and_rules/2011/CPDC_Accounting_Instructions.pdf

Additional information about project attribute is available at Legal Manual Chapter 15 – Capital Projects-Academic Facilities:

<http://www.calstate.edu/financialservices/resources/year-end/Legal/Manual/legal-manual.shtml>

- c. For multi-funded projects, the expenditures must be recorded in the source fund at the voucher level. All claims must be processed within 30 days on bond-funded expenditures. The spending will be according to the hierarchy to meet spending benchmarks as follows:
- Optional #1a Planning and design costs: Pay-as-you-go funding for up front project costs not to exceed 10% of the total estimated project cost until proceeds are available.
 - Required #1b Bond Funding: Once proceeds are available, these funds should be spent first.
 - Required #2 General Fund (CSO fund 0001) funding: Evaluate if appropriation (s) has earlier “available to” or “reversion date” than bond funds.
 - Optional #3 Supplemental funding: Donor, Reserve, Interest and Enterprise funds.
 - Optional #4 Pay-as-you-go funding
 - Optional #5 Auxiliary funding
 - The project ID format will follow the Oracle financial project chart of accounts format of nine digits. A Project charter is submitted to the Accounting Office for review. Based upon GAAP regulations on capital assets, Accounting Office will determine the project ID appropriately.

PROJECT ATTRIBUTE TYPE	CIMP-CAPITAL IMPROVEMENT; NRM- NON RECURRING MAINTENANCE/REPAIR
PROJECT ID	MC/DM
FY	Fiscal year that runs July 1 to June 30, two digits
BUILDING	Three digits
LAST TWO DIGITS	“00”
SAMPLE: MC17ADM00 OR DM17ADM00	

- d. A comprehensive capital projects report updated after the close of each fiscal month reflects funding and expenditures and projected expenses and revenues.
- e. The current financial information is taken from the University's financial system, Oracle Financial, SF State's official ledger of record. Each month, the project manager projects expenditures; the project accountant reconciles and reviews the BI financial statements, and the accounting department projects financing costs (if the project is funded by debt).
- f. Direct salaries should never be charged to capital construction projects. Project management fees are recorded as internal professional fees, not as a payroll expenses. Only project expenses within the approved budget may be charged to the project. The VP of Administration & Finance must approve any exceptions to this procedure.
- g. Without prior approval, projects do not run in overdraft. Departmental reserves are the first source of funding for any unauthorized overdrafts.
- h. The project accountant will close out the capital project code no later than one year after occupancy of the facility, or when it is declared substantially completed. If invoices or other payments remain outstanding, the project manager must contact accounting to request a delay, closing of the project code.
- i. The status and financial position of capital projects will be reviewed regularly with the project owner, chaired by the management center.
- j. **Project Funding:** The project champion department is responsible for ensuring that adequate funding is available and transferred regularly to the project code to prevent overdrafts.
- k. Project managers with the support of the project accountant maintain the total project budget and track expenditures, prepare projections, estimate cash requirements, and account for the use of contingencies. The project manager reviews project estimates with the AVP of CPDC. The project accountant reviews monthly accounting system statements from BI for discrepancies. Project managers, financial owners, and the members of management center meet quarterly to discuss the financial status of all major capital projects.
- l. After the capital fund is approved the only new projects that will be included as amendments will be projects that qualified as emergency projects.
- m. Capital project contingency funds should be tightly controlled to deal with unexpected project developments and should be included in the original estimated cost (no less than 10% to the construction estimated cost). All significant programmatic and owner controlled scope changes that occur during the design or construction phase, which significantly impact the contingency or total project budget, must be approved by the appropriate

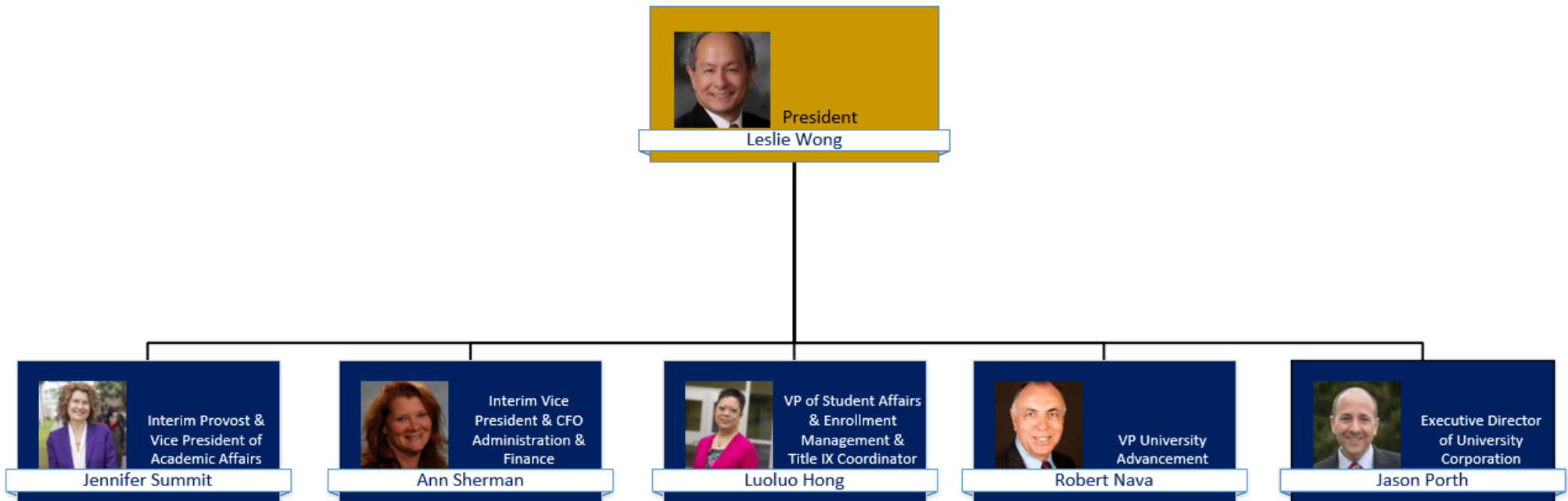
department project requestor, and a new project charter change order must be issued and approved. The project manager will track all uses of project contingencies.

- n. Project managers monitor all project schedules and keep all interested parties informed of changes to the anticipated schedules.

APPENDIX D: ORGANIZATIONAL CHARTS

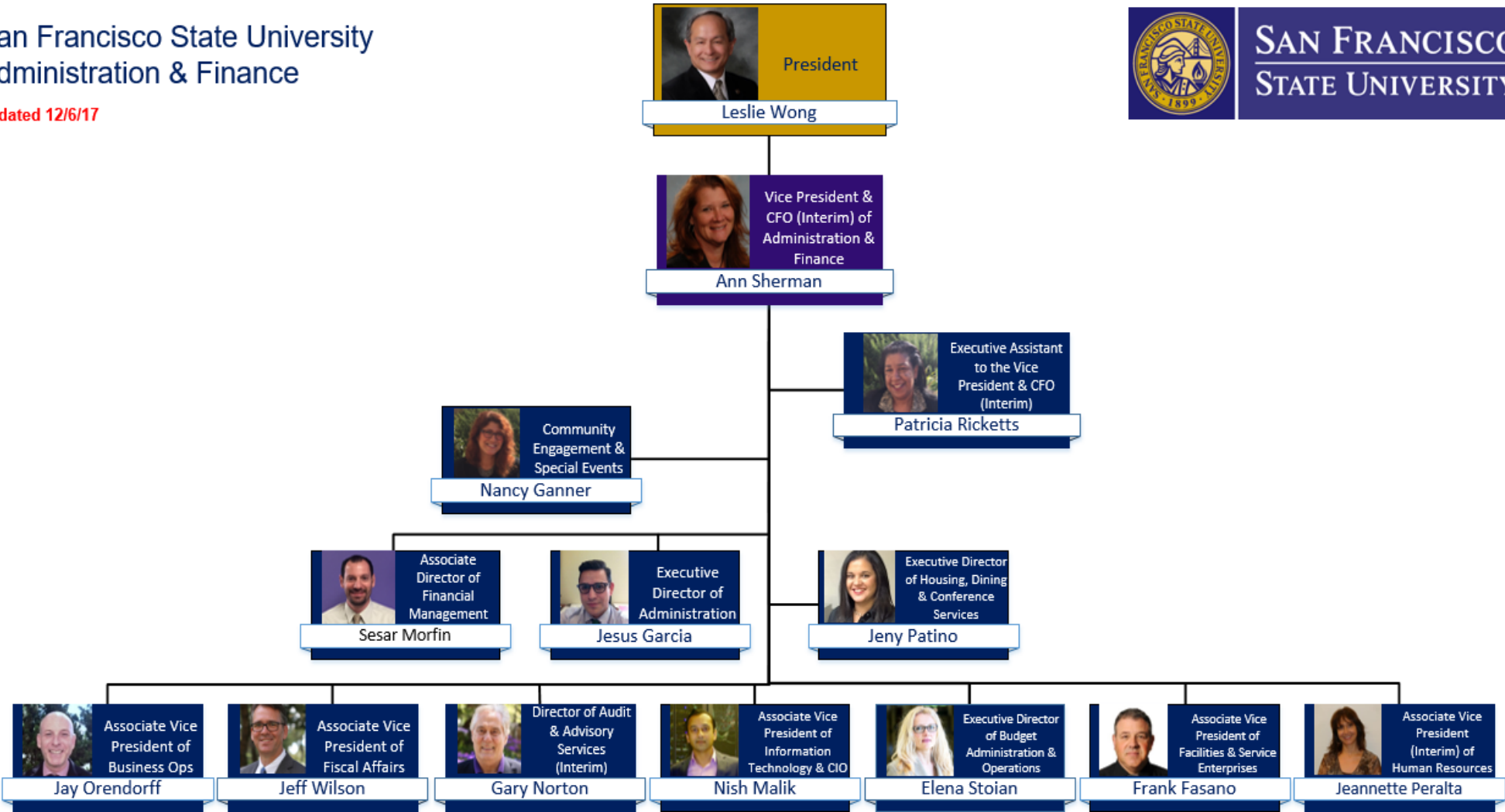
Campus Administration & Leadership FY 17/18

Updated 1/25/18

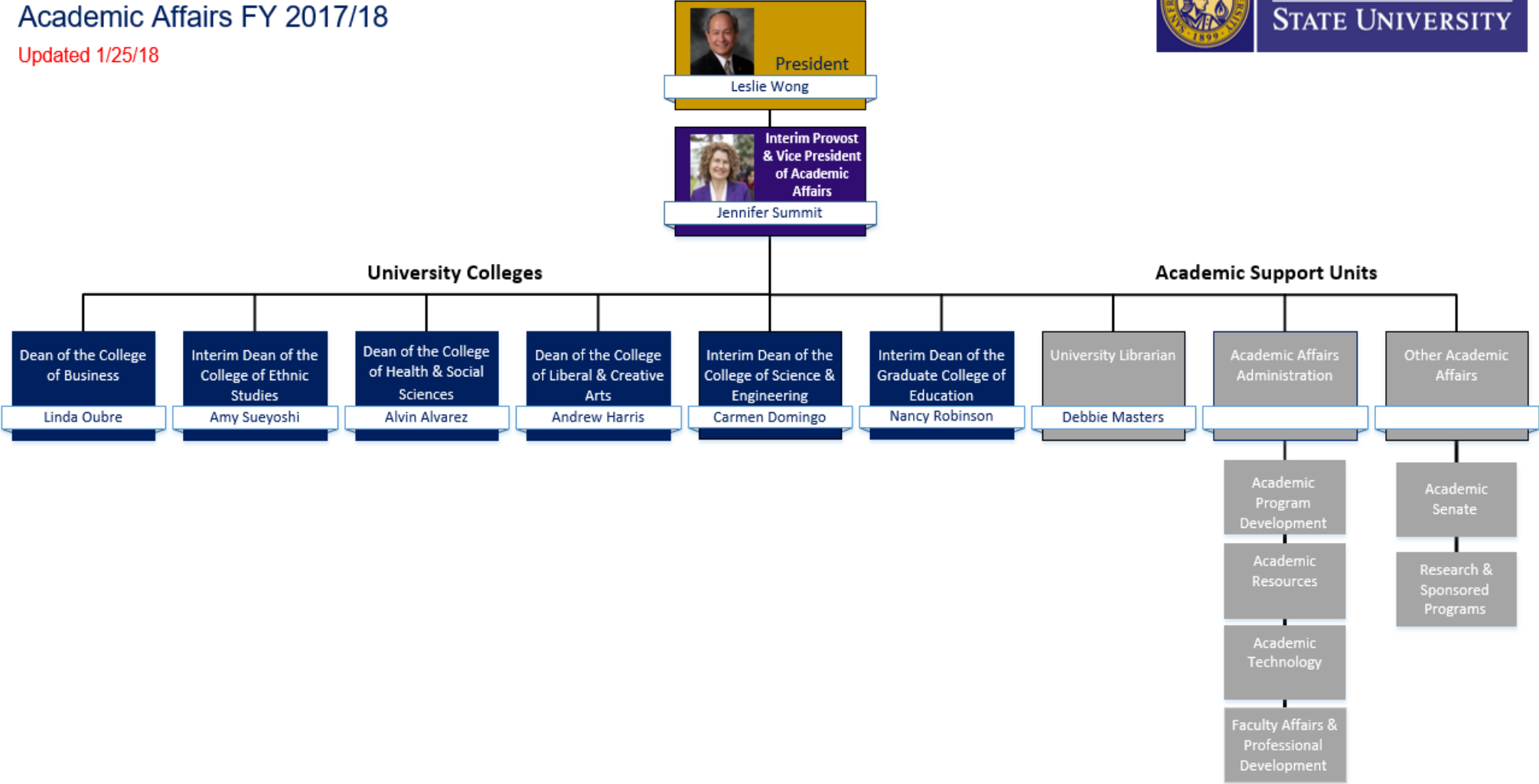


San Francisco State University
Administration & Finance

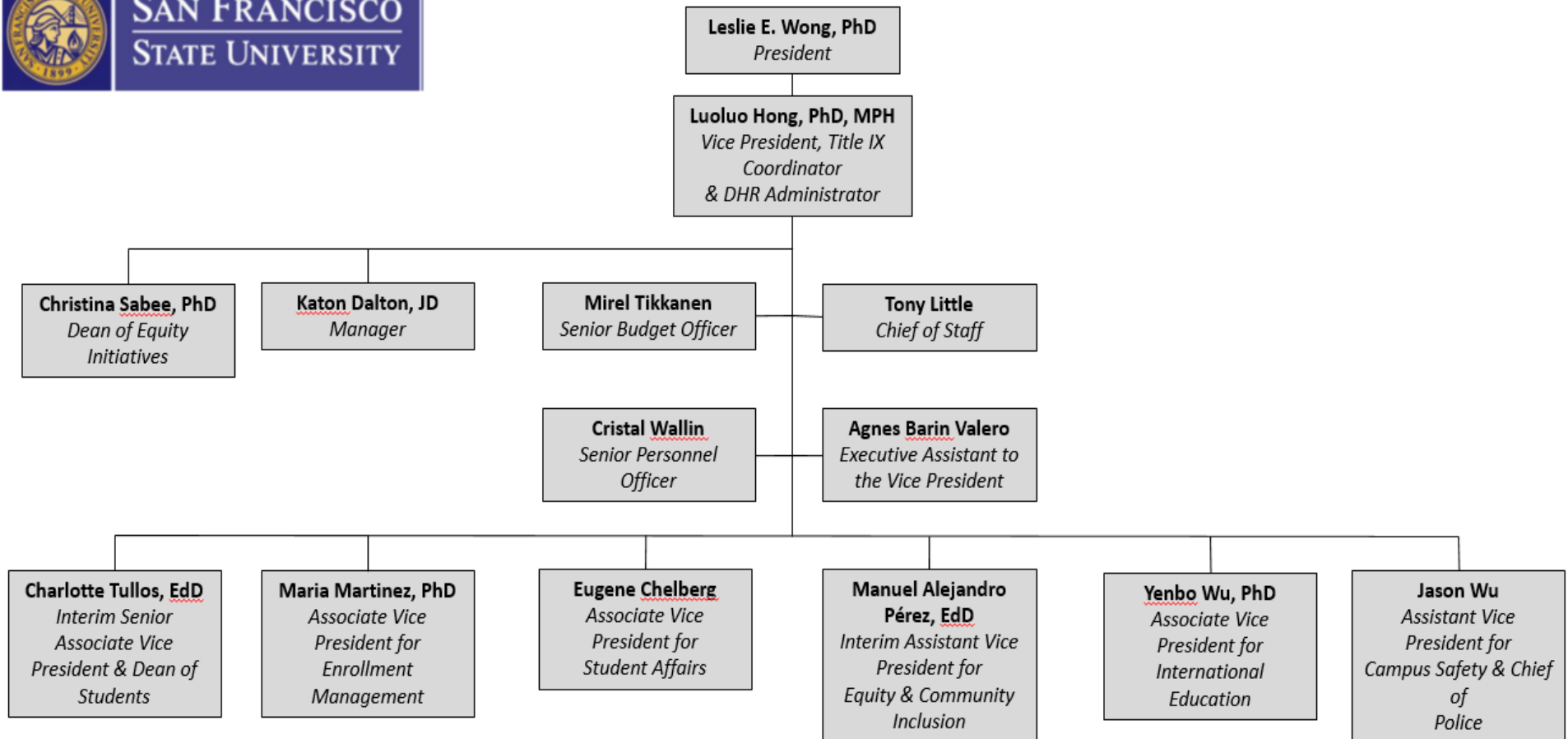
Updated 12/6/17



Updated 1/25/18



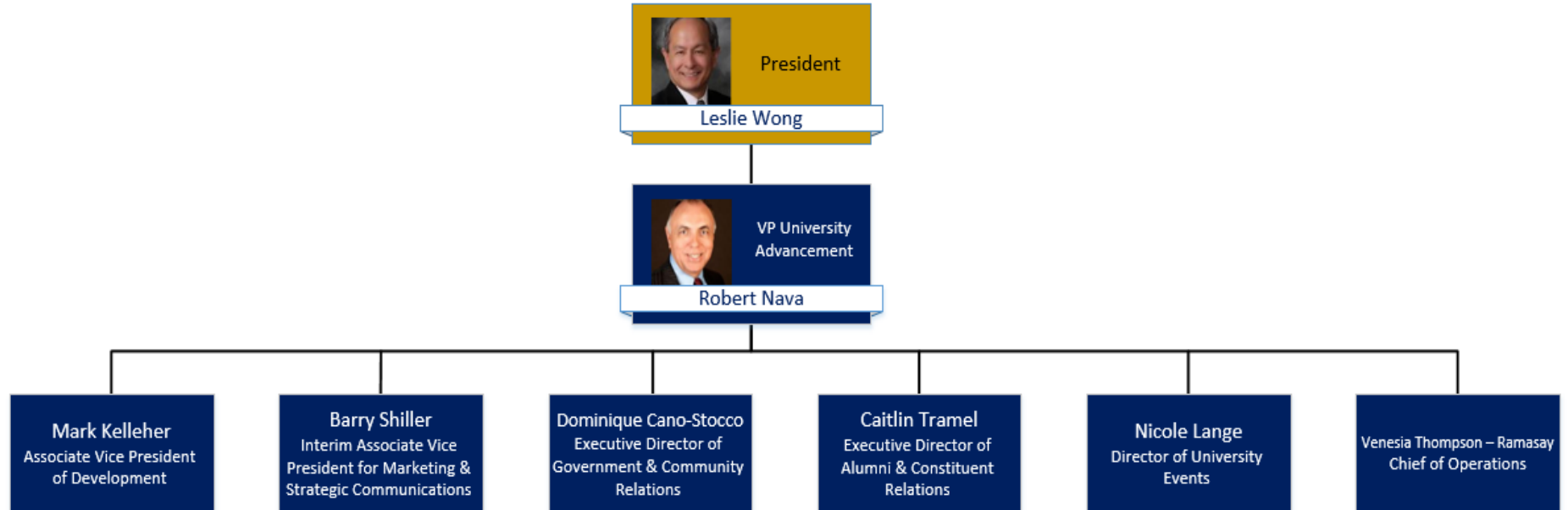
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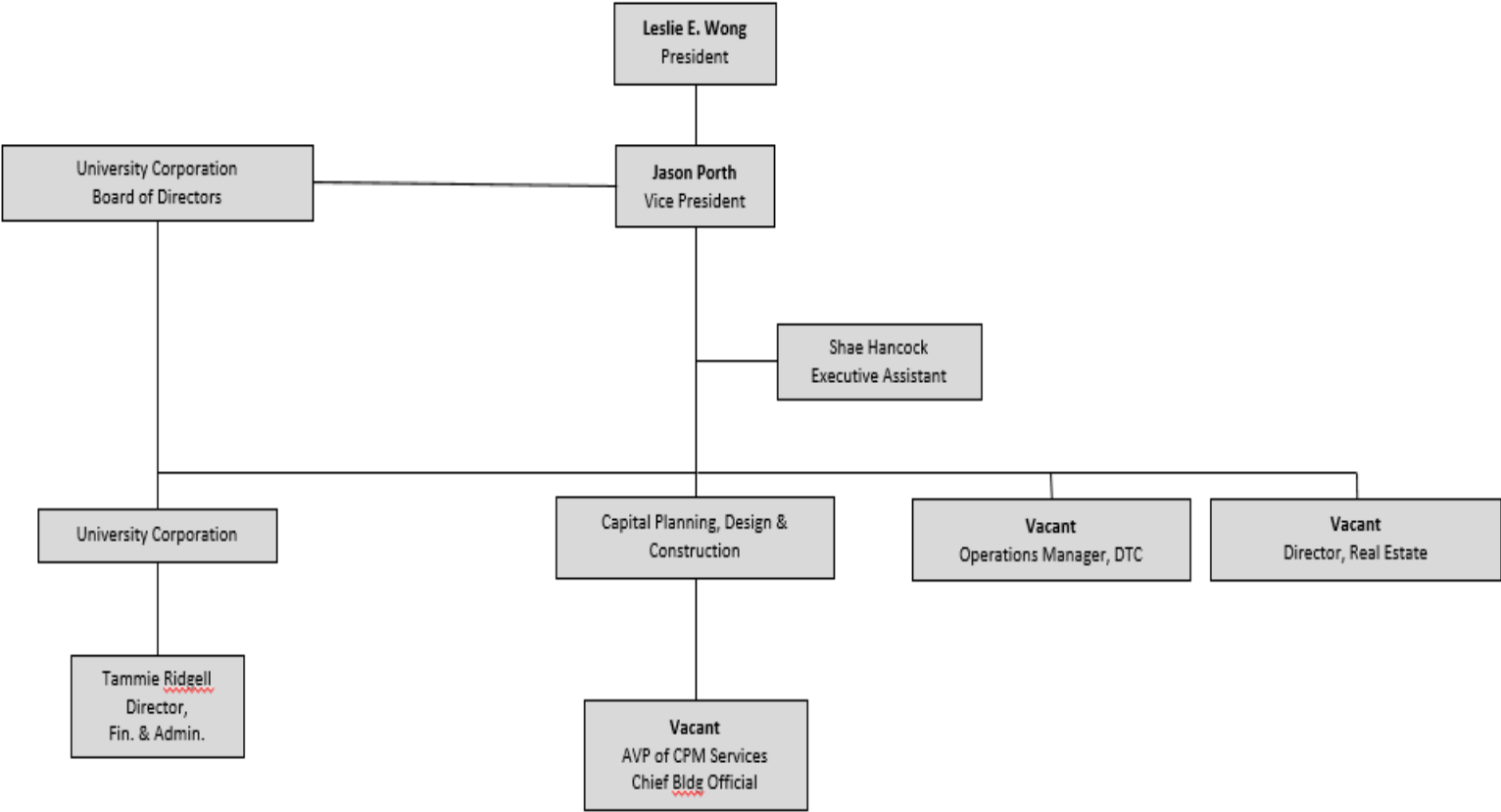
Updated: 11/17

University Advancement FY 17/18

Updated 1/25/18



University Enterprises
Organizational Chart
September 1, 2017



Pending updated chart

FEEDBACK REQUEST

1. Was the information useful to you?
2. Is the report readable and easy to understand?
3. Was the report too long or too brief?
4. What additional information or data you would like to see published in the report?

Please use the following e-mail address to forward your feedback.

budget@sfsu.edu

Thank you for helping us to serve you better!