

SAN FRANCISCO STATE UNIVERSITY



FISCAL YEAR 2018 – 2019 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) 2018-19 University budget information as of July 1, 2018. Changes to the University's budget subsequent to this date will be reflected in the University FY18-19 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 group.

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 multiyear financial data. This report format provides some historical context for understanding variances of spending against the prior year's 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, <http://budget.sfsu.edu/>.

EXECUTIVE SUMMARY

I am pleased to submit the San Francisco State University Fiscal Year 2018-19 Budget Plan for your approval. The Budget Plan is made up 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 FY18-19. 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 Graduation Initiatives 2025 (GI) funding; current and forecasted California State University (CSU) allocations to SF State support for enrollment and any associated tuition adjustments; and the projected outcomes of current contract negotiations.

In planning for FY19-20 we have received authority from President Wong to address the need to enhance the current budget model to recognize several key and complex issues impacting the campus financial health in future years. These issues include expense management over multiple years, hiring plans, and program level cost analysis to university reserve, carryforward, cost allocations and chargebacks along with other considerations as they link to enrollment. The development of the Academic Master Plan will provide an impetus to refine the budget model to include all previously mentioned elements. This is a major planning effort where we will request your support and engagement in the upcoming fiscal year.

1. The Consolidated Operating Budget includes \$568 million in revenue funds and a balanced expense side. FY17-18 is the second year where the University has taken on an all-funds budgeting approach. The general fund operating budget includes \$378 million in general funds, \$150 million of which flows to the academic colleges in accordance with a previously agreed-upon allocation. After other transfers and adjustments, \$58 million remains in general funds, which is to be allocated to other Cabinets. The rest is held central for other campus mandatory costs in the amount of \$170 million. The general fund operating budget revenues are expected to grow by 4 percent over FY16-17 actual results, driven principally by additional state allocation. The remaining \$190 million in revenue funds is composed of self-support and auxiliary enterprises.

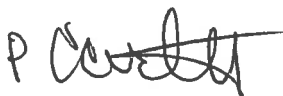
2. The Capital Budget calls for \$202 million in expenditures in FY18-19¹. These expenditures are in support of a five-year Capital Plan that, if fully completed, would require \$1.3 billion in total project funding. Principal expenditures next year will be directed to the Broadcast and

¹ Included in the @202 million for FY18-19 is \$123 million for the Holloway Housing Project where funds are via a Public-Private Partnership.

Electronic Communication Arts (BECA) new building, Romberg Tiburon Center (RTC) seismic reinforcement (\$2.6 million) and Ethnic Study Elevator Renewal (\$2.4 million).

I appreciate the opportunity to submit the FY18-19 Budget Report. Great care has been taken in preparing this report for your consideration. 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,

A handwritten signature in black ink, appearing to read "P. Carter", with a stylized flourish at the end.

Phyllis Carter
Vice President, Administration and Finance and CFO

STRATEGIC PRIORITIES

The core component of the plan is Graduation Initiatives 2025 (GI25) priorities where the academic units are the engines for accomplishment of the campus strategic initiatives. Critical to their success is the financial health of the University and a culture of excellence across campus; initiatives in these two components provide critical, foundational support for success. Through coordinated partnerships between the units, thoughtful enrollment planning, strategic investments, and reallocations of resources, SF State can successfully implement its 2018-19 budget plan.

BUDGETARY PRIORITIES

Budget priorities are aligned to support the University's strategic initiatives, as well as a number of key objectives necessary to maintain the University's ongoing operations. The most notable priorities reflected in the FY18-19 budget are:

Graduation Initiatives 2025 ²

Student success continues to be the top priority of SF State. In order to achieve improved graduation rates the college funding model commits both base and one-time funding to the colleges to meet enrollment demands and to provide resources to expand course sections. With the additional Graduation Initiative 2025 resources, the campus can continue to invest in student success needs, committing on-going funds in support of those efforts.

GI25 at SF State means holding our students to high expectations and offering them the support they need to reach their goals. 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. Faculty hiring and development.

² Additional information is available at the [Graduation Initiatives-2025-goals](#)

To meet the workforce demands of California’s economy, the CSU 2025 Initiative aims to graduate an additional 100,000 baccalaureate students, a total of more than one million, over the next 10 years. SF State will contribute to this goal by increasing transfer and freshman graduation rates by an average of 11.25 percent and eliminating the opportunity gap.

GRADUATION INITIATIVE 2025 GOALS FOR SF STATE

<i>METRIC</i>	<i>2025 GOAL</i>	<i>2017 RATE</i>	<i>2016 RATE</i>
<i>Freshman Four-Year Graduation</i>	33%	17.8%	18.0%
<i>Freshman Six-Year Graduation</i>	69%	53.6%	53.2%
<i>Transfer Two-Year Graduation</i>	49%	36.4%	34.7%
<i>Transfer Four-Year Graduation</i>	86%	75.8%	74.7%
<i>Gap – Underrepresented Minority</i>	0	9.7%	8.5%
<i>Gap – Pell</i>	0	1.6%	0.6%

Equitable Compensation

Providing a strong and highly competitive compensation program for faculty and staff is a major priority in the FY18-19 budget. We recognize the challenges many of our faculty and staff face in this high-cost area. SF State has made substantial efforts to enhance our housing programs, particularly for students as well as for faculty. But the challenge of high-cost housing remains. In partial response, we made supplemental salary allocations in this budget to address issues of market competitiveness, internal salary equity, and retention. In this highly competitive market place we allocated almost \$5.8 million in incremental funds for a newly negotiated general fund salary increase. This is in addition to an equitable overall faculty and staff salary program. Supplementary funds have also been allocated to salaries in areas where we have fallen behind current campus equity averages.

Keeping College Affordable

To help thousands of undergraduate and graduate students meet the financial costs of obtaining a college degree, the FY18-19 budget holds tuition rates constant and continue its overall financial aid by allocating \$45 million for State University Grant which includes a 5 percent redistribution to other CSU campuses based on the increased financial aid needs. In addition, the campus is projected to receive an estimated \$57 million in Pell Grant, \$37 million in California Grant and \$5 million in Middle Class Scholarship federal and state aid.

Strategic Investments

The FY18-19 operating budget makes several important strategic allocations. Academic quality and support, recruitment, faculty promotions and unit program development, and capital investment highlight a few of the targeted areas. Funding for strategic initiatives and prior commitments will be monitored and must be used as approved unless the senior leadership agree to redirect the funds. The one-time strategic allocations will be analyzed based on performance and any unspent allocation will be reverted to campus after two years.

Building Financial Sustainability

The FY18-19 operating budget for SF State represents a structurally sound budget that will allow the University to grow and succeed in future years. The platform for the budget is a reset of the FY17-18 general fund budget, which included a revised forecast of revenues and expenses based on assumptions of student success, sustainability, transparency and campus engagement. In addition, the FY18-19 budget includes expenditure controls affected by service efficiency and organizational economy. Additional constraints may be imposed midyear if actual savings or revenue performance fall short of projections.

Infrastructure Investment

Sf State is also committing significant effort towards maintaining and repairing existing buildings to improve the safety, comfort and needs of our spaces. As shared last year, the planning and construction of a number of new spaces is also underway. Almost \$10.3 million in general funds this year are directed as follows; \$2.3 million in deferred maintenance as ongoing costs towards academic buildings; additional funds of \$23.5 million are ear-marked for the CARB capital project; and \$7.7 million for other campus capital projects. In addition, we received state allocation of \$2.8 million for Ethnic Studies Elevator Renewal. Below are a few highlighted campus future infrastructure investments.

Campus Master Plan: Future State 2035

The new campus master plan, Future State 2035, proposes comprehensive physical improvements to the campus—its unique landscape, buildings, open spaces, infrastructure, circulation patterns, and connections to its neighbors—to enhance the mission and distinctive culture of the institution. A key driver of the plan is housing; the university will become a residential campus to enrich student experience and improve retention and graduation rates.

Future State 2035 supports enrollment growth to 30,000 full-time-equivalent (FTE) students, with housing for approximately 40 percent of students and approximately 15 percent of faculty and staff. Overall, the plan includes approximately 4.7 million gross square feet (GSF) of net new building space for academic, student life and support, student housing, apartments, shared uses,

FY17-18: Completion of campus master planning process, culminating in final report.

FY18-19: Completion of draft campus master plan Environmental Impact Report (EIR) report.

FY19-20 and Beyond: CSU Board of Trustees approval of campus master plan and certification of EIR.



Creative Arts Broadcast and Electronic Communication Arts Replacement Building

The Liberal and Creative Arts Replacement (LCA) Building is the first new academic building to be constructed on campus from the ground up in almost 25 years. The four-story, 75,000 gross square feet (GSF) building will house the entire Broadcast and Electronic Communication Arts (BECA) program, interdisciplinary lecture and active learning classrooms, and administrative offices for the College of Liberal and Creative Arts.

The BECA portion of the building will be a flexible learning and production environment for teaching electronic media capture, editing, and broadcast. The ground floor includes the television studios and adjacent instructional control rooms. The newsroom is located at the southeast corner of the building, leveraging the high-traffic/high-visibility of Holloway Avenue and Font Boulevard. The audio recording live room and related spaces are located at the ground floor where it is most effective to achieve a high level of acoustical isolation. Video editing, audio production spaces, and interdisciplinary lecture classrooms occupy the second level, and on the third level are BECA audio demonstration and video editing classrooms and faculty offices. The fourth level will house the administrative offices for the College of Liberal and Creative Arts and interdisciplinary active learning classrooms.

Using a hybrid concrete and steel base structure, the project targets Leadership in Energy and Environmental Design (LEED) Gold certification.

FY17-18: Design development and construction documents: completion of construction documents; internal and third party reviews; approvals and permit for demolition.

FY18-19: Abatement, demolition, earthwork, and excavation; final approvals/permit for structure; begin construction of foundation and structure.

FY19-20 and Beyond: Continue with structure/concrete and steel, framing, utilities and infrastructure, elevators, equipment, drywall, roofing, finishes, and furnishings; construction completion anticipated in summer 2020, opening for start of fall 2020 semester.



Holloway Student Housing Mixed-Use

The Holloway Student Housing/Mixed-Use project will provide much-needed student housing and neighborhood retail services in a public-private partnership.

The proposed 223,236 (GSF) building includes 169 student housing units (584 beds), study lounges, laundry, retail, offices, courtyard, parking garage, and other support spaces. The main entry at Varela Avenue on the east will connect at grade to the future transit stop planned at Holloway Avenue and 19th Avenue, with retail space easily accessed. A 33-space parking garage will serve the retail component and will include accessible parking spaces. Bicycle parking will also be provided in the parking garage and at street level.

The building skin includes a mix of stucco, concrete composite panels, metal panels, punched windows and corner windows, and storefront glazing indicating student amenity spaces and retail locations. The project targets Leadership in Energy and Environmental Design (LEED) Gold certification.

FY17-18

Design development and construction documents; internal and third party reviews.

FY18-19

Completion of construction documents; third party reviews; approvals and permits for demolition, shoring, excavation, foundation, structure. Construction work as follows: abatement, demolition, earthwork, excavation, shoring, drilling, foundation, and start of structure.

FY19-20 and Beyond

Continue with structure/steel; framing, utilities and infrastructure, elevators, equipment, drywall, roofing, finishes, furnishings. Construction completion anticipated in summer for fall 2020 student move-in.



SAN FRANCISCO STATE UNIVERSITY BUDGETING AND PLANNING PROCESS



Summary

An important annual planning document for SF State, the budget. 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 included in the Budget Manual posted on webpage³.

In its second year of implementation of an enhanced budgeting process, SF State worked to refine and improve the process for forecasting and budgeting. In addition, the BAO office together with Fiscal Affairs (FA) conducted a review of all 491 and 496 CSU special project funds⁴ and as a result, additional funds were included in the campus-consolidated budget of operations.

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

³ [SFSU Budget Manual](#)

⁴ 491-Special Projects Fund, 496-Miscellaneous Trust

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 are 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 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. 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 each unit appropriately applied the assumptions that were provided earlier in the process, and to explain any variances. As an overall check, the BAO office compares the current year's forecast and trends with the prior year's adopted budget and actual spending. The office will analyze and variance over 10%. This comparison helps to determine the reasonableness of the budget for the upcoming fiscal year and forecasts.

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.

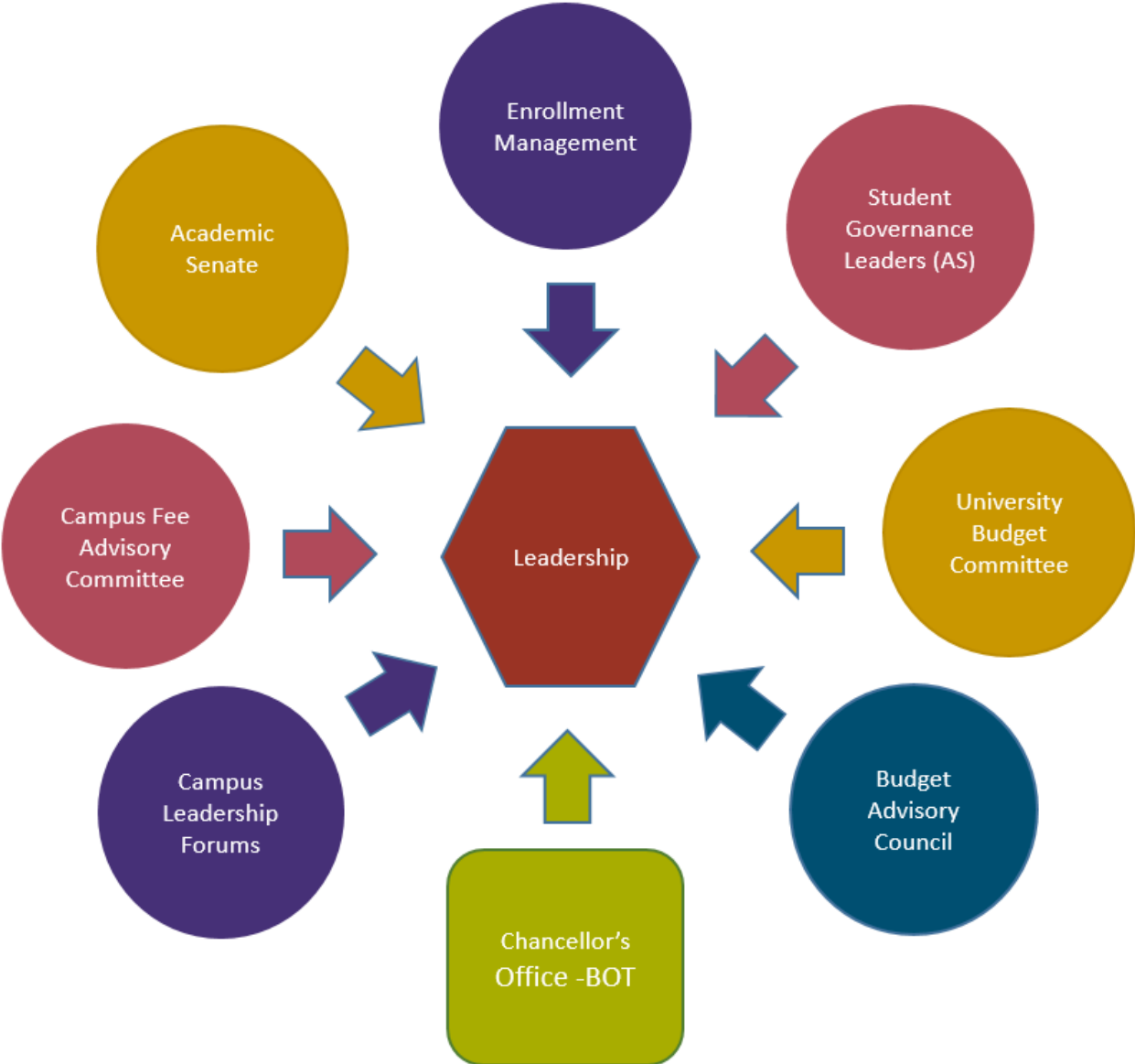
SF State's BAO office and the units make substantial effort to prepare the financial reviews. These reviews are critical to the successful development of the inclusive university consolidated operating budget.

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.

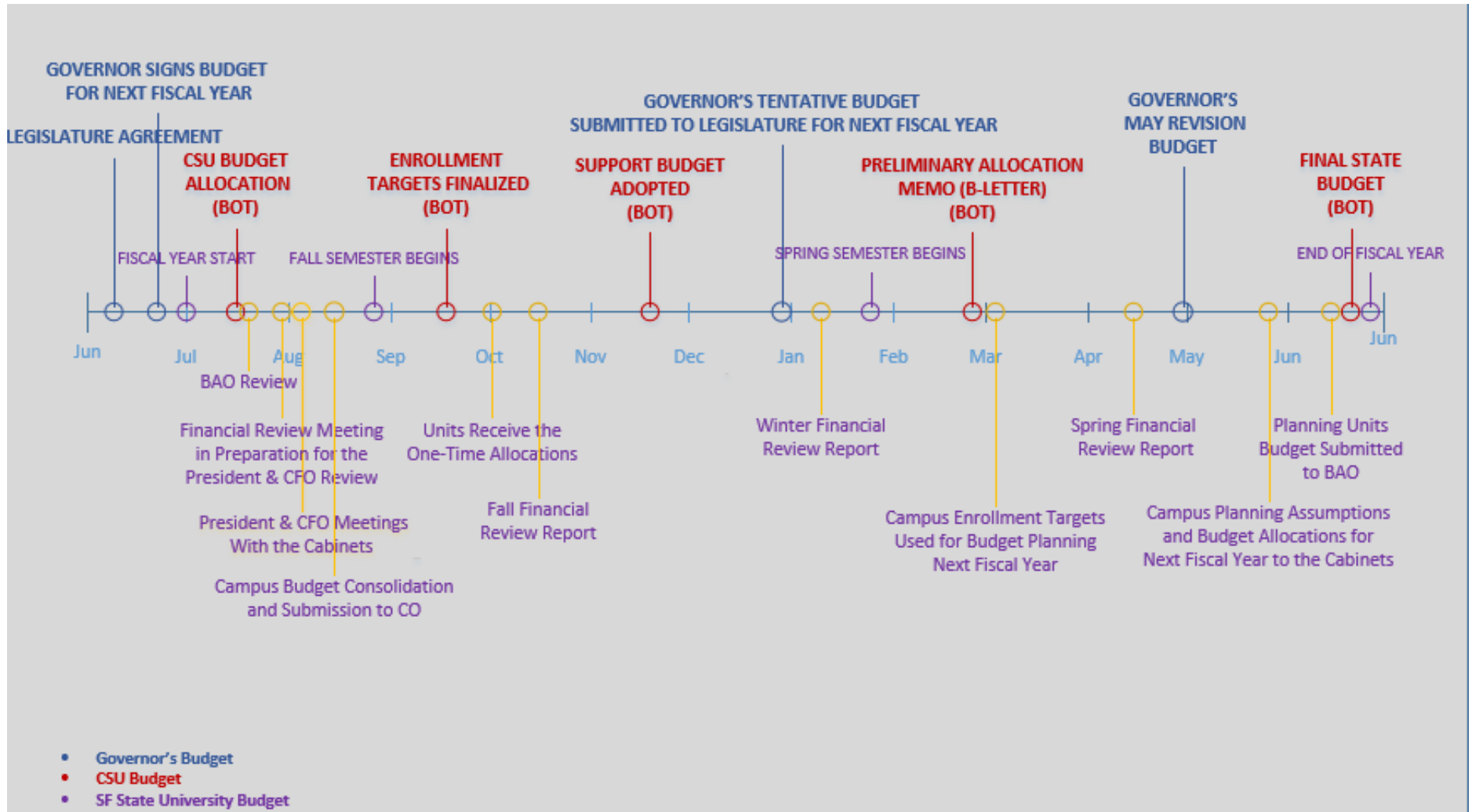
In between the financial review meeting periods, several of the central administrative offices (including Capital Planning, BAO, and Fiscal) are in frequent communication with each other about capital projects and capital planning, working with the Provost, CFO, the deans, and relevant department heads to develop information, cost estimates, and decision-making alternatives for these projects. All capital projects greater than \$709K are presented to the President for final authorization.

COLLABORATIVE INPUT INTO BUDGET PLANNING⁵



⁵ Acronym Definitions: AS: Associated Students; BOT: Board of Trustees

SF STATE BUDGET CALENDAR



CONSOLIDATED OPERATING BUDGET

WHAT IS THE COLOR OF THE MONEY?

SF State receives revenue from multiple sources for its \$568 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.

SF State'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 compose the majority of the budget. For management purposes, these funds are further classified as either undesignated or designated.

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

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, and ASI). These enterprises usually pay the University for central services through the cost allocation process (procurement, accounting, accounts payable, etc.). Auxiliary enterprises generate 20 percent 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 5.6 percent 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)

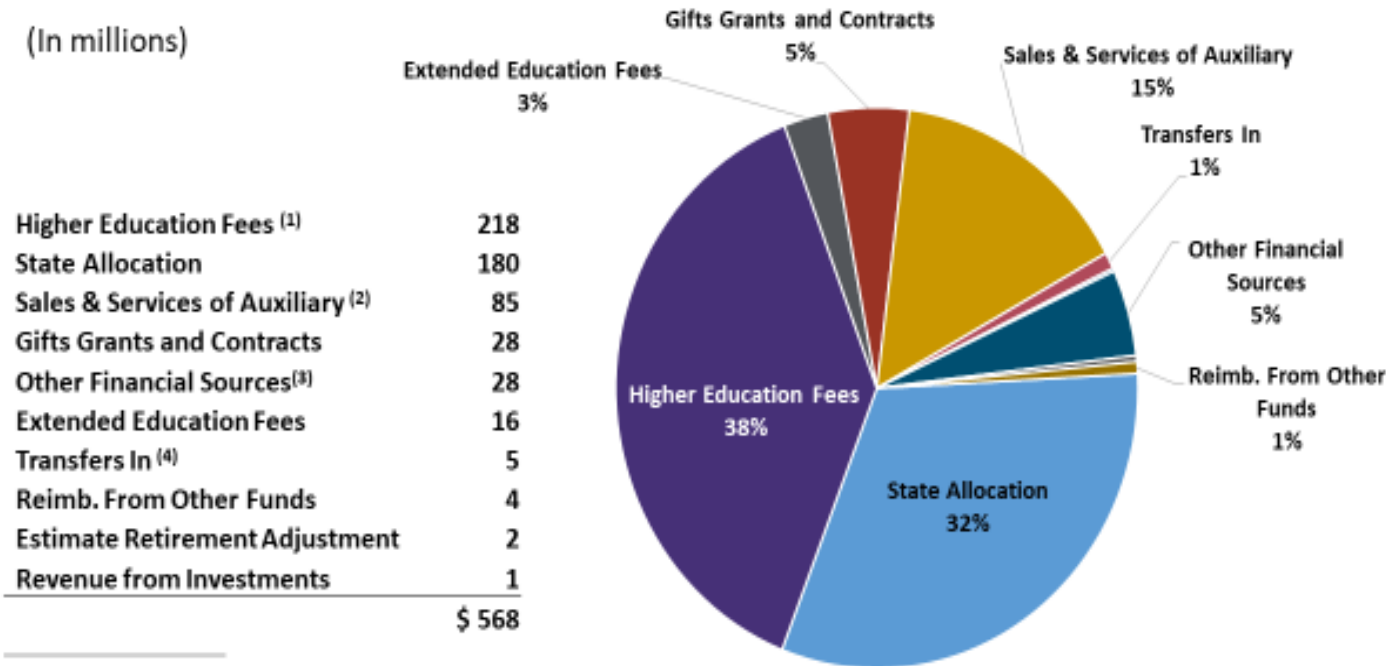
The accumulation of excess revenue and expenses from prior years (one-time). Why is it important for financial health of the university?

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 to support students, faculty, and staff. The FY18-19 general fund budget includes \$20 million in contingency, or reserve, funds. This represents 5 percent of budgeted general fund expenditures.

RECOMMENDED CURRENT FUNDS CONSOLIDATED FY18-19 REVENUE BUDGET (BY REVENUE ACCOUNT CATEGORY) ⁶

(In millions)



⁽¹⁾ Higher Education Fees, State University Fee, Non-Resident Fee, Student Health Fee, IRA Fee & Mandatory Based Fee

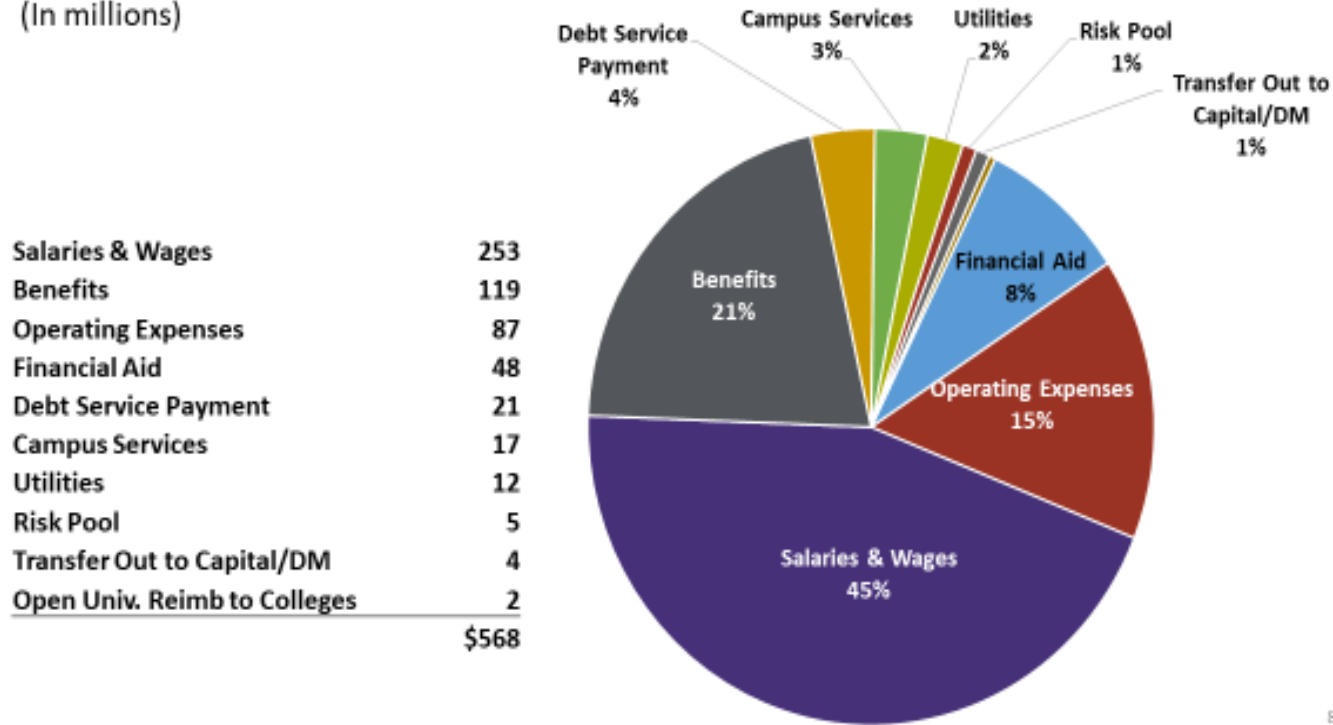
⁽²⁾ Associated Students, Campus Recreation, Housing, Parking, U Corp, Children’s Campus

⁽³⁾ Other Financial Srouces, Cost Recovery Cost Allocation, IDC, Misc Fee from various Self Supports

⁽⁴⁾ Transfer in: Residential Life & Lottery FUnd

SUMMARY BUDGET EXPENDITURE BY NATURAL CLASSIFICATION, FY18-19

(In millions)



EXPENDITURES BUDGET BY CABINET, FY18-19 ⁷

in thousands	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmnt	University Advancement	University Enterprise	University Wide	Campus Auxilliaris	Total Univer	Percentage
Salaries	162,674	36,318	3,020	29,712	5,553	1,702	5,825	8,246	253,050	45%
Benefits	77,144	18,335	1,518	13,454	2,748	836	2,882	1,970	118,887	21%
Operating Expenses	32,394	34,592	1,819	9,111	1,147	1,785	3,163	3,614	87,624	15%
Financial Aid & Work-Study	-	-	-	-	-	-	48,426	-	48,426	9%
Debt Service Payment	-	16,691	-	4,413	-	-	-	-	21,104	4%
Campus Services	-	16,681	-	-	-	-	-	-	16,681	3%
Utilities	-	6,443	-	546	-	-	4,658	-	11,646	2%
Risk Pool	-	-	-	-	-	-	4,633	-	4,633	1%
Transfer Out to Capital /DM	1,545	-	443	81	-	-	2,300	-	4,369	1%
Open Univ. Reimb to Colleges	2,080	-	-	-	-	-	-	-	2,080	0.4%
Total All Funds	\$275,837	\$129,059	\$6,799	\$57,317	\$9,448	\$4,323	\$71,886	\$13,830	\$568,499	100.0%

⁷ Totals may be slightly affected by rounding.

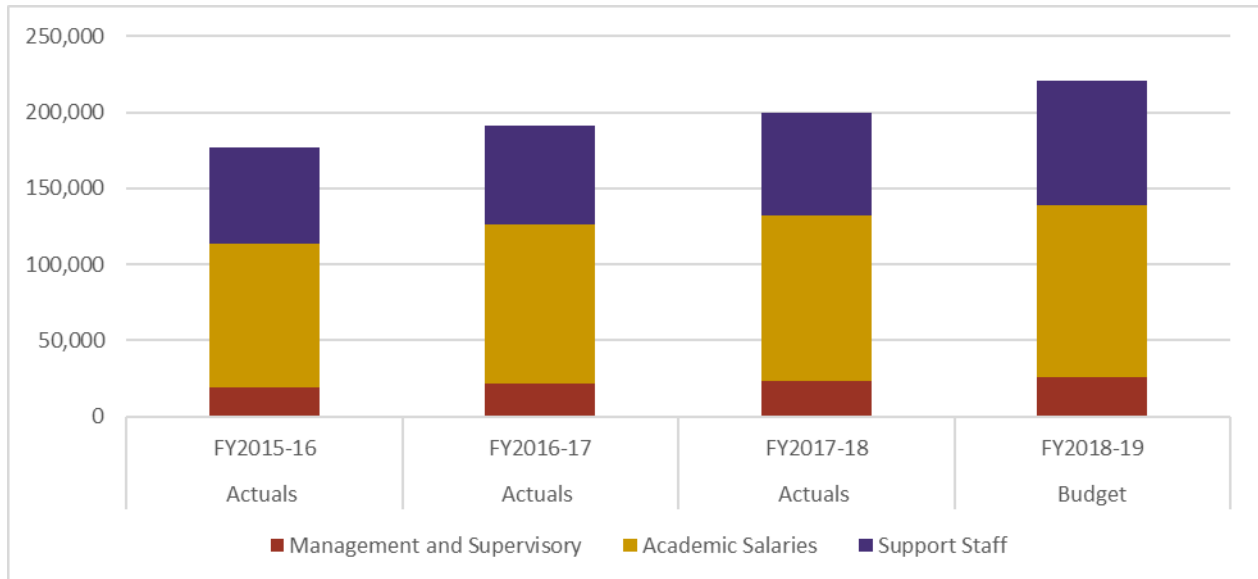
EXPENDITURES BY UNIT AND TYPE, FY18-19 ⁸

in thousands	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmt	University Advancement	University Enterprise	University Wide	Campus Auxiliaries	Total University	Percentage
OPERATING FUND										
Salaries	145,035	26,017	2,329	16,913	5,553	1,690	5,825	-	203,362	36%
Benefits	71,757	12,872	1,152	8,368	2,748	836	2,882	-	100,615	18%
Operating Expenses	3,972	5,284	263	331	499	191	3,163	-	13,702	2%
Risk Pool	-	-	-	-	-	-	4,633	-	4,633	1%
Utilities	-	-	-	-	-	-	4,658	-	4,658	1%
Financial Aid & Work-Study	-	-	-	-	-	-	48,426	-	48,426	9%
Transfer Out to Capital	700	-	-	-	-	-	2,300	-	3,000	1%
Operating Fund Total	221,464	44,173	3,744	25,612	8,800	2,717	71,886	-	378,396	67%
SELF-SUPPORTS										
Downtown Campus	-	-	-	-	-	1,606	-	-	1,606	0%
Athletics	-	-	3,055	-	-	-	-	-	3,055	1%
Campus Recreation	-	-	-	10,151	-	-	-	-	10,151	2%
Children's Campus	-	-	-	1,783	-	-	-	-	1,783	0%
Continuing Education (CERF)	16,766	-	-	-	-	-	-	-	16,766	3%
Parking & Transportation	-	77	-	3,066	-	-	-	-	3,144	1%
Student Health Services	-	-	-	13,295	-	-	-	-	13,295	2%
Housing, Dining & Conference Services	-	59,456	-	-	-	-	-	-	59,456	10%
GRANT & CONTRACT										
Grant & Contract	28,476	-	-	-	-	-	-	-	28,476	5%
OTHER FUNDS										
Cost Recovery	-	11,854	-	-	-	-	-	-	11,854	2%
Instructionally Related Activities	2,973	-	-	-	-	-	-	-	2,973	1%
Lottery Fund	1,857	-	-	238	-	-	-	-	2,095	0%
Miscellaneous Fee	1,341	10,340	-	-	648	-	-	-	12,330	2%
Indirect Cost (IDC)	2,958	1,213	-	10	-	-	-	-	4,181	1%
Residential Life	-	-	-	3,162	-	-	-	-	3,162	1%
CCSC Facilities	-	1,946	-	-	-	-	-	-	1,946	0%
AUXILIARY										
Associated Student, Inc.	-	-	-	-	-	-	-	9,167	9,167	2%
Foundation	-	-	-	-	-	-	-	1,810	1,810	0%
University Corporation	-	-	-	-	-	-	-	2,853	2,853	1%
Total All Funds	\$275,837	\$129,059	\$6,799	\$57,317	\$9,448	\$4,323	\$71,886	\$13,830	\$568,499	100%

⁸ Note: Cabinet's Operating Fund net of revenues and expenses.

COMPENSATION

THREE YEARS COMPENSATION ⁹



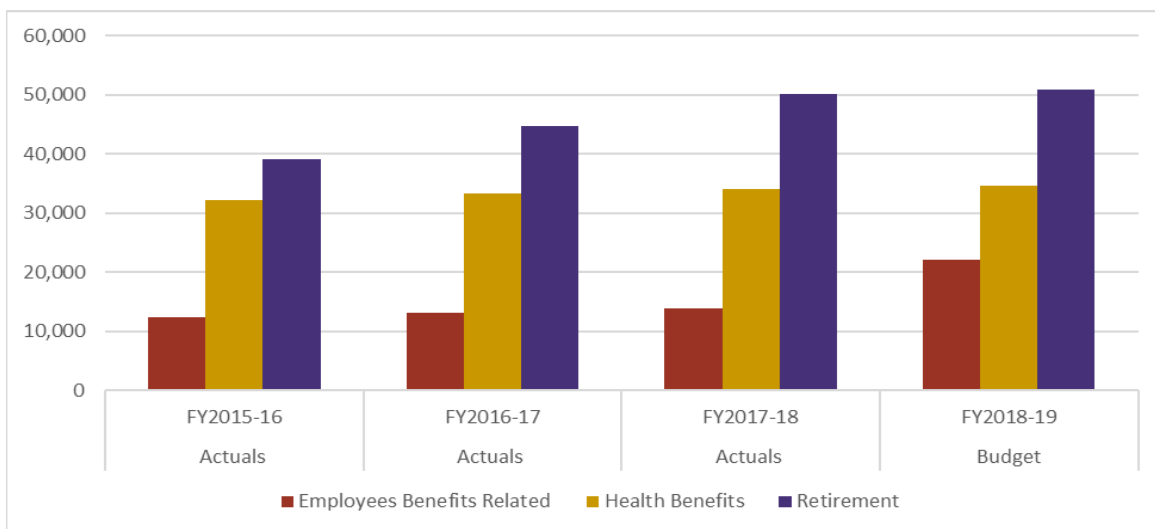
Salaries in thousands	Actuals FY2015-16	Actuals FY2016-17	Actuals FY2017-18	Budget FY2018-19	YOY
601030 - President	315	315	351	357	
601201 - Management and Supervisory	18,552	21,252	23,253	25,883	
601100 - Academic Salaries	88,343	98,222	102,095	105,875	
601103 - Graduate Assistant	573	692	638	749	
601304 - Teaching Associates	1,819	1,858	1,817	2,006	
601101 - Department Chair	3,766	4,021	4,184	3,829	
601300 - Support Staff Salaries	59,947	61,298	64,154	77,653	
601301 - Overtime	739	585	794	793	
601302 - Temporary Help	25	36	16	1,174	
601303 - Student Assistant	2,510	2,838	2,613	2,096	
Salaries Total	\$176,590	\$191,117	\$199,916	\$220,413	10%

⁹ Salaries amounts includes all CSU485 (e.g. THxxx, TSxxx)

BENEFITS¹⁰

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 FY18–19 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 FY18–19 plan provides for the following increases in mandatory cost obligations.

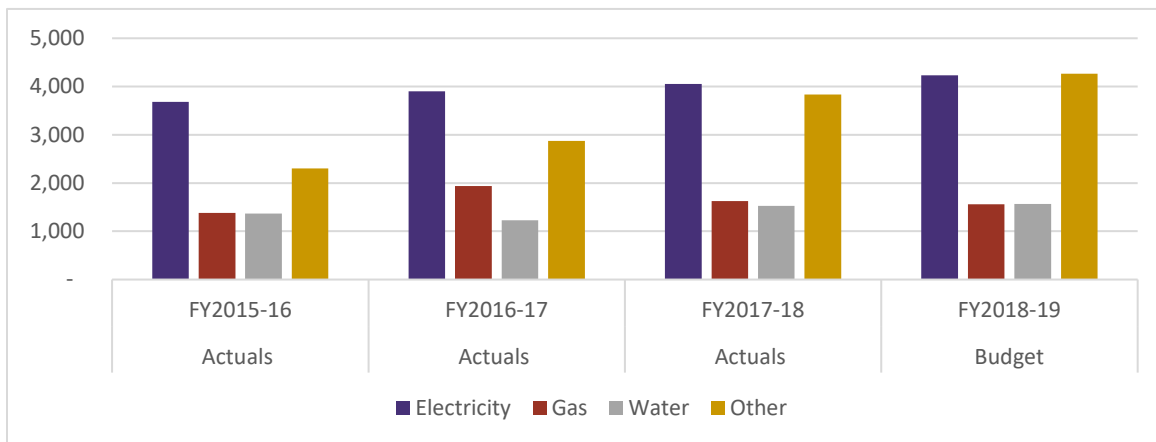


¹⁰ Benefits amounts includes all CSU485 fund (e.g. THxxx \$2.6 Mil for FY17-18).

Benefits	Actuals	Actuals	Actuals	Budget	
in thousands	FY2015-16	FY2016-17	FY2017-18	FY2018-19	YOY
603001 - OASDI	9,263	9,867	10,470	18,593	
603008 - Industrial Disability	178	154	70	70	
603009 - Non-Industrial Disability	23	47	42	42	
603011 - Life Insurance	132	131	130	135	
603012 - Medicare	2,478	2,664	2,812	2,892	
603014 - Long-Term Disability Insurance	66	70	68	70	
603015 - Flex Cash	149	153	163	180	
603090 - Benefits-Other	74	71	60	61	
603093 - CalPERS replacement benefit contribution	0	0	15	16	
603003 - Dental Insurance	2,500	2,578	2,565	2,602	
603004 - Health and Welfare	29,405	30,484	31,355	31,879	
603013 - Vision Care	216	212	205	209	
603005 - Retirement	39,161	44,809	50,141	50,843	
Benefits total	\$83,646	\$91,242	\$98,097	\$107,591	10%

UTILITIES¹¹

Based on an analysis of previous utility expenditures and a conservative projection of future costs, the FY18-19 utility budget remains the same. The table shows actual and budgeted utility expenditures for FY16-17 through FY18-19. Favorable global energy prices coupled with performance savings and sustainability initiatives at SF State have helped limit utility expenses.

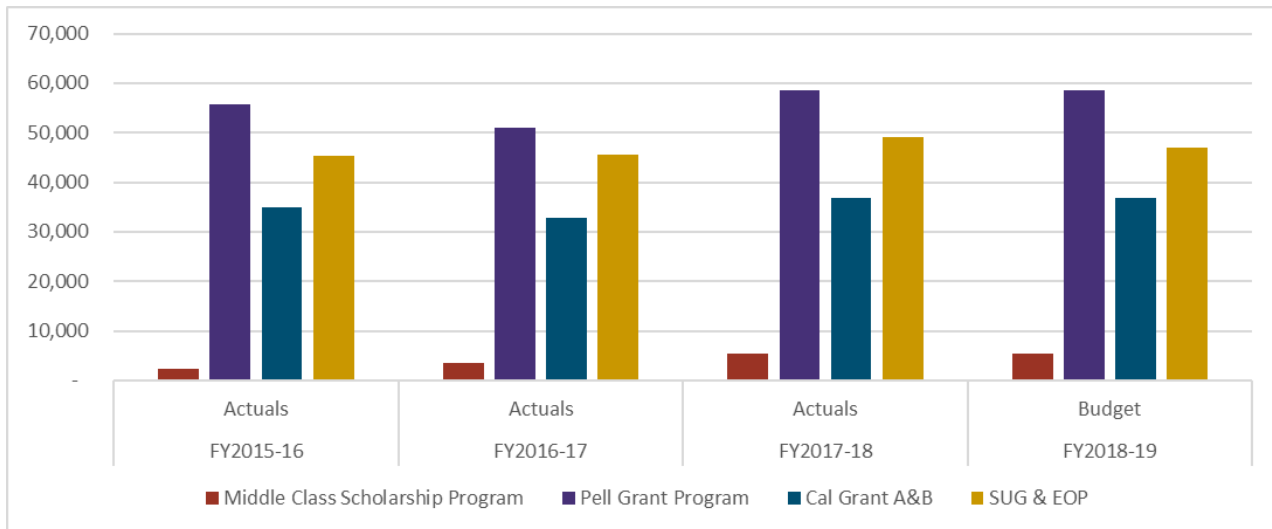


¹¹ Note: Utilities amounts includes all funds.

Utilities	Actuals	Actuals	Actuals	Budget	
in thousands	FY2015-16	FY2016-17	FY2017-18	FY2018-19	YOY
605001 - Electricity	3,680	3,903	4,055	4,235	
605002 - Gas	1,384	1,938	1,626	1,560	
605004 - Water	1,369	1,227	1,526	1,568	
605005 - Sewage	976	1,293	1,773	1,863	
605006 - Hazardous Waste	245	204	226	-	
605090 - Other Utilities	1,080	1,377	1,835	2,401	
Utilities Total	\$8,735	\$9,942	\$11,041	\$11,628	5%

FINANCIAL AID¹²

The costs for need-based financial aid, athletic aid, and graduate student aid is estimated to be closer to last fiscal year's performance. This increase allows SF State to maintain its need-based aid program for undergraduates, particularly for families with incomes below \$125,000.



Financial Aid in thousands	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Actuals	FY2018-19 Budget	YOY
Middle Class Scholarship Program	2,250	3,556	5,510	5,510	
Pell Grant Program	55,649	50,961	58,652	58,652	
Cal Grant A	9,379	8,816	9,179	9,179	
Cal Grant B	25,565	24,011	27,687	27,687	
State EOP Grant	1,465	1,374	1,340	1,453	
State University Grant	43,813	44,212	47,794	45,511	
Total	\$ 138,122	\$ 132,930	\$ 150,163	\$ 147,993	-1%

¹² 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, FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Academic Affairs			
441 - TF-Extended Education Operations			
Salaries	8,373	7,455	7,765
Benefits	2,134	2,129	2,874
Operating Expenses	9,055	5,002	6,130
441 - TF-Extended Education Operations Total	19,562	14,586	16,769
Salaries	311	20	15
Benefits	1	0	0
Operating Expenses	4,237	2,859	2,619
463 - TF-Instructionally Related Activities Trust Total	4,550	2,879	2,634
Salaries	9,124	9,345	10,208
Benefits	2,668	2,846	3,362
Operating Expenses	12,777	14,844	14,906
465 - TF-Contracts and Grant Trust Total	24,569	27,035	28,476
Salaries	354	348	354
Benefits	42	45	48
Operating Expenses	1,974	1,654	1,273
481 - TF-Lottery Education Fund Total	2,370	2,046	1,675
Salaries	125,092	137,319	143,193
Benefits	56,783	62,427	67,208
Operating Expenses	3,077	5,757	7,449
Work Study	1,073	1,090	1,114
485 - TF-CSU Operating Fund Total ⁽¹⁾	186,025	206,593	218,964
Salaries	265	438	431
Benefits	52	102	99
Operating Expenses	567	1,325	855
496 - TF-Miscellaneous Trust Total	884	1,866	1,385
Academic Affairs Total	\$213,391	\$227,970	\$241,427

Note:

- (1) Including NG001, NR101, SUXXX, TSXXX
Operating Expenses does not include transfers out

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Administration & Finance			
Salaries	71		
Benefits	1		
Operating Expenses	2		
441 - TF-Extended Education Operations Total ⁽¹⁾	73		
Salaries	43	33	40
Benefits	36	24	23
Operating Expenses	1	1	1
472 - TF-Parking Revenue Fund-Parking Fees Total ⁽²⁾	81	57	64
Operating Expenses	203	229	13
481 - TF-Lottery Education Fund Total ⁽³⁾	203	229	13
Salaries	23,508	24,390	26,071
Benefits	13,152	13,775	14,886
Operating Expenses	7,659	7,769	13,621
Work Study	135	128	158
485 - TF-CSU Operating Fund Total ⁽⁴⁾	44,454	46,063	54,736
Salaries	454	201	200
Benefits	160	132	476
Operating Expenses	2,089	942	460
496 - TF-Miscellaneous Trust Total	2,703	1,275	1,136
Salaries	7,174	7,708	6,931
Benefits	3,095	3,887	4,184
Bond Payment	15,833	15,917	14,042
Operating Expenses	19,236	19,470	23,322
531 - TF-Housing-Operations and Revenue Total	45,338	46,982	48,480
Salaries	574	574	560
Benefits	374	393	461
Bond Payment	863	864	862
Operating Expenses	4,065	4,405	4,641
534 - TF-Campus Union-Operations and Revenue Total ⁽⁵⁾	5,876	6,235	6,524
Administration & Finance Total	\$98,728	\$100,840	\$110,953

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	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Student Affairs & Enroll Mgmnt			
Operating Expenses	175		
441 - TF-Extended Education Operations Total	175		
Salaries	418	458	11
Benefits	114	124	3
Operating Expenses	102	99	47
463 - TF-Instructionally Related Activities Trust Total	633	681	61
Salaries	63	65	69
Benefits	30	32	42
Operating Expenses	921	848	875
471 - TF-Parking Revenue Fund-Fines and Forfeitures Total	1,015	945	986
Salaries	500	448	373
Benefits	206	239	259
Bond Payment	247	248	240
Operating Expenses	572	427	612
472 - TF-Parking Revenue Fund-Parking Fees Total	1,525	1,361	1,484
Salaries	105	86	107
Benefits	0	0	0
Operating Expenses	129	117	24
481 - TF-Lottery Education Fund Total	234	204	131
Salaries	19,403	20,387	20,957
Benefits	9,599	10,527	11,122
Financial Aid	-2	0	-7
Operating Expenses	2,687	3,369	3,542
Work Study	183	151	173
485 - TF-CSU Operating Fund Total	31,870	34,434	35,787
Salaries	1,444	1,187	931
Benefits	661	541	351
Operating Expenses	1,738	1,309	1,223
496 - TF-Miscellaneous Trust Total	3,842	3,037	2,504
Salaries	1,081	1,511	1,619
Benefits	292	282	381
Operating Expenses	280	285	667
531 - TF-Housing-Operations and Revenue Total ⁽¹⁾	1,653	2,079	2,667
Salaries		43	1,583
Benefits		19	281
Operating Expenses		26	1,147
534 - TF-Campus Union-Operations and Revenue Total		88	3,011
Student Affairs & Enroll Mgmnt Total	\$40,949	\$42,829	\$46,631

Note: (1) Residential Life

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Office of the President			
463 - TF-Instructionally Related Activities Trust			
Salaries	548	593	668
Benefits	279	347	317
Operating Expenses	1,040	1,157	1,318
463 - TF-Instructionally Related Activities Trust Total	1,866	2,097	2,303
Salaries	2,027	2,368	2,734
Benefits	1,011	1,162	1,252
Operating Expenses	183	412	613
Work Study	20	30	33
485 - TF-CSU Operating Fund Total ⁽¹⁾	3,241	3,972	4,633
Salaries	15	2	6
Benefits		0	0
Operating Expenses	263	205	153
496 - TF-Miscellaneous Trust Total ⁽²⁾	278	208	159
Office of the President Total	\$5,385	\$6,277	\$7,094

Note:

(1) including Athletic all fiscal year

(2) Athletic trust funds

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
University Advancement			
485 - TF-CSU Operating Fund			
Salaries	4,821	5,068	5,139
Benefits	2,264	2,468	2,567
Operating Expenses	2,231	1,563	1,365
Work Study	29	20	22
485 - TF-CSU Operating Fund Total	9,344	9,119	9,093
Operating Expenses	35	54	14
496 - TF-Miscellaneous Trust Total	35	54	14
University Advancement Total	\$9,379	\$9,173	\$9,107

	2015-16	2016-17	2017-18
in thousands	Actuals	Actuals	Actuals
University Enterprise			
485 - TF-CSU Operating Fund			
Salaries	1,229	1,060	1,823
Benefits	576	502	932
Operating Expenses	112	148	206
Work Study	17	3	6
485 - TF-CSU Operating Fund Total	1,934	1,713	2,967
Salaries	1,268	1,356	1,416
Benefits	662	723	735
Operating Expenses	283	44	478
496 - TF-Miscellaneous Trust Total	2,213	2,122	2,629
Operating Expenses			0
534 - TF-Campus Union-Operations and Revenue Total			0
University Enterprise Total	\$4,147	\$3,835	\$5,596

	2015-16	2016-17	2017-18
in thousands	Actuals	Actuals	Actuals
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⁾	511	525	
Benefits	259	372	128
Financial Aid	45,577	45,818	49,475
Operating Expenses	12,440	13,064	11,529
485 - TF-CSU Operating Fund Total	58,787	59,779	61,131
Operating Expenses	101	18	16
496 - TF-Miscellaneous Trust Total	101	18	16
University Wide Total	\$59,458	\$59,799	\$61,148

Note:

- (1) One-time expenses: DTC Restroom
- (2) One-time expenses: Campus Wise Project
- (3) Campus Solution Project

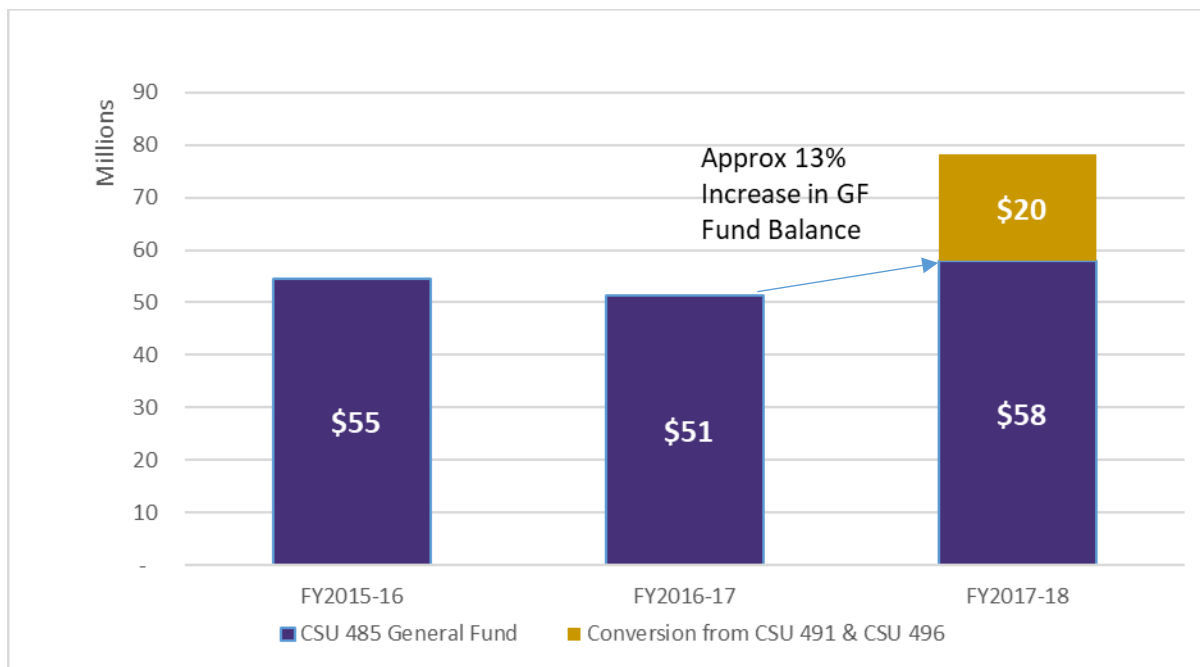
FUND BALANCE

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 increased by 13% from FY16-17 to FY17-18.

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 5 percent of our general fund is not designated for specific purposes. This equates to less than a month of payroll expenditures (\$20 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 to FY17-18



Note: CSU-485 fund balance includes operating fund, Student Health, 485-Misc course fee, escheat and CSU491&496 Converted.

DETAILED STATEMENT OF UNIVERSITY GENERAL FUND REVENUE BUDGET

GENERAL FUND ADDITIONS, FY18-19¹³

Budgeted FTES	2017/18 Budget	2018/19 Budget	Adjustment	Percent Change
CSU Resident FTES Allocation	24,099	24,099	-	0%
SFSU Resident FTES Budget	23,135	24,099	964	4%
Adjustment	(964)	0		
Percent Change	-4%	0%		

General Fund Operating Budget	in thousands			
General Fund Appropriations	166,299	180,497	14,198	9%
Revenues ^(a)	197,919	197,899	(20)	0%
	\$364,218	\$378,396	\$14,178	4%

DETAIL OF BUDGET ADJUSTMENTS, FY17-18 AND FY18-19

in thousands

CSU Budget Adjustments

Compensation Adjustments	9,943	
State University Grant	(2,395)	
Graduation Initiative 2025	3,138	
Mandatory Costs ^(b)	733	
Retirement Adjustment	2,779	14,198

Campus Budget Adjustments

Tuition Fee Adjustment	4,916	
Other Revenues (Adjustment Over Prior Year)	(4,936)	(20)
		\$ 14,178

¹³ a) See next page for a revenue breakdown; ^{b)} Permanent adjustment for health and dental benefits

FY18-19 GENERAL FUND SOURCES

In thousands

State Appropriation	180,497
State University Tuition Fee	
Tuition Fee	167,825
Non-Residence Tuition Fee	16,320
Other Student Fees	
Application Fee	1,864
MBA Fee	800
Category IV Fees	237
Total	<u>2,901</u>
Other funds	
Allowance Doubtful	-300
Interest Revenues	900
Federal Work-Study Program	1,461
Cost Recovery From Other Funds	6,738
Estimate Retirement	2,055
Total	<u>10,853</u>
Total Operating Fund Resources	378,396

GENERAL FUND ADDITIONS SOURCES AND USES FY18-19

In thousands

Additional Sources of Fund	Base	One-Time	Total
General Fund Appropriation	14,198	4,419	18,617
Tuition and Fees	4,916		4,916
Other Revenues (Adjustment Over Prior Year)	-4,936		-4,936
AA Funds Carried Forward		24,418	24,418
A&F Funds Carried Forward		8,744	8,744
SAEM Funds Carried Forward		2,365	2,365
OP Funds Carried Forward		883	883
UA Funds Carried Forward		616	616
UE Funds Carried Forward		698	698
WU Funds Carried Forward		28,215	28,215
Total Sources	14,178	70,358	84,535

Uses of Additional Sources	Base	One-Time	Total
Mandatory Costs/Existing Commitments			
Compensation Increase (Salaries)	546		546
Benefits	6,851		6,851
SUG Adjustment	-2,395		-2,395
Operating Expenses	661		661
Existing Commitments	1,653		1,653
Graduation Initiative 2025	-2,092		-2,092
Deferred Maintenance & Infrastructure Projects	2,300	2,803	5,103
Enrollment Allocation		1,221	1,221
Allocated to Cabinet	-1,205	-1,608	-2,813
Prior Year Carryforward		27,207	27,207
Prior Year Encumbrance Carryforward		1,008	1,008
Total	6,317	30,631	11,546

GENERAL FUND ADDITIONS SOURCES AND USES FY18-19

Academic Affairs	Base	One-Time	Total
Graduation Initiative 2025	2,138		2,138
Increase/Decrease in Base	5,751		5,751
MPP increase + AIR Director + AVP AR	124		124
Faculty Promotion	421		421
Graduation Initiative 2025		240	240
Research, Scholarly & Creative Activity		155	155
Prior Year Carryforward		23,029	23,029
Prior Year Encumbrance Carryforward		1,389	1,389
Other Salary Action		231	231
Total	8,434	25,044	33,478

Administration and Finance	Base	One-Time	Total
Increase/Decrease in Base	-816		-816
Deferred Maintenance & Infrastructure Projects	-2,300		
Prior Year Carryforward		7,077	7,077
Prior Year Encumbrance Carryforward		1,667	1,667
Total	-3,116	8,744	7,928

GENERAL FUND ADDITIONS SOURCES AND USES FY18-19

In Thousands

SAEM	Base	One-Time	Total
Increase/Decrease in Base	942		942
Equity Programs & Compliance - 4th 1.0 FTE Title IX/DHR I	75		
Emergency Operations Center - Operational Costs	50		
AA/S II, 1.0 Administrative Analyst/Specialist to support A	61		
SSP IV, Coordinator, Jewish Student Life	73		
SSP IV, Coordinator, Muslim Student Life	73		
Prior Year Carryforward		1,787	1,787
Prior Year Encumbrance Carryforward		579	579
Unit 8 SUPA Training & Equipment (annual cost)		103	103
International Recruitment Expenses - Year 3 of plan		250	250
DPRC - Employee/Students Reasonable Accommodations		480	480
Sneak Preview		80	80
Gator Fest		60	60
Salary Action		55	55
Total	1,273	3,393	4,334
Office of the President	Base	One-Time	Total
Increase/Decrease in Base	165		165
Prior Year Carryforward		828	828
Prior Year Encumbrance Carryforward		55	55
Total	165	883	1,048
University Advancement	Base	One-Time	Total
Increase/Decrease in Base	62		62
Prior Year Carryforward		502	502
Prior Year Encumbrance Carryforward		113	113
Total	62	616	677
University Enterprise	Base	One-Time	Total
Increase/Decrease in Base	714		714
Director CPM	120		120
Exec Ass AVP Filled	64		64
Exec Director Real Estate	145		145
Prior Year Carryforward		383	383
Prior Year Encumbrance Carryforward		315	315
RTC Master Plan & EIR		350	350
Total	1,043	1,048	2,091
Total Uses	14,178	70,358	84,536

OPERATING FUNDS SUMMARY FY15-16 to FY18-19 ¹⁴

in thousands	Actual.	Actual.	Actual.	Original Budget.	Changes from 2017/18	
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	Actuals Amount	%
	a	b	c	d	e = d-c	f = e/c
General Fund Allocation	145,703	157,408	169,633	180,497	10,864	6%
Spring-Revenue	71,858	70,421	74,530	74,825	295	
Summer-Revenue	10,558	11,533	12,216	13,000	784	
Fall-Revenue	76,868	73,515	80,166	80,000	(166)	
Total Tuition Fees	159,284	155,470	166,913	167,825	912	1%
Mandatory Fees ⁽¹⁾	18,879	18,605	18,765	18,684	(82)	
501802-Transcripts	199	157	133	137	4	
501803-Library Fines	31	25	14	24	10	
501804-Late Registration Fee	50	54	15	54	39	
501805-Bad Check Fee	16	14	14	12	(2)	
501806-Late Fee	9	10	10	10	0	
508001-Interest-Rmp	673	832	808	400	(408)	
Other Fees ⁽²⁾	306	261	186	237	51	
Revenue	179,832	176,020	187,531	187,546	15	
Other Financial Sources ⁽³⁾	1,363	1,685	1,668	800	(868)	
Revenue Subtotal	179,159	175,188	186,723	187,146	423	0%
Cost Recovery. ⁽⁴⁾	554	939	4,923	8,186	3,263	
State Retirement. ⁽⁵⁾	0	0	0	2,055	2,055	
Federal Reimbursements Work Study. ⁽⁶⁾	1,415	1,340	1,309	1,461	153	
Reimbursed Release Time. ⁽⁷⁾	1,873	1,905	1,630	1,507	(123)	
Reimbursed Release Time Benefits. ⁽⁸⁾	1,023	1,087	1,104	857	(247)	
Cost Allocation. ⁽⁹⁾	2,668	426	251	0	(251)	
Other Revenue	7,534	5,697	9,218	14,066	4,848	53%
Total Revenues / Other Sources.	332,395	338,293	365,574	381,708	16,134	4%
Salary & Wages.	169,501	183,334	194,174	206,675	12,501	
Benefits.	80,427	86,760	94,362	100,615	6,253	
Operating Expenses.	19,013	20,623	18,669	14,070	(4,599)	
Utilities.	4,208	4,382	4,777	4,640	(137)	
Risk Pool.	4,053	4,028	4,412	4,633	220	
Work Study.	1,457	1,422	1,507	1,461	(45)	
Total Financial Aid.	45,576	45,818	49,468	46,964	(2,503)	
660809-Carry-Forward: Other Expenses	0	0	3	(350)	(353)	
All Expenses.	324,235	346,367	367,372	378,708	11,336	3%
All Transfers In.	1,714	9,369	14,345	0		
All Transfers Out.	13,905	5,627	5,476	3,000		
Net Transfers.	(12,192)	3,742	8,868	(3,000)		
Operating Income (Loss). ⁽⁹⁾	\$(4,031)	\$(4,332)	\$7,070	\$(0)	\$(7,070)	
Ending Fund Balance	45,951	41,619	48,689			

¹⁴Operating Funds include: NG001, NG025, NG100, NR101, SE001, SUXXX

(1) Mandatory Fees includes: 501002- Non Res Tuition Fee, 501004--Application Fee, 501201-Professional MB Tuition Fee, 501400-Allowance for Doubtful Account

(2) Other Financial Sources includes 508001-Interest-Rmp, 580093 -Other Non-Op Rev, 580194 -Cost Recovery from other Csu F, 580803-Insurance Recovery

(3) Other Financial Sources includes 508001-Interest-Rmp, 580093 -Other Non-Op Rev, 580194 -Cost Recovery from other Csu F, 580803-Insurance Recovery

(4) Cost Recovery is accounts 580094-IDC Cost Rec from CSU465, 580095 Cost Recovery from Aux, 580818-Cost Recover from Other CSU Funds w/n 0948

(5) State Retirement is account 660805-Budget Adjustments, only Dept 7020-Unallocated Accounts

(6) Federal Reimbursements Work Study. is account 602802-W/S Fed on Camp 70%

(7) Reimbursed Release Time is account 601828-Reimb Release Time Salary, only Dept F001

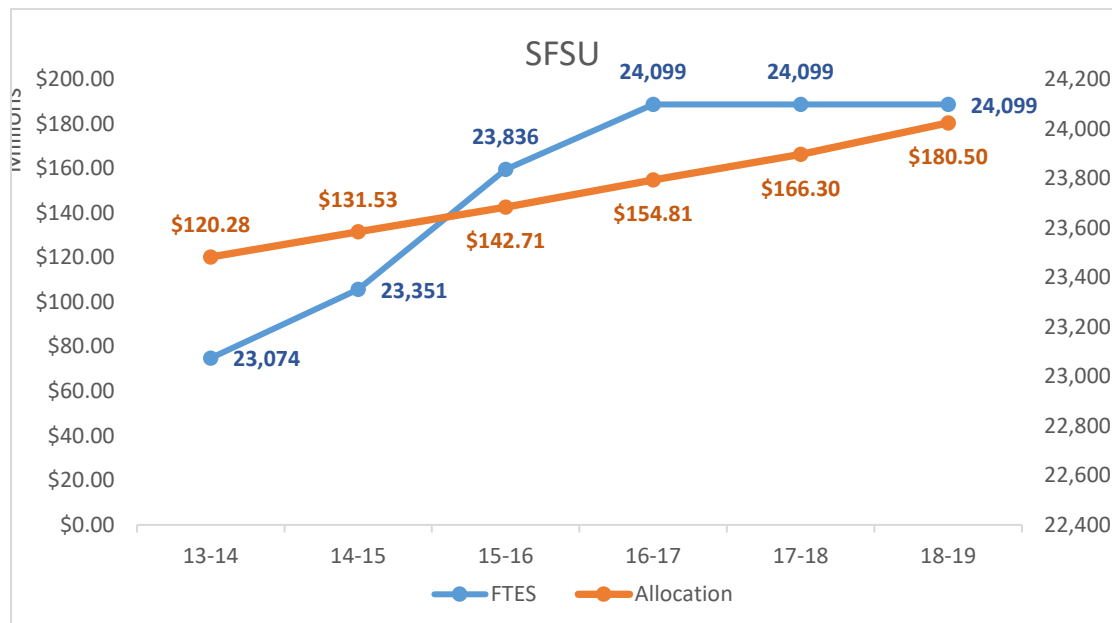
(8) Reimbursed Release Time Benefits is account 603818- Reimb Release Time Benefits, only Dept F001

(9) Cost Allocation is account 660846 -Cost Recovery-Expenses, only Dept 7020 Dept 7020-Unallocated Accounts

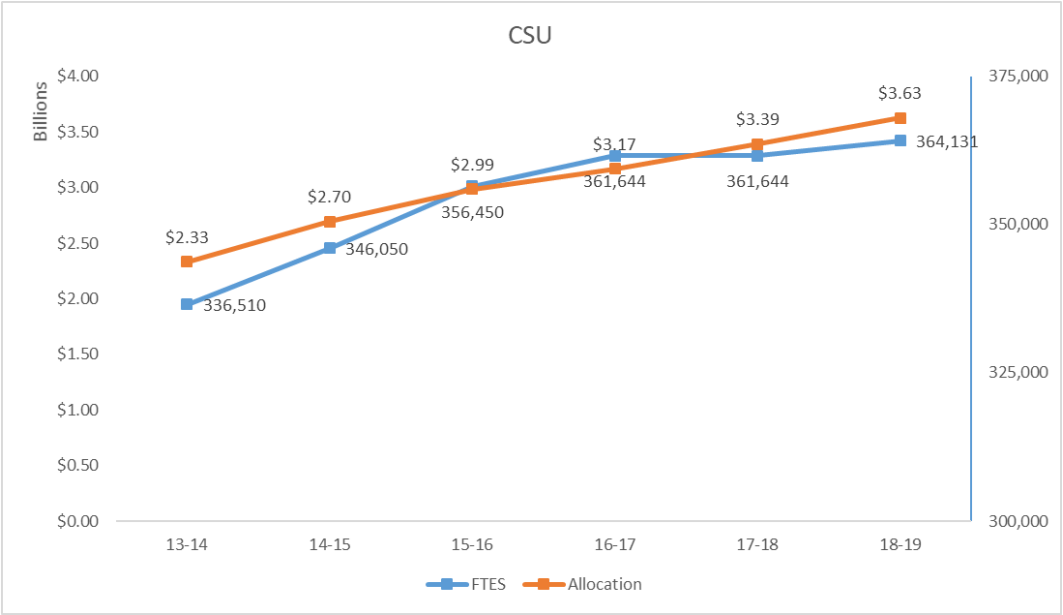
GENERAL FUND BUDGET SUMMARY

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, on-resident fees, and application fees). 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.

In June 2018, Governor Brown signed and enacted the 2018-19 California State Budget, appropriating general funds of \$3.63 billion towards the California State University. This allocation extends the practice of providing annual budget increases for the CSU into a sixths year and is generally consistent with Governor Brown’s multi-year funding plan first established in 2013-14. CSU state base general fund has increased for the last seven years in amount of \$1.3 billion followed by an increase in enrollment of 27,621 FTES.



SF State’s general fund base allocation has increased for the last 6 yrs. in amount of \$60 million followed by an increase in enrollment of 1,025 FTES.



Excluding one-time funds, the university general fund budget totals \$378 million, compared to \$364 million last year. This 4 percent increase is mostly due to the state allocation increase, which includes compensation adjustments changes, financial aid (SUG) adjustments, and graduation initiatives funding.

BOARD OF TRUSTEES HIGHLIGHTS AND SPECIFICS FOR FY18-19 GENERAL FUND BUDGET

The FY18-19 operating budget plan calls for continued and increased state investment in the CSU annual support budget. The budget plan for FY18-19, reflects the current needs of the CSU and sustains the momentum built in recent years. The governor and state legislature approved a base (ongoing) increase of \$192 million to the CSU’s annual Support Budget. With the incremental base funding, Graduation Initiative 2025 (student success), State University Grants (SUG), the CSU’s institutional financial aid program for low-income students, employee compensation, benefit obligations, and other mandatory costs. While the approved budget is greater than the earlier proposals from the Governor and the Assembly, the budget is less than the CSU's budget request as base. The main priority is the Graduation Initiative 2025. The CSU has set ambitious and challenging goals that include the following: raise four and six-year graduation rates; completely eliminate the achievement gap; and educate more students to meet the societal and workforce needs of the state. The operating budget includes a \$75.0 million increase for campuses for the following approaches; focus on students taking full-time course loads each term; using data to increase the availability of the right sequence of courses; hiring more tenure-track faculty; and restoring student services that were cut during the recession years. The budget plan also commits an additional \$122.1 million for employee compensation increases. Faculty and staff are critical to the success of students. Funding

requests for compensation are based on the cost of current and tentative collective bargaining agreements, as well as a compensation pool for non-represented employee groups in 2018-19. SF State expects a total general fund appropriation of \$180 million and approximately \$197 million in tuition and fees. This represents an increase of 4 percent over the prior year's budget.

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

In millions

	FY2018-19	FY2018-19 SFSU
	FINAL BUDGET ACT	(B 18-02-Memo)
	Base	Base
Graduation Initiative (GI)2025	75	3
Compensation	92	10
Enrollment Growth	0	0
Deferred Maintenance	0	0
Mandatory Cost Increase	30	3
Other Programs	0	0
SUG Expense Adjustment	0	-2
Total	\$ 197	\$ 14

The CSU received an additional \$161 million in one-time funding in FY18-19 in support of various uses, of which SF State will receive funding towards Graduation Initiative 2025 and infrastructure improvements. As an effect, CSU has funded in one-time allocations enrollment, awarding campuses based on prior year's performance (AUL increase, capacity and transfers). The supplemental one-time funding is broken down as follows:

In millions

	FY2018-19	FY2018-19 SFSU
	FINAL BUDGET ACT	(B 18-03-Memo)
	One-Time	One-Time
Graduation Initiative (GI)2025	0	0.2
Compensation	0	0
Enrollment Growth	120	1
Deferred Maintenance	35	3
Mandatory Cost Increase	0	0
Other Programs	6	0.2
SUG Expense Adjustment	0	0
Total	\$ 161	\$ 4

BENCHMARK OF CSU CAMPUS GENERAL FUND EXPENDITURES FY16-17 ¹⁵

in thousands	San Francisco		San Jose		Fullerton		Long Beach		Northridge		San Diego	
Expense Categories (b)	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%
1 - Instruction	172,786	47%	174,831	46%	192,866	44%	199,950	45%	190,200	42%	181,637	42%
2 - Research	220	0%	156	0%	206	0%	691	0%	3,489	1%	1,706	0%
3 - Public Service	666	0%	1,431	0%	670	0%	911	0%	1,291	0%	1,378	0%
4 - Academic Support	31,669	9%	33,815	9%	30,880	7%	42,469	10%	39,447	9%	48,401	11%
5 - Student Services	28,607	8%	55,845	15%	39,478	9%	47,999	11%	59,231	13%	54,391	12%
6 - Institutional Support	38,845	11%	31,665	8%	64,760	15%	39,046	9%	46,379	10%	39,530	9%
7 - Operations & Maintenance	47,864	13%	52,314	14%	52,599	12%	56,604	13%	50,896	11%	73,378	17%
8 - Student Financial Aid	45,818	13%	33,101	9%	53,430	12%	55,704	13%	60,175	13%	35,979	8%
Total Operating Expenses	\$366,474	100%	\$383,158	105%	\$434,890	100%	\$443,373	100%	\$451,109	100%	\$436,401	100%
2016/17 College Year FTES (c)	23,581		22,701		29,249		28,714		29,903		27,069	
\$ Expended per FTES	16		17		15		15		15		16	

15

(a) The data source for this report is the “Actuals Summaries” for the CSU Operating fund available on the CSU Budget Office website: <https://csu.calstate.edu/Divisions-orgs/bus-fin/budget/Pages/final->

(b) Campuses representative of the “Big 5” comparable CSU institutions.

(c) Standard reporting categories used by all universities to report financial data. Source: <https://csu.calstate.edu/Divisions-orgs/bus-fin/budget/Pages/enrollment-actuals-2016-17.XLSX>; Table 3

ORGANIZATIONAL CHANGES

For FY18-19 no organizational changes are included in the budget report.

STUDENT FEES

Fiscal year		2016-17	2017-18	2018-19	Increase from PY	Percentage
Tuition Fee	Undergraduate Tuition Fee	6.0 or less Units - PT	\$ 3,174	\$ 3,330	\$ 3,330	-
		6.1 or more Units - FT	\$ 5,472	\$ 5,742	\$ 5,742	-
	Credential Program Tuition Fee	6.0 or less Units - PT	\$ 3,684	\$ 3,864	\$ 3,864	-
		6.1 or more Units - FT	\$ 6,348	\$ 6,660	\$ 6,660	-
	Graduation Including Post-Baccalaureate, 2nd Degree and Master's Programs tuition Fee	6.0 or less Units - PT	\$ 3,906	\$ 4,164	\$ 4,164	-
		6.1 or more Units - FT	\$ 6,738	\$ 7,176	\$ 7,176	-
	Education Doctorate tuition Fee	1 or more Units	\$ 11,118	\$ 11,838	\$ 11,838	-
	Non-Resident Tuition	Per Unite	\$ 372	\$ 396	\$ 396	-
Mandatory Fees	Student Body Center	\$ 164	\$ 164	\$ 164	-	
	Recreation & Wellness Center	\$ 180	\$ 320	\$ 326	\$ 6	2%
	Student Body Association	\$ 108	\$ 108	\$ 108	-	
	Student Health Service	\$ 314	\$ 314	\$ 314	-	
	IRA-General	\$ 100	\$ 100	\$ 100	-	
	IRA-Athletics	\$ 136	\$ 136	\$ 136	-	
	Health Facilities	\$ 6	\$ 6	\$ 6	-	
	Campus Service Card	\$ 4	\$ 4	\$ 4	-	
	Gator Pass	\$ -	\$ 360	\$ 360	-	
	Student Involvement and Representation	\$ -	\$ 4	\$ 4	-	
	Total Campus Fess	\$ 1,012	\$ 1,516	\$ 1,522		

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 percent 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, 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, which forms the primary driver used to distribute new resources.

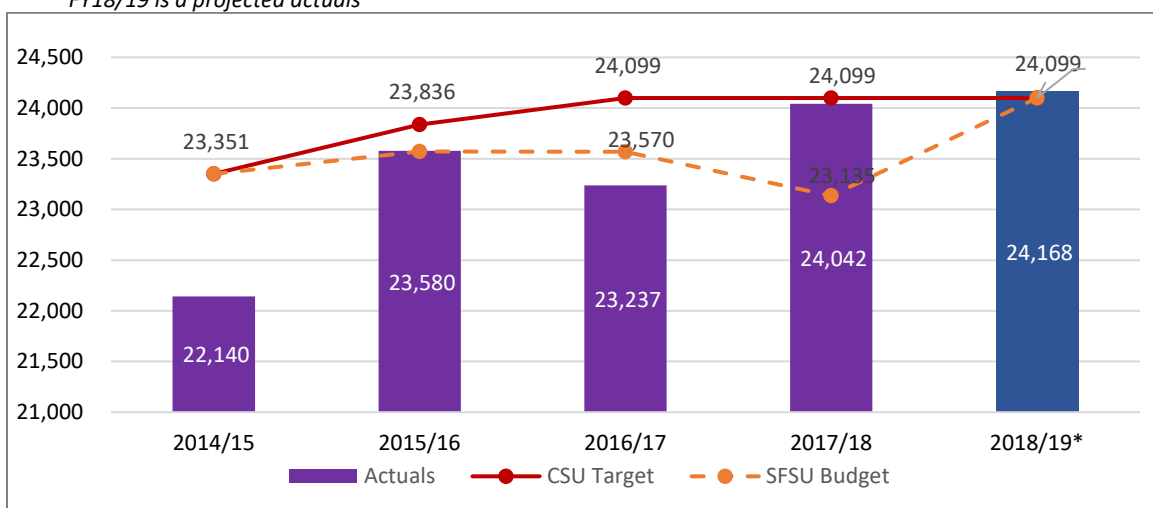
California (CA) Resident Enrollment (State-Support)

CA Resident student enrollment has fluctuated over the years as the state budget has experienced periods of health and bust. Between FY10-11 and FY12-13, CA resident enrollment has exceeded the CSU target. As a result, the campus declared the 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 FY15-16.

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 three years. In FY17-18, the enrollment increased about 3.5 percent and came in at 0.2 percent below the CSU target. With the strong retention of continuing students, the campus projected to improve the CA resident enrollment about 0.5 percent (or 126 FTES) and anticipated to exceed (or 0.3 percent above) the CSU target for the first time since FY13-14.

	2014/15	2015/16	2016/17	2017/18	2018/19*
CSU Target	23,351	23,836	24,099	24,099	24,099
SFSU Budget	23,351	23,572	23,570	23,135	24,099
Actuals	22,140	23,580	23,237	24,042	24,168

*FY18/19 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.

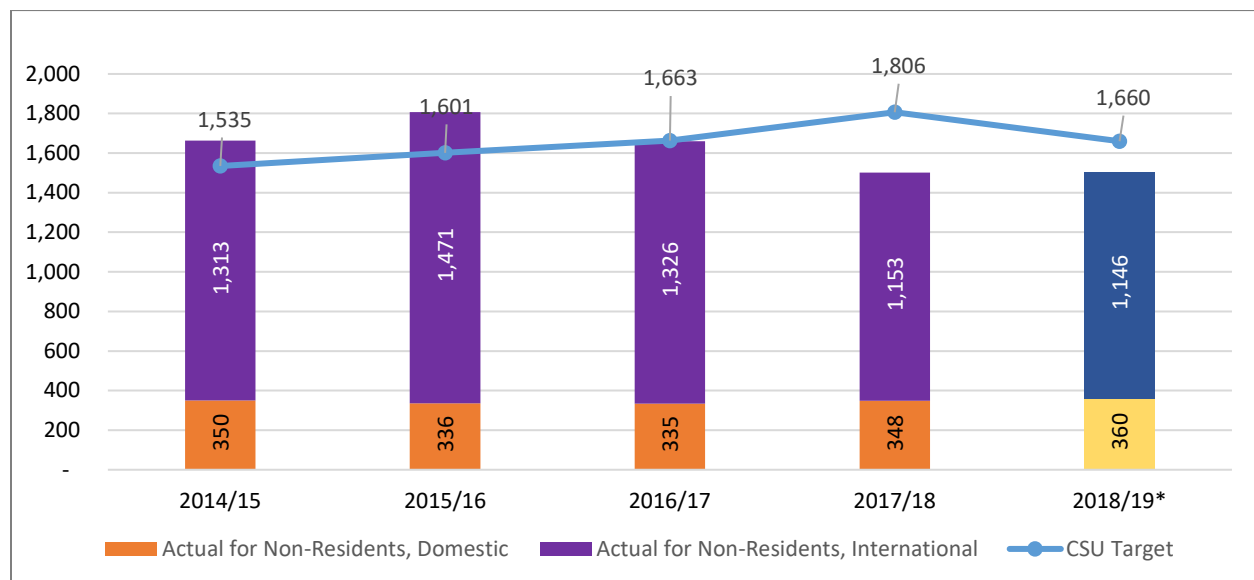
As illustrated in the table and chart below, the campus had experienced significant decline in non-resident enrollment since 2016-17. It is anticipated that the non-resident enrollment will remain flat in 2018-19 or about 0.4 percent higher than the previous year. It will be about 9.3 percent (or 154 FTES) 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.

SF STATE NON-RESIDENT ENROLLMENT (FTES)

	2014/15	2015/16	2016/17	2017/18	2018/19*
Internal Target	1,535	1,601	1,663	1,806	1,660
Actuals	1,664	1,807	1,660	1,501	1,506
Actual for Non-Residents, Domestic	350	336	335	348	360
Actual for Non-Residents, International	1,313	1,471	1,326	1,153	1,146

*FY18/19 is a projected actuals



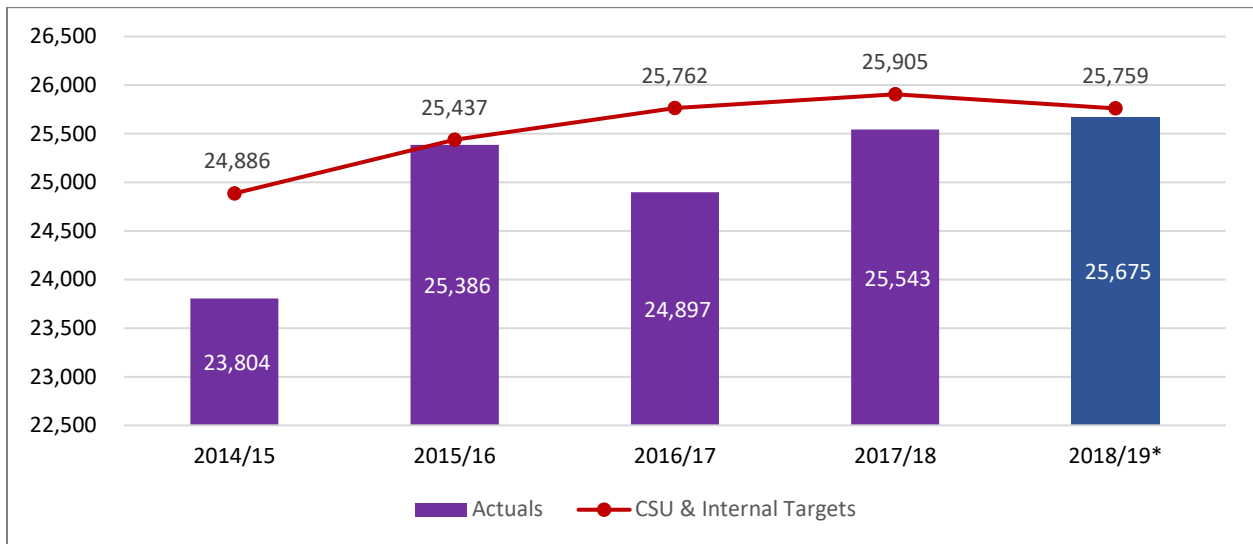
SFSU Overall Enrollment Summary

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 had experienced enrollment decline of 1.9 percent in 2016-17 and then improved 2.6% in 2017-18. With the strong CA resident enrollment, the campus’s total enrollment for 2018-19 is projected to be about 0.5% higher than the previous year. It will be approximately 0.3% (or 84 FTES) below the overall target (CSU and internal targets).

SFSU OVERALL ENROLLMENT (FTES)

	2014/15	2015/16	2016/17	2017/18	2018/19*
CSU & Internal Targets	24,886	25,437	25,762	25,905	25,759
Actuals	23,804	25,386	24,897	25,543	25,675

*FY18/19 is a projected actuals



FY 18-19 EXPENDITURE BUDGET BY CABINET ¹⁶

¹⁶ General Fund Budget Report by Cabinet/Division Assumptions:

- General Fund includes NG001, NG025, NR101
- Actual full-time employee (FTE) is computed as an average appointment for the position for FY 17/18. FY 18/19 Budget is the Cabinet's position planning.
- Accounts 580094-IDC Cost Rec from CSU465, 580095 Cost Recovery From Aux are included in Revenues/Other Sources

ACADEMIC AFFAIRS

GENERAL FUND BUDGET

	Actual. Original Budget.		2018/19 Original Budget change from 2017/18		Actual. Original Budget.		FTE
	FY 17-18	FY 18-19	Actuals		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	569	2,860	2,291	403%			
601100-Academic Salary	71,700	71,925	225	0%	725	758	33
601103-Graduate Assistant	638	749	111	17%	22	12	(11)
601190-Academic Salaries-Lump Sum Vac	214		(214)	-100%	18		(18)
601304-Teaching Associates	1,817	2,006	188	10%	48	28	(20)
601806-Part Time Faculty	26,714	27,557	843	3%	438	137	(300)
601807-Substitute Faculty	25	3	(22)	-88%			
601810-Summer Session Fac	3,830	4,089	259	7%	1		(1)
601827-Honorarium For Emp Sal Or Ben	200	84	(116)	-58%			
601828-Reimb Release Time Salary	(1,101)		1,101	-100%	(8)		8
601829-Faculty Salary Reimbursement	(1,421)		1,421	-100%	(14)		14
601833-Academic Salaries-Lump Sum Vac		50	50				
Instructional Faculty	102,615	106,462	3,847	4%	1,228	935	(293)
601101-Department Chair	4,184	3,829	(355)	-8%	31	33	1
Department Chair	4,184	3,829	(355)	-8%	31	33	1
601201-Mpp/Supervisory	7,008	7,509	501	7%	34	57	23
601290-Mpp Salaries- Lump Sum Vacatio	104		(104)	-100%			
601835-MPP Salaries-Lump Sum Vac		15	15				
Management & Supervisory	7,112	7,524	412	6%	34	57	23
601300-Support Staff Salary	27,333	28,954	1,622	6%	433	470	38
601301-Overtime	19		(19)	-100%			
601302-Temporary Help	16		(16)	-100%			
601303-Student Assistant	1,652	1,071	(581)	-35%	60		(60)
601385-Salaries-Lump Sum Overtime	53		(53)	-100%			
601395-Staff Salaries-Lump Sum Vac	173		(173)	-100%			
601812-Salary Prepaid Expense W/O	10		(10)	-100%			
601817-Industrial Disability Leave	49		(49)	-100%			
601821-Shift Differential	20		(20)	-100%			
601824-Salary Prepaid Expense	(15)		15	-100%			
601830-Staff Salary Reimbursement	(65)		65	-100%	(1)		1
601834-Staff Salaries -Lump Sum Vac		50	50				
Support Staff	29,246	30,076	829	3%	492	470	(21)
Salary & Wages.	143,158	147,890	4,733	3%	1,786	1,495	(291)
Operating Expenses.	6,376	3,972	(2,404)	-38%			
Utilities.							
Risk Pool.							
Work Study.	1,114		(1,114)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses	3		(3)	-100%			
Operating Expenses.	7,493	3,972	(3,521)	-47%			
All Expenses.	150,651	151,862	1,211	1%			
All Transfers Out	1	700	699				
All Transfers In	3,892		(3,892)				
Net Transfers	3,892	(700)	(4,592)				
Operating Income (Loss) excluding Benefits	(146,191)	(149,702)	(3,512)	2%			
Benefits.	67,208						
Operating Income (Loss).	(213,398)	(149,702)					

ACADEMIC AFFAIRS DIVISIONS (COLLEGES)

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.

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

COLLEGE OF LIBERAL CREATIVE ARTS GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	214	647	433	202%			
601100-Academic Salary	23,614	23,900	287	1%	245	254	9
601103-Graduate Assistant	305	378	73	24%	11		(11)
601190-Academic Salaries-Lump Sum Vac	50		(50)	-100%			
601304-Teaching Associates	625	666	41	7%	18		(18)
601806-Part Time Faculty	9,816	9,924	108	1%	162		(162)
601807-Substitute Faculty	4	3	(1)	-20%			
601810-Summer Session Fac	823	823					
601827-Honorarium For Emp Sal Or Ben	56		(56)	-100%			
601828-Reimb Release Time Salary	(49)		49	-100%	(1)		1
601829-Faculty Salary Reimbursement	(244)		244	-100%	(2)		2
601833-Academic Salaries-Lump Sum Vac		50	50				
Instructional Faculty	34,999	35,745	746	2%	433	254	(180)
601101-Department Chair	1,154	1,217	63	5%	9	9	1
Department Chair	1,154	1,217	63	5%	9	10	1
601201-Mpp/Supervisory	758	802	44	6%	6	8	2
601835-MPP Salaries-Lump Sum Vac		15	15				
Management & Supervisory	758	817	59	8%	6	7	1
601300-Support Staff Salary	5,399	5,533	134	2%	87	92	4
601302-Temporary Help	16		(16)	-100%			
601303-Student Assistant	180	164	(17)	-9%	6		(6)
601385-Salaries-Lump Sum Overtime	3		(3)	-100%			
601395-Staff Salaries-Lump Sum Vac	63		(63)	-100%			
601812-Salary Prepaid Expense W/O	2		(2)	-100%			
601817-Industrial Disability Leave	48		(48)	-100%			
601824-Salary Prepaid Expense	(5)		5	-100%			
601830-Staff Salary Reimbursement	(30)		30	-100%	(1)		1
601834-Staff Salaries -Lump Sum Vac		50	50				
Support Staff	5,677	5,747	70	1%	93	92	(2)
Salary & Wages.	42,588	43,526	938	2%	541	362	(179)
Operating Expenses.	728	621	(107)	-15%			
Utilities.							
Risk Pool.							
Work Study.	165		(165)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	893	621	(272)	-30%			
All Expenses.	43,481	44,147	666	2%			
All Transfers Out							
All Transfers In	20		(20)				
Net Transfers	20		(20)				
Operating Income (Loss) excluding Benefits	(43,246)	(43,500)	(253)	1%			
Benefits.	20,095						
Operating Income (Loss).	(63,341)	(43,500)					

COLLEGE OF LIBERAL CREATIVE ARTS-THREE YEARS OF ACTUALS FY15-16 to FY17-18 ¹⁷

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Col of Liberal and Creative Art			
Salaries	41	23	9
Benefits	2	4	0
Operating Expenses	569	336	68
441 - TF-Extended Education Operations Total	611	362	78
Salaries	5	1	6
Benefits	0	0	0
Operating Expenses	436	323	223
463 - TF-Instructionally Related Activities Trust Tot	441	324	229
Operating Expenses	39	1	6
481 - TF-Lottery Education Fund Total	39	1	6
Salaries	38,721	41,045	42,595
Benefits	17,563	19,001	20,095
Operating Expenses	500	564	878
Work Study	174	204	165
485 - TF-CSU Operating Fund Total	56,958	60,814	63,733
Salaries	135	111	111
Benefits	35	36	4
Operating Expenses	191	240	259
496 - TF-Miscellaneous Trust Total	361	386	374
Col of Liberal and Creative Art Total	\$58,410	\$61,887	\$64,420

¹⁷ (1) includes NG001,NR101,SUXXX,TSXXX;
Operating expenditures does not include 680 Account group (transfer 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

COLLEGE OF ETHNIC STUDIES GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	18		(18)	-100%			
601100-Academic Salary	3,686	3,616	(69)	-2%	37	39	2
601103-Graduate Assistant	6		(6)	-100%			
601190-Academic Salaries-Lump Sum Vac	12		(12)	-100%			
601806-Part Time Faculty	1,666	2,173	507	30%	26	8	(18)
601807-Substitute Faculty	1		(1)	-100%			
601810-Summer Session Fac	223	223					
601827-Honorarium For Emp Sal Or Ben	4	8	5	129%			
601828-Reimb Release Time Salary	(11)		11	-100%			
601829-Faculty Salary Reimbursement	(16)		16	-100%			
Instructional Faculty	5,570	6,021	451	8%	63	47	(16)
601101-Department Chair	210	211			2	2	
Department Chair	210	211			2	2	
601201-Mpp/Supervisory	315	382	67	21%	2	3	1
601290-Mpp Salaries- Lump Sum Vacatio	17		(17)	-100%			
Management & Supervisory	332	382	50	15%	2	3	1
601300-Support Staff Salary	551	513	(37)	-7%	8	8	
601303-Student Assistant	30	9	(20)	-69%	1		(1)
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601395-Staff Salaries-Lump Sum Vac	15		(15)	-100%			
601817-Industrial Disability Leave	(1)		1	-100%			
601824-Salary Prepaid Expense	(1)		1	-100%			
Support Staff	595	523	(73)	-12%	9	8	(1)
Salary & Wages.	6,708	7,136	428	6%	76	60	(16)
Operating Expenses.	127	131	4	3%			
Utilities.							
Risk Pool.							
Work Study.	55		(55)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	181	131	(51)	-28%			
All Expenses.	6,889	7,267	378	5%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(6,871)	(7,267)	(396)	6%			
Benefits.	2,900						
Operating Income (Loss).	(9,771)	(7,267)					

COLLEGE OF ETHNIC STUDIES-THREE YEARS OF ACTUALS FY15-16 to FY17-18¹⁸

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
College of Ethnic Studies			
Salaries		5	2
Benefits		0	
Operating Expenses	33	51	31
441 - TF-Extended Education Operations Total	33	56	33
Salaries	5	1	3
Benefits	0		0
Operating Expenses	25	6	7
463 - TF-Instructionally Related Activities Trust Total	30	7	9
Operating Expenses	0	4	
481 - TF-Lottery Education Fund Total	0	4	
Salaries	5,267	6,260	6,708
Benefits	2,281	2,670	2,900
Operating Expenses	57	71	126
Work Study	32	54	55
485 - TF-CSU Operating Fund Total	7,637	9,055	9,788
Operating Expenses			1
496 - TF-Miscellaneous Trust Total			1
College of Ethnic Studies Total	\$7,700	\$9,122	\$9,831

¹⁸ (1) Including NG001, NR101, SUXXX, TSXXX
Operating Expenses does not include 680 Accounts (Transfer 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

COLLEGE OF HEALTH & SOCIAL SCIENCES GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	37	1,076	1,039	2780%			
601100-Academic Salary	10,023	9,797	(226)	-2%	109	107	(2)
601103-Graduate Assistant	11		(11)	-100%			
601190-Academic Salaries-Lump Sum Vac	38		(38)	-100%			
601304-Teaching Associates	35	261	225	640%	1		(1)
601806-Part Time Faculty	5,674	5,390	(284)	-5%	90	14	(76)
601810-Summer Session Fac	704	704					
601827-Honorarium For Emp Sal Or Ben	6		(6)	-100%			
601828-Reimb Release Time Salary	(76)		76	-100%			
601829-Faculty Salary Reimbursement	(45)		45	-100%	(1)		1
Instructional Faculty	6,337	6,355	18		200	121	(80)
601101-Department Chair	794	793	(1)		6.00	6	
Department Chair	794	793	(1)		6	6	
601201-Mpp/Supervisory	443	443			3.00	3	
601290-Mpp Salaries- Lump Sum Vacatio	1		(1)				
Management & Supervisory	444	443	(1)		3	3	
601300-Support Staff Salary	2,723	2,705	(18)	-1%	43	45	
601301-Overtime	5		(5)	-100%			
601303-Student Assistant	55		(55)	-100%	2		
601385-Salaries-Lump Sum Overtime	2		(2)	-100%			
601395-Staff Salaries-Lump Sum Vac	11		(11)	-100%			
601812-Salary Prepaid Expense W/O	6		(6)	-100%			
601824-Salary Prepaid Expense	(6)		6	-100%			
Support Staff	2,796	2,705	(91)	-3%	45	45	
Salary & Wages.	10,371	10,296	(75)	-1%	254	175	(80)
Operating Expenses.	457	60	(397)	-87%			
Utilities.							
Risk Pool.							
Work Study.	273		(273)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	730	60	(670)	-92%			
All Expenses.	11,101	10,356	(745)	-7%			
All Transfers Out							
All Transfers In	1,799		(1,799)				
Net Transfers	1,799		(1,799)				
Operating Income (Loss) excluding Benefits	(9,265)	(9,280)	(15)				
Benefits.	9,376						
Operating Income (Loss).	(18,641)	(19,077)					

COLLEGE OF HEALTH & SOCIAL SCIENCES-THREE YEARS OF ACTUALS FY2015-16 to FY17-18¹⁹

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Health and Social Sciences-College			
Salaries	469	148	197
Benefits	47	7	5
Operating Expenses	850	243	301
441 - TF-Extended Education Operations Total	1,366	398	503
Salaries	53	6	
Benefits	0	0	
Operating Expenses	130	3	4
463 - TF-Instructionally Related Activities Trust Tot	183	9	4
Operating Expenses	46	35	28
481 - TF-Lottery Education Fund Total	46	35	28
Salaries	18,257	19,790	20,411
Benefits	8,129	8,866	9,376
Operating Expenses	-86	535	625
Work Study	286	268	273
485 - TF-CSU Operating Fund Total	26,586	29,460	30,685
Salaries	63	135	135
Benefits	2	13	13
Operating Expenses	109	83	63
496 - TF-Miscellaneous Trust Total	173	231	211
Health and Social Sciences-Col Total	\$28,354	\$30,133	\$31,431

¹⁹ (1) Including NG001, NR101, SUXXX, TSXXX
 Operating Expenses dos not include 680 Accounts (Transfer 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

COLLEGE OF SCIENCE & ENGINEERING GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	147	636	489	333%			
601100-Academic Salary	16,291	16,175	(117)	-1%	162	170	8
601103-Graduate Assistant	270	324	53	20%	10	12	2
601190-Academic Salaries-Lump Sum Vac	42		(42)	-100%			
601304-Teaching Associates	1,157	1,079	(78)	-7%	29	28	(1)
601806-Part Time Faculty	4,808	5,677	870	18%	81	87	7
601807-Substitute Faculty	4		(4)	-100%			
601810-Summer Session Fac	744	744					
601827-Honorarium For Emp Sal Or Ben	12		(12)	-100%			
601828-Reimb Release Time Salary	(137)		137	-100%	(1)		1
601829-Faculty Salary Reimbursement	(61)		61	-100%	(1)		1
Instructional Faculty	23,131	23,999	868	4%	279	297	18
601101-Department Chair	845	814	(31)	-4%	6	6	
Department Chair	845	814	(31)	-4%	6	6	
601201-Mpp/Supervisory	1,079	1,098	20	2%	9	9	
601290-Mpp Salaries- Lump Sum Vacatio	66		(66)	-100%			
Management & Supervisory	1,144	1,098	(46)	-4%	9	9	
601300-Support Staff Salary	4,657	4,744	87	2%	70	74	4
601303-Student Assistant	97		(97)	-100%	3		(3)
601385-Salaries-Lump Sum Overtime	34		(34)	-100%			
601395-Staff Salaries-Lump Sum Vac	10		(10)	-100%			
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601817-Industrial Disability Leave	2		(2)	-100%			
601824-Salary Prepaid Expense	(1)		1	-100%			
Support Staff	4,799	4,744	(55)	-1%	74	74	1
Salary & Wages.	29,920	30,655	736	2%	368	386	19
Operating Expenses.	288	1	(287)	-100%			
Utilities.							
Risk Pool.							
Work Study.	100		(100)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	389	1	(387)	-100%			
All Expenses.	30,308	30,657	348	1%			
All Transfers Out							
All Transfers In	2,073		(2,073)				
Net Transfers	2,073		(2,073)				
Operating Income (Loss) excluding Benefits	(28,089)	(30,021)	(1,932)	7%			
Benefits.	13,877						
Operating Income (Loss).	(41,965)	(30,021)					

COLLEGE OF SCIENCE & ENGINEERING -THREE YEARS OF ACTUALS FY15-16 to FY17-18²⁰

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
College of Science & Engineer			
Salaries	615	63	90
Benefits	2	0	1
Operating Expenses	1,304	418	334
441 - TF-Extended Education Operations Total	1,920	480	425
Salaries	20	6	4
Benefits	0	0	
Operating Expenses	712	121	42
463 - TF-Instructionally Related Activities Trust Tot	732	127	46
Salaries	7	57	48
Benefits	0	0	1
Operating Expenses	243	731	709
481 - TF-Lottery Education Fund Total	251	789	758
Salaries	26,342	29,051	29,920
Benefits	11,960	13,146	13,877
Operating Expenses	-377	314	500
Work Study	104	102	100
485 - TF-CSU Operating Fund Total	38,029	42,612	44,396
Salaries	57	46	39
Benefits	15	18	19
Operating Expenses	-73	-18	-4
496 - TF-Miscellaneous Trust Total	-1	46	54
College of Science & Engineer Total	\$40,930	\$44,053	\$45,679

²⁰ (1) Including NG001, NR101, SUXXX, TSXXX
Operating Expenses dos not include 680 Accounts (Transfer 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

COLLEGE OF BUSINESS GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	93	320	227	244%			
601100-Academic Salary	11,903	12,260	357	3%	105	115	10
601103-Graduate Assistant	11	6	(5)	-45%			
601190-Academic Salaries-Lump Sum Vac	76		(76)	-100%			
601806-Part Time Faculty	2,289	1,648	(641)	-28%	37	15	(22)
601807-Substitute Faculty	14		(14)	-100%			
601810-Summer Session Fac	1,138	1,318	179	16%			
601827-Honorarium For Emp Sal Or Ben	6		(6)	-100%			
601828-Reimb Release Time Salary	(60)		60	-100%	(1)		1
601829-Faculty Salary Reimbursement	(158)		158	-100%	(2)		2
Instructional Faculty	15,220	15,233	13		139	130	(9)
601101-Department Chair	679	363	(316)	-46%	5	5	
Department Chair	679	363	(316)	-46%	5	5	
601201-Mpp/Supervisory	584	558	(26)	-4%	4	4	
601290-Mpp Salaries- Lump Sum Vacatio	6		(6)	-100%			
Management & Supervisory	590	558	(32)	-5%	4	4	
601300-Support Staff Salary	1,534	1,451	(83)	-5%	25	24	(1)
601301-Overtime	2		(2)	-100%			
601302-Temporary Help							
601303-Student Assistant	107		(107)	-100%	4		(4)
601385-Salaries-Lump Sum Overtime	5		(5)	-100%			
601395-Staff Salaries-Lump Sum Vac	10		(10)	-100%			
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601816-Post Cert-Spec Assgn							
601817-Industrial Disability Leave							
601821-Shift Differential	4		(4)	-100%			
601824-Salary Prepaid Expense	(1)		1	-100%			
601830-Staff Salary Reimbursement	(35)		35	-100%	(1)		1
601831-Overtime Reimbursement							
601834-Staff Salaries -Lump Sum Vac							
Support Staff	1,626	1,451	(175)	-11%	28	24	(4)
Salary & Wages.	18,115	17,605	(510)	-3%	176	163	(13)
Operating Expenses.	605		(605)	-100%			
Utilities.							
Risk Pool.							
Work Study.	88		(88)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	692		(692)	-100%			
All Expenses.	18,807	17,605	(1,203)	-6%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(18,714)	(17,284)	1,430	-8%			
Benefits.	7,974						
Operating Income (Loss).	(26,688)	(17,284)					

COLLEGE OF BUSINESS -THREE YEARS OF ACTUALS FY15-16 to FY17-18²¹

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
College of Business			
Salaries	286	122	62
Benefits	4	25	17
Operating Expenses	1,117	428	639
441 - TF-Extended Education Operations Total	1,407	575	718
Salaries	2	1	2
Operating Expenses	8	18	4
463 - TF-Instructionally Related Activities Trust Total	9	19	6
Operating Expenses	70	1	8
481 - TF-Lottery Education Fund Total	70	1	8
Salaries	14,962	16,796	18,115
Benefits	6,274	7,159	7,974
Operating Expenses	456	986	1,013
Work Study	47	49	88
485 - TF-CSU Operating Fund Total	21,739	24,991	27,189
Operating Expenses	3		24
496 - TF-Miscellaneous Trust Total	3		24
College of Business Total	\$23,228	\$25,587	\$27,945

²¹ (1) Including NG001, NR101, SUXXX, TSXXX
 Operating Expenses dos not include 680 Accounts (Transfer 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

GRADUATE COLLEGE OF EDUCATION GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget change from 2017/18		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	Actuals		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	15	41	26	177%			
601100-Academic Salary	4,076	3,866	(210)	-5%	43	41	(1)
601103-Graduate Assistant	33	39	6	18%	1		(1)
601806-Part Time Faculty	1,691	1,594	(97)	-6%	31	2	(29)
601807-Substitute Faculty	2		(2)	-100%			
601810-Summer Session Fac	197	277	80	41%			
601827-Honorarium For Emp Sal Or Ben	21	62	41	196%			
601828-Reimb Release Time Salary	(6)		6	-100%			
601829-Faculty Salary Reimbursement	(9)		9	-100%			
Instructional Faculty	1,896	1,933	37	2%	74	43	(31)
601101-Department Chair	394	419	25	6%	3	3	
Department Chair	394	419	25	6%	3	3	
601201-Mpp/Supervisory	465	483	18	4%	4	4	
Management & Supervisory	465	483	18	4%	4	4	
601300-Support Staff Salary	1,384	1,552	168	12%	24	27	3
601301-Overtime	12		(12)	-100%			
601303-Student Assistant	109	47	(63)	-57%	4		(4)
601385-Salaries-Lump Sum Overtime	3		(3)	-100%			
601395-Staff Salaries-Lump Sum Vac	18		(18)	-100%			
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601821-Shift Differential	9		(9)	-100%			
601824-Salary Prepaid Expense	(1)		1	-100%			
Support Staff	1,534	1,598	64	4%	28	27	(1)
Salary & Wages.	4,290	4,433	143	3%	109	77	(32)
Operating Expenses.	349	143	(206)	-59%			
Utilities.							
Risk Pool.							
Work Study.	42		(42)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	390	143	(247)	-63%			
All Expenses.	4,680	4,576	(104)	-2%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(4,665)	(4,535)	130	-3%			
Benefits.	3,601						
Operating Income (Loss).	(8,266)	(8,440)					

GRADUATE COLLEGE OF EDUCATION -THREE YEARS OF ACTUALS FY15-16 to FY17-18²²

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Graduate College of Education			
Salaries	3	0	15
Benefits	0	0	0
Operating Expenses	0	0	2
441 - TF-Extended Education Operations Total	3	0	16
Salaries	20	0	0
Benefits	0	0	0
Operating Expenses	5	2	2
463 - TF-Instructionally Related Activities Trust Tot	26	2	2
Operating Expenses	6	12	1
481 - TF-Lottery Education Fund Total	6	12	1
Salaries	7,326	7,731	8,422
Benefits	3,025	3,226	3,601
Operating Expenses	258	235	375
Work Study	47	42	42
485 - TF-CSU Operating Fund Total	10,656	11,234	12,440
Salaries	11	3	6
Benefits	0	0	0
Operating Expenses	36	11	8
496 - TF-Miscellaneous Trust Total	47	14	13
Graduate College of Education Total	\$10,738	\$11,262	\$12,473

²² (1) Including NG001, NR101, SUXXX, TSXXX
Operating Expenses dos not include 680 Accounts (Transfer 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

J. PAUL LEONARD LIBRARY GENERAL FUND BUDGET

in thousands	Actual. Original Budget.		2018/19 Original Budget change from 2017/18		Actual. Original Budget.		FTE
	FY 17-18	FY 18-19	Actuals		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601100-Academic Salary	1,854	1,985	131	7%	22	28	6
601190-Academic Salaries-Lump Sum Vac	4		(4)	-100%			
Instructional Faculty	4		(4)	-100%	22	28	6
601101-Department Chair	107	11	(96)	-89%	1	2	1
Department Chair	107	11	(96)	-89%	1	2	1
601201-Mpp/Supervisory	219	304	85	39%	1	2	1
601290-Mpp Salaries- Lump Sum Vacatio	3		(3)	-100%			
Management & Supervisory	223	304	82	37%	1	2	1
601300-Support Staff Salary	2,358	2,301	(58)	-2%	44	45	1
601303-Student Assistant	404	418	15	4%	18		(18)
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601395-Staff Salaries-Lump Sum Vac	11		(11)	-100%			
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601821-Shift Differential	6	5	(1)	-13%			
601824-Salary Prepaid Expense	2		(2)	-100%			
Support Staff	2,782	2,724	(58)	-2%	61	45	(16)
Salary & Wages.	3,115	3,040	(76)	-2%	86	76	(9)
Operating Expenses.	1,003	920	(83)	-8%			
Utilities.							
Risk Pool.							
Work Study.	141		(141)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	1,143	920	(224)	-20%			
All Expenses.	4,259	3,959	(300)	-7%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(4,259)	(3,959)	300	-7%			
Benefits.	2,490						
Operating Income (Loss).	(6,749)	(5,944)					

J. PAUL LEONARD LIBRARY-THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Paul Leonard Library			
Salaries	56	0	0
Benefits	0	0	0
Operating Expenses	2,441	2,316	2,261
463 - TF-Instructionally Related Activities Trust Total	2,497	2,316	2,261
Salaries	4,711	4,810	4,970
Benefits	2,248	2,339	2,490
Operating Expenses	713	862	1,005
Work Study	145	114	141
485 - TF-CSU Operating Fund Total	7,817	8,125	8,606
Operating Expenses	216	222	149
496 - TF-Miscellaneous Trust Total	216	222	149
Library Total	\$10,531	\$10,663	\$11,016

UNDERGRAD EDUCATION & ACADEMIC PLANNING
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.		140	140				
601100-Academic Salary	146		(146)	-100%	1		(1)
601190-Academic Salaries-Lump Sum Vac	(9)		9	-100%			
601806-Part Time Faculty	769	758	(11)	-1%	11	12	1
601827-Honorarium For Emp Sal Or Ben	62		(62)	-100%			
Instructional Faculty	822	758	(64)	-8%	13	12	(1)
601201-Mpp/Supervisory	686	715	29	4%	6	6	
Management & Supervisory	686	715	29	4%	6	6	
601300-Support Staff Salary	2,346	3,190	844	36%	38	56	17
601303-Student Assistant	474	376	(98)	-21%	15		(15)
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601395-Staff Salaries-Lump Sum Vac	11		(11)	-100%			
Support Staff	2,832	3,566	734	26%	53	56	3
Salary & Wages.	4,339	5,038	699	16%	71	73	2
Operating Expenses.	372	831	459	123%			
Utilities.							
Risk Pool.							
Work Study.	204		(204)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	576	831	255	44%			
All Expenses.	4,916	5,869	954	19%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(4,916)	(5,729)	(814)	17%			
Benefits.	2,138						
Operating Income (Loss).	(7,053)	(5,729)					

UNDERGRAD EDUCATION & ACADEMIC PLANNING-THREE YEARS OF ACTUALS FY15-16 to FY17-18²³

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Undrgrd Ed & Academic Planning			
Salaries	127	7	0
Benefits	0	0	0
Operating Expenses	4	0	0
463 - TF-Instructionally Related Activities Trust Tot	132	7	0
Salaries	346	291	295
Benefits	42	44	47
Operating Expenses	36	8	6
481 - TF-Lottery Education Fund Total	425	343	348
Salaries	2,703	3,717	4,486
Benefits	1,310	1,612	2,138
Operating Expenses	45	311	372
Work Study	177	180	204
485 - TF-CSU Operating Fund Total	4,234	5,820	7,200
Operating Expenses	24	7	2
496 - TF-Miscellaneous Trust Total	24	7	2
Undrgrd Ed & Academic Planning Total	\$4,815	\$6,177	\$7,550

²³ (1) Including NG001, NR101, SUXXX, TSXXX
Operating Expenses dos not include 680 Accounts (Transfer Out)

ACADEMIC AFFAIRS ADMINISTRATION
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	Budget.	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	44		(44)	-100%			
601100-Academic Salary	6	216	211	3614%		2	2
601103-Graduate Assistant	1	2	1	74%			
601190-Academic Salaries-Lump Sum Vac					18		
601806-Part Time Faculty		391	391				
601827-Honorarium For Emp Sal Or Ben	20		(20)	-100%			
601828-Reimb Release Time Salary	(762)		762	-100%	(5)		5
601829-Faculty Salary Reimbursement	(887)		887	-100%	(8)		8
601833-Academic Salaries-Lump Sum Vac							
Instructional Faculty	(1,622)	609	2,231	-138%	4	2	(2)
601201-Mpp/Supervisory	2,460	2,724	264	11%		18	18
601290-Mpp Salaries- Lump Sum Vacatio	11		(11)	-100%			
Management & Supervisory	2,471	2,724	254	10%		18	18
601300-Support Staff Salary	6,295	6,887	593	9%	91	99	8
601303-Student Assistant	196	58	(138)	-71%	8		(8)
601385-Salaries-Lump Sum Overtime	3		(3)	-100%			
601395-Staff Salaries-Lump Sum Vac	24		(24)	-100%			
601812-Salary Prepaid Expense W/O			(0)	-100%			
601821-Shift Differential	2		(2)	-100%			
601824-Salary Prepaid Expense	(3)		3	-100%			
Support Staff	6,517	6,945	428	7%	99	99	
Salary & Wages.	7,366	10,279	2,913	40%	102	119	17
Operating Expenses.	2,426	1,232	(1,193)	-49%			
Utilities.							
Risk Pool.							
Work Study.	41		(41)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses	3		(3)	-100%			
Operating Expenses.	2,470	1,232	(1,237)	-50%			
All Expenses.	9,835	11,511	1,676	17%			
All Transfers Out		700	700				
All Transfers In							
Net Transfers		(700)	(700)				
Operating Income (Loss) excluding Benefits	(9,791)	(12,211)	(2,420)	25%			
Benefits.	4,599						
Operating Income (Loss).	(14,390)	(12,211)					

ACADEMIC AFFAIRS ADMINISTRATION-THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Academic Affairs Admin			
Salaries	23		
Benefits	0		
Operating Expenses	477	69	77
463 - TF-Instructionally Related Activities Trust Total	500	69	77
Salaries	0	0	11
Benefits	0	0	0
Operating Expenses	1,532	860	515
481 - TF-Lottery Education Fund Total	1,532	860	526
Salaries	6,585	7,897	7,366
Benefits	3,806	4,206	4,599
Operating Expenses	1,491	1,853	2,532
Work Study	54	73	41
485 - TF-CSU Operating Fund Total	11,936	14,030	14,537
Salaries		144	141
Benefits		35	62
Operating Expenses	61	781	352
496 - TF-Miscellaneous Trust Total	61	960	556
Academic Affairs Admin Total	\$14,029	\$15,919	\$15,696

OTHER ACADEMIC AFFAIRS
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601100-Academic Salary	101	109	8	8%	1	2	1
601827-Honorarium For Emp Sal Or Ben	14	14					
Instructional Faculty	14	14			1	2	1
601300-Support Staff Salary	87	78	(9)	-10%	2	2	
Support Staff	87	78	(9)	-10%	2	2	
Salary & Wages.	101	92	(9)	-9%	3	4	1
Operating Expenses.	23	33	10	45%			
Utilities.							
Risk Pool.							
Work Study.	6		(6)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	29	33	4	15%			
All Expenses.	130	125	(5)	-4%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(130)	(125)	5	-4%			
Benefits.	159						
Operating Income (Loss).	(289)	(234)					

ACADEMIC AFFAIRS ADMINISTRATION-THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Operating Expenses	2		
481 - TF-Lottery Education Fund Total	2		
Salaries	219	221	202
Benefits	188	201	159
Operating Expenses	20	25	23
Work Study	7	3	6
485 - TF-CSU Operating Fund Total	435	451	390
Other Academic Affairs Total	\$437	\$451	\$390

STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	162	337	174	107%			
601100-Academic Salary	30	25	(5)	-17%		1	1
601827-Honorarium For Emp Sal Or Ben	2		(2)	-100%			
601828-Reimb Release Time Salary	(39)	(61)	(22)	58%			
601829-Faculty Salary Reimbursement	(30)		30	-100%	(1)		1
Instructional Faculty	(37)	(36)	1	-4%	(1)	1	2
601201-Mpp/Supervisory	4,094	4,933	839	21%	39	51	12
601290-Mpp Salaries- Lump Sum Vacatio	52		(52)	-100%			
601832-Mpp Salary Reimbursement	(204)		204	-100%	(2)		2
Management & Supervisory	3,942	4,933	991	25%	37	51	14
601300-Support Staff Salary	10,808	11,897	1,089	10%	169	208	40
601301-Overtime	298	300	2	1%			
601303-Student Assistant	436		(436)	-100%	18		(18)
601385-Salaries-Lump Sum Overtime	36		(36)	-100%			
601395-Staff Salaries-Lump Sum Vac	80		(80)	-100%			
601812-Salary Prepaid Expense W/O	7		(7)	-100%			
601816-Post Cert-Spec Assgn	98	100	2	2%			
601817-Industrial Disability Leave	6		(6)	-100%			
601821-Shift Differential	56	55	(1)	-2%			
601824-Salary Prepaid Expense	4		(4)	-100%			
601830-Staff Salary Reimbursement	(47)		47	-100%	(1)		1
601831-Overtime Reimbursement	(74)		74	-100%			
Support Staff	11,709	12,352	643	5%	186	208	23
Salary & Wages.	15,614	17,250	1,635	10%	222	260	38
Operating Expenses.	1,860	331	(1,528)	-82%			
Utilities.							
Risk Pool.							
Work Study.	173		(173)	-100%			
Total Financial Aid.	(7)		7	-100%			
660809-Carry-Forward: Other Expenses							
Operating Expenses.	2,026	331	(1,694)	-84%			
All Expenses.	17,640	17,581	(59)				
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(17,478)	(17,244)	234	-1%			
Benefits.	8,419						
Operating Income (Loss).	(25,897)	(17,244)					

OFFICE OF THE DEAN OF STUDENTS
GENERAL FUND BUDGET

	Actual. Original Budget.		2018/19 Original Budget change from 2017/18		Actual. Original Budget.		FTE Change from Prior Yr
	FY 17-18	FY 18-19	Actuals		FY 17-18	FY 18-19	
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	g=f-e
in thousands	a	b	c= b-a	d=c/a	e	f	
Total Revenues / Other Sources.		270	270	-			
601828-Reimb Release Time Salary	(39)		39	-100%			
601829-Faculty Salary Reimbursement					-1		1
Instructional Faculty	(39)		39	-100%	(1)		1
601201-Mpp/Supervisory	632	779	147	23%	7	9	2
601290-Mpp Salaries- Lump Sum Vacatio	18		(18)	-100%			
601832-Mpp Salary Reimbursement	(204)		204	-100%	-2		2
Management & Supervisory	446	779	333	75%	5	9	4
601300-Support Staff Salary	507	541	34	7%	8	11	3
601303-Student Assistant	2		(2)	-100%			
601395-Staff Salaries-Lump Sum Vac	4		(4)	-100%			
601824-Salary Prepaid Expense	2		(2)	-100%			
601830-Staff Salary Reimbursement	(44)		44	-100%	-1		1
Support Staff	471	541	70	15%	7	11	4
Salary & Wages.	879	1,320	442	50%	12	20	8
Operating Expenses.	13	20	7	53%			
Utilities.							
Risk Pool.							
Work Study.	5		(5)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	18	20	2	11%			
All Expenses.	897	1,340	444	49%	12	20	8
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(897)	(1,071)	(174)	19%			
Benefits.	641						
Operating Income (Loss).	(1,538)	(1,071)					

OFFICE OF THE DEAN OF STUDENTS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Offices of the Dean of Studnts			
Salaries	1,011	1,022	928
Benefits	450	567	642
Operating Expenses	209	275	213
Work Study	19	9	5
485 - TF-CSU Operating Fund Total	1,688	1,874	1,788
Salaries	113	-9	46
Benefits	45	-5	0
Operating Expenses	58	54	133
496 - TF-Miscellaneous Trust Total	216	40	179
Salaries	1,081	1,511	1,619
Benefits	292	282	381
Operating Expenses	280	285	667
531 - TF-Housing-Operations and Revenue Total	1,653	2,079	2,667
Offices of the Dean of Studnts Total	\$3,557	\$3,992	\$4,634

DIVISION OF STUDENT AFFAIRS
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	288	504	217	75%	3	5	3
601290-Mpp Salaries- Lump Sum Vacatio	18		(18)	-100%			
Management & Supervisory	305	504	199	65%	3	5	3
601300-Support Staff Salary	1,572	1,633	61	4%	18	17	(1)
601303-Student Assistant	261		(261)	-100%	11		(11)
601395-Staff Salaries-Lump Sum Vac	9		(9)	-100%			
601821-Shift Differential	1		(1)	-100%			
Support Staff	1,844	1,633	(211)	-11%	29	17	(12)
Salary & Wages.	2,149	2,137	(12)	-1%	31	22	(10)
Operating Expenses.	295	86	(209)	-71%			
Utilities.							
Risk Pool.							
Work Study.	60		(60)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	355	86	(269)	-76%			
All Expenses.	2,504	2,223	(281)	-11%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(2,504)	(2,223)	281	-11%			
Benefits.	680						
Operating Income (Loss).	(3,184)	(2,223)					

DIVISION OF STUDENT AFFAIRS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Division of Student Affairs			
Salaries	6,896	7,452	7,424
Benefits	2,921	3,358	3,353
Operating Expenses	1,475	1,362	1,673
Work Study	61	48	60
485 - TF-CSU Operating Fund Total	11,354	12,220	12,510
Salaries	1,331	1,172	885
Benefits	616	535	351
Operating Expenses	1,683	1,147	1,033
496 - TF-Miscellaneous Trust Total	3,630	2,855	2,268
Division of Student Affairs Total	\$14,984	\$15,075	\$14,779

DIVISION OF ENROLLMENT MANAGEMENT
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget change from 2017/18		Actual.	Original Budget.	FTE
	FY 17-18 YearTotal	FY 18-19 YearTotal	Actuals Amount	Percent	FY 17-18 FTE	FY 18-19 FTE	Change from Prior Yr g=f-e
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.		42	42				
601201-Mpp/Supervisory	1,059	1,245	186	18%	11	13	2
601290-Mpp Salaries- Lump Sum Vacatio	17		(17)	-100%			
Management & Supervisory	1,076	1,245	169	16%	11	13	2
601300-Support Staff Salary	4,515	5,211	696	15%	79	96	17
601303-Student Assistant	73		(73)	-100%	3		(3)
601385-Salaries-Lump Sum Overtime	5		(5)	-100%			
601395-Staff Salaries-Lump Sum Vac	36		(36)	-100%			
601812-Salary Prepaid Expense W/O	2		(2)	-100%			
601824-Salary Prepaid Expense	(3)		3	-100%			
601831-Overtime Reimbursement	1		(1)	-100%			
Support Staff	4,630	5,211	580	13%	82	96	14
Salary & Wages.	5,706	6,456	750	13%	93	109	16
Operating Expenses.	492	77	(415)	-84%			
Utilities.							
Risk Pool.							
Work Study.	74		(74)	-100%			
Total Financial Aid.	(7)		7	-100%			
660809-Carry-Forward: Other Expenses							
Operating Expenses.	559	77	(482)	-86%			
All Expenses.	6,265	6,532	268	4%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(6,265)	(6,490)	(226)	4%			
Benefits.	3,280						
Operating Income (Loss).	(9,544)	(6,490)					

DIVISION OF ENROLLMENT MANAGEMENT -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Division of Enrollment Mgmt			
Salaries	105	86	107
Benefits	0	0	0
Operating Expenses	106	95	4
481 - TF-Lottery Education Fund Total	211	182	111
Salaries	6,256	6,283	5,724
Benefits	3,378	3,550	3,309
Financial Aid	-2	0	-7
Operating Expenses	737	677	709
Work Study	93	87	74
485 - TF-CSU Operating Fund Total	10,463	10,596	9,809
Operating Expenses	35	34	7
496 - TF-Miscellaneous Trust Total	35	34	7
Division of Enrollment Mgmt Total	\$10,709	\$10,812	\$9,928

DIVISION OF INTERNATIONAL EDUCATION
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	163		(163)	-100%			
601201-Mpp/Supervisory	345	361	16	5%	3	3	
Management & Supervisory	345	361	16	5%	3	3	
601300-Support Staff Salary	907	952	46	5%	15	17	2
601303-Student Assistant	68		(68)	-100%	3		(3)
601395-Staff Salaries-Lump Sum Vac	4		(4)	-100%			
Support Staff	978	952	(26)	-3%	18	17	(1)
Salary & Wages.	1,323	1,313	(10)	-1%	21	20	(1)
Operating Expenses.	327	42	(284)	-87%			
Utilities.							
Risk Pool.							
Work Study.	2		(2)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	329	42	(287)	-87%			
All Expenses.	1,652	1,355	(297)	-18%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(1,490)	(1,355)	134	-9%			
Benefits.	724						
Operating Income (Loss).	(2,214)	(1,355)					

DIVISION OF INTERNATIONAL EDUCATION -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Div of International Education			
Operating Expenses	175		
441 - TF-Extended Education Operations Total	175		
Salaries	1,245	1,305	1,323
Benefits	644	709	724
Operating Expenses	135	277	164
Work Study			2
485 - TF-CSU Operating Fund Total	2,024	2,291	2,214
Operating Expenses	-94	28	29
496 - TF-Miscellaneous Trust Total	-94	28	29
Div of International Education Total	\$2,105	\$2,320	\$2,243

DIVISION OF CAMPUS SAFETY
GENERAL FUND BUDGET

	Actual. Original Budget.		2018/19 Original Budget change from 2017/18		Actual. Original Budget.		FTE
	FY 17-18	FY 18-19	Actuals		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	706	834	128	18%	6	7	1
Management & Supervisory	706	834	128	18%	6	7	1
601300-Support Staff Salary	2,815	3,014	199	7%	42	53	11
601301-Overtime	298	300	2	1%			
601303-Student Assistant	14		(14)	-100%			
601385-Salaries-Lump Sum Overtime	30		(30)	-100%			
601395-Staff Salaries-Lump Sum Vac	27		(27)	-100%			
601812-Salary Prepaid Expense W/O	5		(5)	-100%			
601816-Post Cert-Spec Assgn	98	100	2	2%			
601817-Industrial Disability Leave	6		(6)	-100%			
601821-Shift Differential	55	55					
601824-Salary Prepaid Expense	4		(4)	-100%			
601830-Staff Salary Reimbursement	(3)		3	-100%			
601831-Overtime Reimbursement	(75)		75	-100%			
Support Staff	3,275	3,469	194	6%	42	53	11
Salary & Wages.	3,981	4,304	323	8%	48	60	12
Operating Expenses.	516	6	(510)	-99%			
Utilities.							
Risk Pool.							
Work Study.	6		(6)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	522	6	(516)	-99%			
All Expenses.	4,503	4,310	(193)	-4%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(4,503)	(4,310)	193	-4%			
Benefits.	2,361						
Operating Income (Loss).	(6,864)	(4,310)					

DIVISION OF CAMPUS SAFETY-THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Division of Campus Safety			
Salaries	63	65	69
Benefits	30	32	42
Operating Expenses	921	848	875
471 - Parking Revenue Fund-Fines and Forfeitures	1,015	945	986
Salaries	500	448	373
Benefits	206	239	259
Bond Payment	247	248	240
Operating Expenses	572	427	612
472 - Parking Revenue Fund-Parking Fees Total	1,525	1,361	1,484
Salaries	3,410	3,547	3,981
Benefits	1,953	1,999	2,361
Operating Expenses	-12	702	566
Work Study	4	6	6
485 - TF-CSU Operating Fund Total	5,355	6,254	6,914
496 - TF-Miscellaneous Trust			
Operating Expenses	14	8	9
496 - TF-Miscellaneous Trust Total	14	8	9
Division of Campus Safety Total	\$7,908	\$8,568	\$9,393

OFFICE OF EQUITY PROGRAM & COMPLIANCE
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	424	510	86	20%	5	6	1
Management & Supervisory	424	510	86	20%	5	6	1
Salary & Wages.	424	510	86	20%	5	6	1
Operating Expenses.	50	21	(29)	-59%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	50	21	(29)	-59%			
All Expenses.	474	531	56	12%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(474)	(531)	(56)	12%			
Benefits.	226						
Operating Income (Loss).	(700)	(531)					

OFFICE OF EQUITY PROGRAM & COMPLIANCE -THREE YEARS OF ACTUALS FY16-17 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Office of Equity Prgm & Compliance			
Salaries	108	148	424
Benefits	51	80	226
Operating Expenses	33	27	50
485 - TF-CSU Operating Fund Total	191	254	700
Office of Equity Prgm & Compliance Total	\$191	\$254	\$700

VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.		25	25				
601100-Academic Salary	30	25	(5)	-17%		1	1
601829-Faculty Salary Reimbursement	(30)		30	-100%			
Instructional Faculty		25	25			1	1
601201-Mpp/Supervisory	413	410	(3)	-1%	3	3	
Management & Supervisory	413	410	(3)	-1%	3	3	
601300-Support Staff Salary	414	450	36	9%	6	7	1
601303-Student Assistant	18		(18)	-100%	1		(1)
Support Staff	432	450	18	4%	7	7	
Salary & Wages.	845	911	65	8%	10	11	1
Operating Expenses.	76	34	(42)	-55%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	76	34	(42)	-55%			
All Expenses.	921	945	24	3%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(921)	(919)	1				
Benefits.	374						
Operating Income (Loss).	(1,295)	(894)					

VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT -THREE YEARS OF ACTUALS FY15-16 to
FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
VP Stdnt Affrs & Enroll Mgmt			
Operating Expenses	23	22	20
481 - TF-Lottery Education Fund Total	23	22	20
Salaries	477	630	845
Benefits	202	265	374
Operating Expenses	112	50	76
Work Study	5		
485 - TF-CSU Operating Fund Total	796	945	1,295
Operating Expenses	14	12	5
496 - TF-Miscellaneous Trust Total	14	12	5
VP Stdnt Affrs & Enroll Mgmt Total	\$833	\$978	\$1,320

EQUITY & COMMUNITY INCLUSION
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget change from 2017/18		Actual.	Original Budget.	FTE
	FY 17-18 YearTotal	FY 18-19 YearTotal	Amount	Percent	FY 17-18 FTE	FY 18-19 FTE	Change from Prior Yr g=f-e
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601827-Honorarium For Emp Sal Or Ben	2		(2)	-100%			
601828-Reimb Release Time Salary Instructional Faculty	2	(61)	(61)	-3577%			
601201-Mpp/Supervisory Management & Supervisory	227	290	63	28%	2	5	3
601300-Support Staff Salary Support Staff	78	95	17	22%	1	8	7
	78	95	17	22%	1	8	7
Salary & Wages.	307	324	18	6%	3	13	10
Operating Expenses. Utilities. Risk Pool. Work Study.	91	46	(45)	-50%			
Total Financial Aid. 660809-Carry-Forward: Other Expenses	26		(26)	-100%			
Operating Expenses.	117	46	(71)	-61%			
All Expenses.	424	370	(53)	-13%			
All Transfers Out All Transfers In Net Transfers							
Operating Income (Loss) excluding Benefits	(424)	(370)	53	-13%			
Benefits.	133						
Operating Income (Loss).	(556)	(370)					

EQUITY & COMMUNITY INCLUSION -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Equity & Community Inclusion			
Salaries			307
Benefits			133
Operating Expenses			91
Work Study			26
485 - TF-CSU Operating Fund Total			556
Equity & Community Inclusion Total			\$556

UNIVERSITY ADVANCEMENT

GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	(16)	116	132	-822%			
601828-Reimb Release Time Salary	(17)		17	-100%			
Instructional Faculty	(17)		17	-100%			
601201-Mpp/Supervisory	3,393	4,030	637	19%	30	35	5
601290-Mpp Salaries- Lump Sum Vacatio	49		(49)	-100%			
601832-Mpp Salary Reimbursement	(14)		14	-100%			
Management & Supervisory	3,428	4,030	602	18%	30	35	5
601300-Support Staff Salary	1,695	1,607	(88)	-5%	26	25	(1)
601303-Student Assistant	28	31	3	12%			
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601395-Staff Salaries-Lump Sum Vac	3		(3)	-100%			
601824-Salary Prepaid Expense	8		(8)	-100%			
601830-Staff Salary Reimbursement	(8)		8	-100%			
601831-Overtime Reimbursement	1		(1)	-100%			
Support Staff	1,728	1,639	(89)	-5%	26	25	(1)
Salary & Wages.	5,139	5,669	530	10%	56	60	5
Operating Expenses.	776	499	(277)	-36%			
Utilities.							
Risk Pool.							
Work Study.	22		(22)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	798	499	(299)	-37%			
All Expenses.	5,936	6,167	231	4%	56	60	5
All Transfers Out	24		(24)	-100%			
All Transfers In							
Net Transfers	(24)		24	-100%			
Operating Income (Loss) excluding Benefits	(5,976)	(6,052)	(76)	1%			
Benefits.	2,567						
Operating Income (Loss).	(8,544)	(6,052)					

ADVANCEMENT COMPUTING PROGRAM
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.		11	11				
601201-Mpp/Supervisory Management & Supervisory	93	102	9	10%	1	1	
601300-Support Staff Salary	385	360	(25)	-6%	6	6	
601303-Student Assistant Support Staff	4	5	1	13%			
	389	365	(25)	-6%	6	6	
Salary & Wages.	482	467	(15)	-3%	7	7	
Operating Expenses.	144	75	(68)	-47%			
Utilities.							
Risk Pool.							
Work Study.	4		(4)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	148	75	(72)	-49%			
All Expenses.	630	543	(87)	-14%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(630)	(531)	99	-16%			
Benefits.	251						
Operating Income (Loss).	(881)	(531)					

ADVANCEMENT COMPUTING PROGRAM -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Advancement Computing Program			
Salaries	353	367	482
Benefits	206	211	251
Operating Expenses	76	117	144
Work Study	4	8	4
485 - TF-CSU Operating Fund Total	639	702	881
Advancement Computing Program Total	\$639	\$702	\$881

DEVELOPMENT
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget change from 2017/18		Actual.	Original Budget.	FTE
	FY 17-18 YearTotal	FY 18-19 YearTotal	Actuals Amount	Percent	FY 17-18 FTE	FY 18-19 FTE	Change from Prior Yr g=f-e
	a	b	c= b-a	d=c/a	e	f	
Total Revenues / Other Sources.	(16)	9	25	-159%			
601201-Mpp/Supervisory	1,922	2,232	310	16%	17	20	3
601290-Mpp Salaries- Lump Sum Vacatio	41		(41)	-100%			
Management & Supervisory	1,962	2,232	270	14%	17	20	3
601300-Support Staff Salary	461	492	30	7%	7	7	1
601303-Student Assistant	10	12	2	19%			
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601395-Staff Salaries-Lump Sum Vac	1		(1)	-100%			
601830-Staff Salary Reimbursement	(8)		8	-100%			
601831-Overtime Reimbursement	1		(1)	-100%			
Support Staff	467	504	37	8%	7	7	1
Salary & Wages.	2,429	2,736	307	13%	24	27	3
Operating Expenses.	216	140	(76)	-35%			
Utilities.							
Risk Pool.							
Work Study.	4		(4)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	220	140	(80)	-36%			
All Expenses.	2,649	2,876	226	9%			
All Transfers Out	24		(24)				
All Transfers In							
Net Transfers	(24)		24				
Operating Income (Loss) excluding Benefits	(2,689)	(2,866)	(177)	7%			
Benefits.	1,198						
Operating Income (Loss).	(3,887)	(2,866)					

DEVELOPMENT -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Development			
Salaries	2,418	2,580	2,429
Benefits	1,097	1,233	1,198
Operating Expenses	308	238	232
Work Study	12	5	4
485 - TF-CSU Operating Fund Total	\$3,835	\$4,055	\$3,863

GOVERN & COMMUNITY RELATIONS
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory Management & Supervisory	215	225	9	4%	2	2	
601300-Support Staff Salary Support Staff	33		(33)	-100%			
	33		(33)	-100%			
Salary & Wages.	248	225	(23)	-9%	2	2	
Operating Expenses.	33	20	(13)	-39%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	33	20	(13)	-39%			
All Expenses.	281	245	(36)	-13%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(281)	(245)	36	-13%			
Benefits.	117						
Operating Income (Loss).	(398)	(245)					

GOVERN & COMMUNITY RELATIONS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Govern & Community Relations			
Salaries	161	133	248
Benefits	60	63	117
Operating Expenses	20	17	33
485 - TF-CSU Operating Fund Total	241	213	398
Govern & Community Relations Total	\$241	\$213	\$398

PUBLIC AFFAIRS
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.		50	50				
601828-Reimb Release Time Salary	(17)		17	-100%			
Instructional Faculty	(17)		17	-100%			
601201-Mpp/Supervisory	359	302	(57)	-16%	2.96	2.42	(1)
601290-Mpp Salaries- Lump Sum Vacatio	8		(8)	-100%			
Management & Supervisory	367	302	(65)	-18%	3	2	(1)
601300-Support Staff Salary	455	484	28	6%	6.41	6.8	
601303-Student Assistant	9	10	1	15%			
601824-Salary Prepaid Expense	8		(8)	-100%			
Support Staff	472	494	22	5%	6	7	
Salary & Wages.	822	795	(27)	-3%	9	9	
Operating Expenses.	231	180	(51)	-22%			
Utilities.							
Risk Pool.							
Work Study.	6		(6)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	237	180	(57)	-24%			
All Expenses.	1,059	975	(83)	-8%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(1,059)	(925)	133	-13%			
Benefits.	400						
Operating Income (Loss).	(1,459)	(925)					

PUBLIC AFFAIRS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Public Affairs			
Salaries	652	742	822
Benefits	308	343	400
Operating Expenses	195	468	231
Work Study	8	3	6
485 - TF-CSU Operating Fund Total	1,163	1,556	1,459
Public Affairs Total	\$1,163	\$1,556	\$1,459

VP UNIVERSITY ADVANCEMENT ADMIN
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.		45	45				
601201-Mpp/Supervisory	804	1,169	365	45%	7	10	3
601832-Mpp Salary Reimbursement	(14)		14	-100%			
Management & Supervisory	790	1,169	379	48%	7	10	3
601300-Support Staff Salary	361	272	(89)	-25%	6	5	(1)
601303-Student Assistant	5	5		-5%			
601395-Staff Salaries-Lump Sum Vac	1		(1)	-100%			
Support Staff	367	277	(91)	-25%	6	5	(1)
Salary & Wages.	1,157	1,446	288	25%	13	15	2
Operating Expenses.	151	83	(68)	-45%			
Utilities.							
Risk Pool.							
Work Study.	8		(8)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	160	83	(77)	-48%			
All Expenses.	1,317	1,529	212	16%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(1,317)	(1,484)	(167)	13%			
Benefits.	601						
Operating Income (Loss).	(1,918)	(1,484)					

VP UNIVERSITY ADVANCEMENT ADMIN -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
VP University Adv Admin			
Salaries	717	741	623
Benefits	306	342	322
Operating Expenses	57	58	91
Work Study			3
485 - TF-CSU Operating Fund Total	1,080	1,142	1,039
Operating Expenses	18	42	10
496 - TF-Miscellaneous Trust Total	18	42	10
VP University Adv Admin Total	\$1,098	\$1,184	\$1,049

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Alumni Relations			
485 - TF-CSU Operating Fund			
Salaries	512	505	534
Benefits	287	276	279
Operating Expenses	53	42	61
Work Study	4	4	5
485 - TF-CSU Operating Fund Total	856	828	880
Alumni Relations Total	\$856	\$828	\$880

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Annual Fund Drive			
Operating Expenses	124	6	0
485 - TF-CSU Operating Fund Total	124	6	0
Annual Fund Drive Total	\$124	\$6	\$0

ADMINISTRATION & FINANCE

GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	239		(239)	-100%			
601201-Mpp/Supervisory	6,297	6,688	391	6%	53	59	6
601290-Mpp Salaries- Lump Sum Vacatio	94		(94)	-100%			
Management & Supervisory	6,391	6,688	297	5%	53	59	6
601300-Support Staff Salary	18,422	18,453	32		297	345	48
601301-Overtime	360	331	(29)	-8%			
601302-Temporary Help		50	50				
601303-Student Assistant	287	320	33	11%			
601385-Salaries-Lump Sum Overtime	69		(69)	-100%			
601395-Staff Salaries-Lump Sum Vac	90		(90)	-100%			
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601817-Industrial Disability Leave	4		(4)	-100%			
601821-Shift Differential	121	145	24	20%			
601824-Salary Prepaid Expense	2	30	28	1286%			
601831-Overtime Reimbursement	1		(1)	-100%			
Support Staff	19,356	19,328	(28)	0%	297	345	48
Salary & Wages.	25,747	26,017	269	1%	350	404	54
Operating Expenses.	5,931	5,284	(647)	-11%			
Utilities.	232		(232)	-100%			
Risk Pool.							
Work Study.	158		(158)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	6,321	5,284	(1,037)	-16%			
All Expenses.	32,068	31,301	(767)	-2%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(31,829)	(31,301)	528				
Benefits.	14,687						
Operating Income (Loss).	(46,516)	(31,301)					

AUDIT & ADVISORY SERVICES
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory Management & Supervisory	128	116	(12)	-9%	1	1	
601300-Support Staff Salary	176	153	(23)	-13%	2	3	1
601303-Student Assistant Support Staff	5		(5)	-100%			
	181	153	(27)	-15%	2	3	1
Salary & Wages.	308	269	(39)	-13%	3	4	1
Operating Expenses.	22	22					
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	22	22					
All Expenses.	330	291	(39)	-12%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(330)	(291)	39	-12%			
Benefits.	165						
Operating Income (Loss).	(495)	(291)					

AUDIT & ADVISORY SERVICES -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Audit & Advisory Services			
Salaries	381	418	308
Benefits	181	192	165
Operating Expenses	120	175	22
485 - TF-CSU Operating Fund Total	682	785	495
Operating Expenses		19	24
496 - TF-Miscellaneous Trust Total		19	24
Audit & Advisory Services Total	\$682	\$803	\$519

BUDGET ADMINISTRATION & OPERATIONS
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory Management & Supervisory	200	235	35	18%	2	3	1
601300-Support Staff Salary Support Staff	267	241	(25)	-10%	4	4	(1)
	267	241	(25)	-10%	4	4	(1)
Salary & Wages.	467	477	10	2%	6	6	
Operating Expenses. Utilities.	32	19	(13)	-39%			
Risk Pool. Work Study.	9		(9)	-100%			
Total Financial Aid. 660809-Carry-Forward: Other Expenses							
Operating Expenses.	41	19	(22)	-53%			
All Expenses.	508	496	(12)	-2%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(508)	(496)	12	-2%			
Benefits.	254						
Operating Income (Loss).	(762)	(496)					

BUDGET ADMINISTRATION & OPERATIONS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Budget Admin & Operations			
Salaries	612	489	467
Benefits	290	247	254
Operating Expenses	189	29	32
Work Study	13		9
485 - TF-CSU Operating Fund Total	1,104	765	762
Budget Admin & Operations Total	\$1,104	\$765	\$762

**BUSINESS OPERATIONS
GENERAL FUND BUDGET**

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	6		(6)	-100%			
601201-Mpp/Supervisory	961	1,030	69	7%	8	9	1
601290-Mpp Salaries- Lump Sum Vacatio	23		(23)	-100%			
601832-Mpp Salary Reimbursement							
601835-MPP Salaries-Lump Sum Vac							
Management & Supervisory	984	1,030	46	5%	8	9	1
601300-Support Staff Salary	1,130	1,241	111	10%	21	26	5
601303-Student Assistant	84	74	(11)	-13%			
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601395-Staff Salaries-Lump Sum Vac	4		(4)	-100%			
Support Staff	1,220	1,315	95	8%	21	26	5
Salary & Wages.	2,204	2,345	141	6%	29	35	6
Operating Expenses.	621	591	(31)	-5%			
Utilities.	226		(226)	-100%			
Risk Pool.							
Work Study.	5		(5)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	852	591	(262)	-31%			
All Expenses.	3,056	2,935	(121)	-4%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(3,049)	(2,935)	114	-4%			
Benefits.	1,133						
Operating Income (Loss).	(4,183)	(2,935)					

BUSINESS OPERATIONS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Business Operations			
Salaries	1,701	2,003	2,204
Benefits	940	1,080	1,133
Operating Expenses	503	711	841
Work Study	16	8	5
485 - TF-CSU Operating Fund Total	3,160	3,801	4,183
496 - TF-Miscellaneous Trust			
Operating Expenses	72	67	20
496 - TF-Miscellaneous Trust Total	72	67	20
Business Operations Total	\$3,232	\$3,867	\$4,203

FACILITIES & SERVICE ENTERPRISE
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	210		(210)	-100%			
601201-Mpp/Supervisory	1,147	1,162	15	1%	11	12	1
601290-Mpp Salaries- Lump Sum Vacatio	3		(3)	-100%			
Management & Supervisory	1,150	1,162	12	1%	11	12	1
601300-Support Staff Salary	6,850	6,875	25		142	171	29
601301-Overtime	356	326	(30)	-9%			
601302-Temporary Help		50	50				
601303-Student Assistant	36	95	59	161%			
601385-Salaries-Lump Sum Overtime	7		(7)	-100%			
601395-Staff Salaries-Lump Sum Vac	32		(32)	-100%			
601817-Industrial Disability Leave	4		(4)	-100%			
601821-Shift Differential	112	145	33	29%			
Support Staff	7,398	7,491	93	1%	142	171	29
Salary & Wages.	8,548	8,653	105	1%	152	183	31
Operating Expenses.	2,474	2,269	(205)	-8%			
Utilities.	5		(5)	-100%			
Risk Pool.							
Work Study.	15		(15)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	2,494	2,269	(225)	-9%			
All Expenses.	11,042	10,922	(120)	-1%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(10,832)	(10,922)	(90)	1%			
Benefits.	5,775						
Operating Income (Loss).	(16,607)	(10,922)					

FACILITIES & SERVICE ENTERPRISE -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Facilities Services			
Salaries	8,153	8,016	8,548
Benefits	5,371	5,536	5,775
Operating Expenses	2,724	3,340	2,401
Work Study	23	21	15
485 - TF-CSU Operating Fund Total	16,271	16,913	16,739
Salaries	118	0	
Benefits	51	0	
Operating Expenses	217	84	85
496 - TF-Miscellaneous Trust Total	387	84	85
Salaries	3,821	3,962	4,410
Benefits	2,026	2,118	2,249
Bond Payment	15,833	15,917	0
Operating Expenses	4,057	2,728	2,451
531 - TF-Housing-Operations and Revenue Total	25,738	24,726	9,109
534 - TF-Campus Union-Operations and Revenue			
Salaries	574	574	560
Benefits	374	389	387
Operating Expenses	529	606	980
534 - TF-Campus Union-Operations and Revenue 1	1,477	1,569	1,928
Facilities Services Total	\$43,873	\$43,292	\$27,861

FISCAL AFFAIRS / CONTROLLER
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	11		(11)	-100%			
601201-Mpp/Supervisory	1,058	1,068	10	1%	9	9	
601290-Mpp Salaries- Lump Sum Vacatio	23		(23)	-100%			
Management & Supervisory	1,081	1,068	(13)	-1%	9	9	
601300-Support Staff Salary	1,842	1,802	(40)	-2%	31	33	
601301-Overtime	3	5	2	60%			
601303-Student Assistant	36	43	6	17%			
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
Support Staff	1,882	1,849	(33)	-2%	31	33	1
Salary & Wages.	2,963	2,917	(47)	-2%	40	42	1
Operating Expenses.	141	77	(64)	-45%			
Utilities.							
Risk Pool.							
Work Study.	46		(46)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	188	77	(111)	-59%			
All Expenses.	3,151	2,994	(157)	-5%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(3,140)	(2,994)	146	-5%			
Benefits.	1,652						
Operating Income (Loss).	(4,793)	(2,994)					

FISCAL AFFAIRS / CONTROLLER -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Fiscal Affairs/Controller			
Salaries	43	33	40
Benefits	36	24	23
Operating Expenses	1	1	1
472 - TF-Parking Revenue Fund-Parking Fees Total	81	57	64
Salaries	2,984	3,003	3,218
Benefits	1,659	1,649	1,804
Operating Expenses	162	161	7,675
Work Study	44	56	46
485 - TF-CSU Operating Fund Total	4,849	4,870	12,743
Salaries	29	79	84
Benefits	18	44	384
Operating Expenses	577	394	78
496 - TF-Miscellaneous Trust Total	624	518	547
Benefits		4	73
Bond Payment	863	864	862
Operating Expenses	3,536	3,799	3,660
534 - TF-Campus Union-Operations and Revenue 1	4,399	4,666	4,596
Fiscal Affairs/Controller Total	\$9,953	\$10,111	\$17,949

HUMAN RESOURCES
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	(1)		1	-100%			
601201-Mpp/Supervisory	862	1,140	278	32%	8	11	3
601290-Mpp Salaries- Lump Sum Vacatio	42		(42)	-100%			
Management & Supervisory	904	1,140	236	26%	8	11	3
601300-Support Staff Salary	1,536	1,093	(443)	-29%	24	26	2
601301-Overtime	1		(1)	-100%			
601303-Student Assistant	16		(16)	-100%			
601385-Salaries-Lump Sum Overtime	56		(56)	-100%			
601395-Staff Salaries-Lump Sum Vac	23		(23)	-100%			
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601824-Salary Prepaid Expense	(1)		1	-100%			
Support Staff	1,632	1,093	(539)	-33%	24	26	2
Salary & Wages.	2,537	2,233	(303)	-12%	32	37	5
Operating Expenses.	324	325	1				
Utilities.							
Risk Pool.							
Work Study.	30		(30)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	354	325	(29)	-8%			
All Expenses.	2,890	2,558	(333)	-12%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(2,891)	(2,558)	333	-12%			
Benefits.	1,283						
Operating Income (Loss).	(4,174)	(2,558)					

HUMAN RESOURCES -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Human_Resources			
Salaries	2,648	2,585	2,537
Benefits	1,344	1,330	1,283
Operating Expenses	410	338	325
Work Study	32	19	30
485 - TF-CSU Operating Fund Total	4,434	4,272	4,174
496 - TF-Miscellaneous Trust			
Operating Expenses		5	2
496 - TF-Miscellaneous Trust Total		5	2
Human_Resources Total	\$4,434	\$4,277	\$4,176

INFORMATION TECHNOLOGY
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	12		(12)	-100%			
601201-Mpp/Supervisory Management & Supervisory	1,381	1,385	4		10	10	
601300-Support Staff Salary	6,264	6,355	91	1%	69	76	7
601303-Student Assistant	99	100	1	1%			
601395-Staff Salaries-Lump Sum Vac	29		(29)	-100%			
601821-Shift Differential	9		(9)	-100%			
601824-Salary Prepaid Expense	3	30	27	838%			
601831-Overtime Reimbursement	1		(1)	-100%			
Support Staff	6,405	6,485	80	1%	69	76	7
Salary & Wages.	7,787	7,870	84	1%	79	86	7
Operating Expenses.	2,138	1,847	(292)	-14%			
Utilities.							
Risk Pool.							
Work Study.	52		(52)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	2,190	1,847	(343)	-16%			
All Expenses.	9,976	9,717	(260)	-3%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(9,965)	(9,717)	248	-2%			
Benefits.	3,958						
Operating Income (Loss).	(13,922)	(9,717)					

INFORMATION TECHNOLOGY -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
Information Technology			
Operating Expenses	203	229	13
481 - TF-Lottery Education Fund Total	203	229	13
Salaries	6,186	6,697	7,856
Benefits	2,981	3,273	4,006
Operating Expenses	3,245	2,357	2,140
Work Study	6	21	52
485 - TF-CSU Operating Fund Total	12,419	12,348	14,053
Salaries	186	112	113
Benefits	64	68	70
Operating Expenses	591	68	63
496 - TF-Miscellaneous Trust Total	841	248	245
Salaries			45
Benefits			25
Operating Expenses			1
531 - TF-Housing-Operations and Revenue Total			70
Information Technology Total	\$13,463	\$12,825	\$14,381

VP ADMIN & FINANCE
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	560	552	(8)	-1%	4	4	
601290-Mpp Salaries- Lump Sum Vacatio	3		(3)	-100%			
Management & Supervisory	563	552	(11)	-2%	4	4	
601300-Support Staff Salary	356	692	336	94%	5	7	2
601303-Student Assistant	10	8	(2)	-19%			
601385-Salaries-Lump Sum Overtime	3		(3)	-100%			
601395-Staff Salaries-Lump Sum Vac	1		(1)	-100%			
Support Staff	371	701	329	89%	5	7	2
Salary & Wages.	934	1,253	319	34%	9	11	2
Operating Expenses.	179	135	(43)	-24%			
Utilities.							
Risk Pool.							
Work Study.	1		(1)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	180	135	(44)	-25%			
All Expenses.	1,114	1,388	274	25%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(1,114)	(1,388)	(274)	25%			
Benefits.	466						
Operating Income (Loss).	(1,580)	(1,388)					

VP ADMIN & FINANCE -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
VP Admin & Finance			
Salaries	71		
Benefits	1		
Operating Expenses	2		
441 - TF-Extended Education Operations Total	73		
Salaries	842	1,181	934
Benefits	386	469	466
Operating Expenses	305	659	179
Work Study		3	1
485 - TF-CSU Operating Fund Total	1,533	2,311	1,580
Salaries	114	-2	
Benefits	26	19	22
Operating Expenses	609	276	163
496 - TF-Miscellaneous Trust Total	750	294	185
VP Admin & Finance Total	\$2,356	\$2,605	\$1,765

OFFICE OF THE PRESIDENT

GENERAL FUND BUDGET

in thousands	Actual. Original Budget.		2018/19 Original Budget		Actual. Original Budget.		FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.	(12)		12	-100%			
601030-President	351	357	6	2%	1	1	
601822-Executive Auto Allow	12	12					
President	363	369	6	2%	1	1	
601100-Academic Salary	1,230	1,160	(70)	-6%	17	17	
601190-Academic Salaries-Lump Sum Vac	16		(16)	-100%			
601827-Honorarium For Emp Sal Or Ben	4		(4)	-100%			
Instructional Faculty	1,249	1,160	(90)	-7%	17	17	
601201-Mpp/Supervisory	681	420	(261)	-38%	4	3	(1)
Management & Supervisory	681	420	(261)	-38%	4	3	(1)
601300-Support Staff Salary	429	371	(58)	-13%	6	5	(1)
601303-Student Assistant	4	10	6	145%			
601385-Salaries-Lump Sum Overtime	5		(5)	-100%			
601395-Staff Salaries-Lump Sum Vac	4		(4)	-100%			
Support Staff	442	381	(61)	-14%	6	5	(1)
Salary & Wages.	2,734	2,329	(405)	-15%	28	26	(3)
Operating Expenses.	601	263	(338)	-56%			
Utilities.							
Risk Pool.							
Work Study.	33		(33)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	634	263	(372)	-59%			
All Expenses.	3,368	2,592	(776)	-23%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(3,380)	(2,592)	788	-23%			
Benefits.	1,252						
Operating Income (Loss).	(4,633)	(2,592)					

PRESIDENT'S ADMINISTRATION²⁴
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.	(12)		12	-100%			
601030-President	351	357	6	2%	1	1	
601822-Executive Auto Allow	12	12					
President	363	369	6	2%	1	1	
601100-Academic Salary	35		(35)	-100%			
601827-Honorarium For Emp Sal Or Ben	4		(4)	-100%			
Instructional Faculty	38		(38)	-100%			
601201-Mpp/Supervisory	681	420	(261)	-38%	4	3	(1)
Management & Supervisory	681	420	(261)	-38%	4	3	(1)
601300-Support Staff Salary	302	239	(63)	-21%	4	3	(1)
601303-Student Assistant	4	10	6	145%			
601385-Salaries-Lump Sum Overtime	4		(4)	-100%			
601395-Staff Salaries-Lump Sum Vac	4		(4)	-100%			
Support Staff	314	249	(65)	-21%	4	3	(1)
Salary & Wages.	1,395	1,037	(358)	-26%	9	7	(3)
Operating Expenses.	601	263	(338)	-56%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	601	263	(338)	-56%			
All Expenses.	1,996	1,300	(696)	-35%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(2,008)	(1,300)	708	-35%			
Benefits.	632						
Operating Income (Loss).	(2,640)	(1,300)					

²⁴ Note:

The budget submission for FY18-19 does not include Project Rebound (Dept 2040) and Entertainment Initiative (Dept 3322). These two departments have their own allotment allocated from Chancellor Office (CO)

PRESIDENT’S ADMINISTRATION -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16 Actuals	2016-17 Actuals	2017-18 Actuals
President's Admin			
485 - TF-CSU Operating Fund			
Salaries	952	1,249	1,395
Benefits	441	578	632
Operating Expenses	299	412	613
485 - TF-CSU Operating Fund Total	1,692	2,239	2,640
496 - TF-Miscellaneous Trust			
Operating Expenses	0	0	
496 - TF-Miscellaneous Trust Total	0	0	
President's Admin Total	\$1,692	\$2,239	\$2,640

ATHLETICS
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601100-Academic Salary	1,195	1,160	(35)	-3%	17	17	
601190-Academic Salaries-Lump Sum Vac	16		(16)	-100%			
Instructional Faculty	1,211	1,160	(51)	-4%	17	17	
601300-Support Staff Salary	127	132	5	4%	2	2	
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
601812-Salary Prepaid Expense W/O							
601824-Salary Prepaid Expense							
Support Staff	128	132	4	3%	2	2	
Salary & Wages.	1,339	1,292	(47)	-4%	19	19	
Operating Expenses.							
Utilities.							
Risk Pool.							
Work Study.	33		(33)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	33		(33)	-100%			
All Expenses.	1,372	1,292	(80)	-6%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(1,372)	(1,292)	80	-6%			
Benefits.	621						
Operating Income (Loss).	(1,993)	(1,292)					

ATHLETICS -THREE YEARS OF ACTUALS FY15-16 to FY17-18

in thousands	2015-16	2016-17	2017-18
	Actuals	Actuals	Actuals
Athletics Program			
Salaries	548	593	668
Benefits	279	347	317
Operating Expenses	1,040	1,157	1,318
463 - TF-Instructionally Related Activities Trust Total	1,866	2,097	2,303
Salaries	1,075	1,119	1,339
Benefits	570	584	621
Operating Expenses	-116		
Work Study	20	30	33
485 - TF-CSU Operating Fund Total	1,550	1,733	1,993
Salaries	15	2	6
Benefits		0	0
Operating Expenses	263	205	153
496 - TF-Miscellaneous Trust Total	278	208	159
Athletics Program Total	\$3,694	\$4,038	\$4,454

UNIVERSITY ENTERPRISE

GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	1,148	1,064	(84)	-7%	9	14	5
601290-Mpp Salaries- Lump Sum Vacatio	10		(10)	-100%			
Management & Supervisory	1,158	1,064	(94)	-8%	9	14	5
601300-Support Staff Salary	647	596	(50)	-8%	9	12	3
601303-Student Assistant	17	30	13	80%			
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
Support Staff	665	626	(38)	-6%	9	12	3
Salary & Wages.	1,823	1,690	(132)	-7%	18	25	7
Operating Expenses.	206	191	(15)	-7%			
Utilities.							
Risk Pool.							
Work Study.	6		(6)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	212	191	(22)	-10%			
All Expenses.	2,035	1,881	(154)	-8%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(2,035)	(1,881)	154	-8%			
Benefits.	932						
Operating Income (Loss).	(2,966)	(1,881)					

CAPITAL PLAN DESIGN & CONSTRUCTION
GENERAL FUND BUDGET

	Actual. Original Budget.		2018/19 Original Budget		Actual. Original Budget.		FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	1,051	982	(70)	-7%	8	12	4
601290-Mpp Salaries- Lump Sum Vacatio Management & Supervisory	10		(10)	-100%			
	1,061	982	(80)	-8%	8	12	4
601300-Support Staff Salary	580	521	(58)	-10%	8	11	3
601303-Student Assistant	6	20	14	247%			
601385-Salaries-Lump Sum Overtime	1		(1)	-100%			
Support Staff	587	541	(46)	-8%	8	11	3
Salary & Wages.	1,648	1,523	(125)	-8%	16	22	6
Operating Expenses.	190	171	(19)	-10%			
Utilities.							
Risk Pool.							
Work Study.	5		(5)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	195	171	(24)	-12%			
All Expenses.	1,844	1,694	(150)	-8%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(1,844)	(1,694)	150	-8%			
Benefits.	823						
Operating Income (Loss).	(2,667)	(1,694)					

SUSTAINABILITY & ENERGY
GENERAL FUND BUDGET

	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c= b-a	d=c/a	e	f	Prior Yr
							g=f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory Management & Supervisory	82	82			1	1	
601300-Support Staff Salary	67	75	8	12%	1	1	
601303-Student Assistant Support Staff	11	10	(1)	-8%			
	78	85	7	9%	1	1	
Salary & Wages.	160	167	7	4%	2	2	
Operating Expenses.	15	20	4	25%			
Utilities.							
Risk Pool.							
Work Study.	1		(1)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.	17	20	3	15%			
All Expenses.	177	187	10	5%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(177)	(187)	(10)	5%			
Benefits.	98						
Operating Income (Loss).	(275)	(187)					

DOWNTOWN CAMPUS
GENERAL FUND BUDGET

in thousands	Actual.	Original Budget.	2018/19 Original Budget		Actual.	Original Budget.	FTE
	FY 17-18	FY 18-19	change from 2017/18		FY 17-18	FY 18-19	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
	a	b	c= b-a	d=c/a	e	f	g=f-e
Total Revenues / Other Sources.			-				
601201-Mpp/Supervisory	14		(14)	-100%		1	1
Management & Supervisory	14		(14)	-100%		1	1
Salary & Wages.	14		(14)	-100%		1	1
Operating Expenses.							
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Operating Expenses.							
All Expenses.	14		(14)	-100%			
All Transfers Out							
All Transfers In							
Net Transfers							
Operating Income (Loss) excluding Benefits	(14)		14	-100%			
Benefits.	11						
Operating Income (Loss).	(25)						

CAPITAL PLAN DESIGN & CONSTRUCTION -THREE YEARS OF ACTUALS FY15-16 to FY17-18

	2015-16	2016-17	2017-18
in thousands	Actuals	Actuals	Actuals
Capital Plan Design & Construct			
Salaries	1,164	951	1,648
Benefits	548	443	823
Operating Expenses	93	135	190
Work Study	17	0	5
485 - TF-CSU Operating Fund Total	1,823	1,530	2,667
Operating Expenses			13
496 - TF-Miscellaneous Trust Total			13
Capital Plan Design & Construct Total	\$1,823	\$1,530	\$2,679
Sustainability & Energy			
Salaries	64	108	160
Benefits	28	59	98
Operating Expenses	19	13	16
Work Study		3	1
485 - TF-CSU Operating Fund Total	111	183	275
Operating Expenses	238	6	8
496 - TF-Miscellaneous Trust Total	238	6	8
Sustainability & Energy Total	\$350	\$189	\$283

AUXILIARY AND SELF SUPPORT UNITS²⁵

ATHLETICS

FY18-19 Budget – Storyline

Outline:

The Department of Athletics at SF State is an integral part of the total university curricular experience. The program operates within the mission of the University. In addition, the department collaborates with the entire University community to fulfil the five core University values of the strategic plan; Courage, Life of the Mind, Equity, Community and Resilience.

Mission:

“The mission of the Athletic Department at San Francisco State University is to provide a broad-based NCAA Division II intercollegiate athletics program that fosters the physical, intellectual, social and emotional development of a diverse and highly skilled group of student-athletes. Intercollegiate athletics are an important part of the heritage and vitality of the University and provide an opportunity for students-faculty, staff, alumni and friends to share experiences, and by doing so, enhance the cohesiveness of campus life. SF State offers 12 NCAA sports.”

The goal this year is to implement a transparent budget plan for 2018-2019 that will provide a foundation for sustainability, security and success for the Department of Athletics. As the department continues to improve throughout our endeavors to enhance the overall experience for Gator student-athletes, the entire University community will benefit. Students are meeting and improving upon expectations to succeed in competition and in the classroom. In addition, minor and capital projects will be implemented to create a safe and welcoming environment. In addition, the Department of Athletics will strive to:

- Provide students the opportunity to earn a degree and pursue their education and career goals.
- Provide students with the opportunity to experience intellectual, emotional, and ethical growth in values gained from participation in athletics.
- Provide access to excellent athletic instruction, leadership and facilities.
- Provide members of a diverse student body the opportunity to participate in a range of sport activities.
- Provide gender equity in the numbers of participants, opportunities to participate, and support for facilities, equipment, travel and scholarships.

²⁵ All Self-Supported operations and auxiliaries business plan reports are in thousands
Storyline and Business Plans provided by the respective Self-Supported Operation

- Provide students with the opportunity to experience and develop team spirit that results from participation in athletics.
- Compete at the Division II NCAA Scholarship levels.
- Provide students the opportunity to participate at the highest level of athletic competition based upon the resources and facilities of a state assisted university.
- Provide resource equity of opportunity for students to experience success.
- Provide students, faculty, staff alumni and friends the opportunity to share in the common experience of pride, vitality, and cohesiveness that result from a first rate athletics program.

Strategic Initiative Funding:

The Athletic Director will continue to work with Development to create and implement a fundraising plan to sustain and improve student-athlete scholarships, department operations, coaches and staff salaries, and capital projects. Capital planning for the renovation of coach’s offices and student-athlete study center were postponed from 2017-2018 to this 2018-2019 year (projected for June 2019). Track and Field renovation was also postponed, and is now projected to begin in 2018-2019 to be completed in fall of 2019.

Revenue Assumptions:

The department’s main source of funding comes from the student mandatory fee (IRA). Currently, there is no change in rate for fall and spring semester standing at \$58 per semester. The revenue assumption is based on fall and spring enrollment projection.

Semester	FY18-19 Projecon	FY19-20 Projection	FY20-21 Projection	FY21-22 Projection	FY22-23 Projection
Fall	\$ 1,699,516	\$ 1,716,511	\$ 1,733,676	\$ 1,751,013	\$ 1,768,523
Spring	\$ 1,584,908	\$ 1,600,757	\$ 1,616,765	\$ 1,632,932	\$ 1,649,262
Gross Revenue	\$ 3,284,424	\$ 3,317,268	\$ 3,350,441	\$ 3,383,945	\$ 3,417,785
Waiver (7%)	(229,910)	(232,209)	(234,531)	(236,876)	(239,245)
Net estimated revenue	\$ 3,054,514	\$ 3,085,059	\$ 3,115,910	\$ 3,147,069	\$ 3,178,540

Notes: FY18-19 is based on -2 percent from CO target FTE (24,099) with AUL from the average of FY16-17 and FY17-18 at the fourth week census. FY19-20 onward is projected at 1 percent growth. Waiver is at 7 percent for conservative estimate.

Fees:

All fees will remain the same for 2018-2019. Evaluations will be made to assess if adjustments will need to be made in the future.

Scholarship:

The scholarship commitment for FY18-19 is estimated to be \$750K where the majority of the funding source coming from the donors, department's teams fundraising activities, interests income generated from collected student fees, sponsorships, etc. with the plan to tap in IRA fee in the amount of \$200K to fund the program if the fee reclassification succeeded.

Personnel Planning:

Slight changes in organizational structure will be made to maximize student-athlete support and professional growth. We will increase our staffing to backfill the current vacant position for the SSP I (0.7 FTE) to ensure student-athlete welfare, equity and safety. The position is funded through fee-based revenue.

Comprehensive Financial Position:

The comprehensive financial position is performing well toward the end of FY17-18. Projection for the month of June 2017 is mirrored to May's spending activities and pattern in addition to insignificant adjustment (some monies left from open POs for equipment purchases) with no anticipation of unforeseeable surprise in disrupting the routine process. The division seems on more solid footing. The division's financials are forecasted to end the year on a high note with a projected surplus of \$768K.

Source: Athletics

ATHLETICS BUSINESS PLAN REPORT²⁶

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	\$1,550	\$1,734	\$1,965	\$1,292	\$1,952	\$1,952	\$1,952	\$1,952	-\$673	-34%
501102-I.R.A. Fee	3,246	3,144	3,192	3,055	3,085	3,116	3,147	3,179	-138	-4%
501400-Allowancedoubtfulhigherendfees	-15	-5	-11	0	0	0	0	0	11	-100%
503401-Contribution	150	583	637	0	525	525	300	300	-637	-100%
504012-Ticket Sales	19	22	20	0	0	0	0	0	-20	-100%
504013-Concessions	2	3	0	0	0	0	0	0	0 -	
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0 -	
508001-Interest-Rmp	5	14	30	0	25	25	25	25	-30	-100%
580001-Rental Of State Property	0	11	44	0	0	0	0	0	-44	-100%
580090-Misc Revenue	202	145	135	0	0	0	0	0	-135	-100%
580094-Idc Cost Rec From Csu465	0	0	0	0	0	0	0	0	0 -	
580194-Cost Recovery From Other Csu F	1	0	6	0	0	0	0	0	-6	-100%
580410-Allowdoubtfultheropnrevenes	0	-1	0	0	0	0	0	0	0 -	
580814-Cost Recovery-Revenue	0	7	0	0	0	0	0	0	0 -	
590001-Py Revenue Adj	0	0	1	0	0	0	0	0	-1	-100%
Revenue	\$3,611	\$3,923	\$4,054	\$3,055	\$3,635	\$3,666	\$3,472	\$3,504	-\$999	-25%
Total Revenues / Other Sources.	\$5,161	\$5,657	\$6,019	\$4,346	\$5,587	\$5,618	\$5,424	\$5,456	-\$1,672	-28%
Salary & Wages.	1,638	1,715	2,012	1,982	1,996	2,010	2,024	2,039	-30	-2%
Benefits.	849	931	938	366	993	1,001	1,008	1,016	-573	-61%
Operating Expenses.	1,175	1,349	1,429	1,474	1,503	1,533	1,564	1,595	45	3%
Utilities.	0	0	0	0	0	0	0	0	0 -	
Risk Pool.	13	13	13	15	15	15	15	15	2	14%
Work Study.	20	30	33	0	40	40	40	40	-33	-100%
Total Financial Aid.	697	606	726	0	750	750	750	750	-726	-100%
660809-Carry-Forward: Other Expenses	0	0	0	67	0	0	0	0	67 -	
All Expenses.	\$4,391	\$4,644	\$5,152	\$3,904	\$5,298	\$5,349	\$5,402	\$5,456	-\$1,248	\$0
All Transfers In.	322	409	129	0	200	200	425	425	-129	-100%
All Transfers Out.	1,667	39	132	443	950	200	425	425	311	236%
Net Transfers.	-\$1,345	\$370	-\$3	-\$443	-\$750	\$0	\$0	\$0	-\$439	\$0
Operating Income (Loss).	-\$576	\$1,382	\$863	\$0	-\$460	\$269	\$22	\$0	-\$863	-100%
Ending Fund Balance	-266	1,117	1,980							

²⁶ Includes: TA650, TR040, TT050-64, US002-004, 006-009, 011-013, 015-017, 172 and NG001

STUDENT HEALTH CENTER

FY18-19 Budget – Storyline

Outline:

If SF State students are persistently stressed, not making good lifestyle choices, ill or injured, experiencing food and/or housing insecurity, they will be less likely to successfully meet their short-term college-success challenges; let alone persist and graduate. The services provided by Health Promotion & Wellness (HPW), Counseling & Psychological Services (CAPS), and Student Health Services (SHS) exist to provide comprehensive, best practice responses for our student's basic needs and well-being. These three units, funded by the Mandatory Student Health Services Fee (SHSF), engage students to foster resilience and the ability to thrive in support of San Francisco State's Graduation Initiative efforts.

These units provide services through a variety of best practice means and contexts including: outreach and training, evidence-based interventions and programming, workshops, online resources and social media campaigns, group and individual therapy, primary care exams and treatments, consultative campus support and action, etc.

Revenue Assumptions:

The SHSF Fund receives less than 10 percent of overall revenue from the Family Pact (Medi-Cal) program and SHS Pharmacy services. Those two sources both have fixed reimbursement models, which means the percent contribution will continue to drop over the next few years. In addition, Medi-Cal is pulling back from the Family Pact program. Revenue reducing changes are also coming for the pharmacy portion. Current multiyear projections assume a (overly optimistic?) 5 percent per year (~\$70K/year) reduction in revenue from these sources.

Over 90 percent of revenue is derived from the Mandatory Health Fees. Revenue projections for these is straightforward; derived from the product of headcount multiplied by the current fee. Yet, where some self-supports can work from real world business models and adjust their fees as needed from year to year, campus SHSFs have not been included in responsive and pragmatic approaches to financial planning. The current model is unrealistic and unsustainable; it undermines the impact of ROI and increases risk for the university. To realize more fiscally-sound alignment between revenue and costs, many CSU campuses have incorporated cost-indexing in years past.

Current projections indicate the 2018-19 EOY revenues versus expenses will be negative by just over \$2M which will be offset by reserves. The 2019-20 EOY shortfall of just over \$3M is projected to use up almost all of the remaining reserves. The even larger 2020-21 EOY deficit is projected to exceed any remaining reserves by over \$5M (a result that cannot be allowed to occur). Neither Facility, FamPact, nor Pharmacy revenues can provide any substantial help to address this projected red ink. These units will continue to seek innovations (e.g., insurance

reimbursement or group purchasing) that can increase student engagement on a shoestring, but there are really only two options that will make a sizeable difference.

One immediate option is to intentionally keep staffing and service levels short of indicated demand, by intentionally not filling most existing and near future vacancies. To be clear, the breadth and quantity of comprehensive Basic Needs and Well-Being staffing/services are already well below indicated student demand. Delayed or eliminated hiring of additional staff will further exacerbate student resource shortages and reduce support for Graduation Initiatives. Yet, even a rigorous commitment to leaving positions vacant will not reduce costs quickly enough to avoid the very large carry forward deficit projected for 2020-21.

The other option, which also reduces risk to the University, is to raise Mandatory SHSFs while at the same time incorporating a health industry related annual index (e.g., Milliman Medical Index). The fee increases with indexing would likely need to be approved by early Spring Term 2019 in order to be in effect for the start of AY 2019-20. The increases would need to be substantive and in effect ASAP, in order to effectively address projected deficits. Still, for relatively small increases, likely distributed over two to four years, much can be accomplished for SF State students and community.

Personnel Planning:

Utilization analysis clearly shows that there is already more student demand for well-being basic needs than is currently being met by staffing levels. On top of this gap, student needs in these areas are increasing each year. This unmet professional response raises risk SF State, reduces community well-being, and makes it more difficult to meet indicated Graduation Initiatives. Yet, to achieve a sufficiently positive financial change in a relatively short amount of time will require a collective, intentional “leaning in” from campus senior leaders. To be effective, any responses will need to address both the current salary and benefits shortfall as well as establishing more realistic market-based compensation.

Comprehensive Financial Position:

As shared above, current documents indicate a \$2M+ EOY deficit for FY18, an additional \$3M+ EOY deficit for FY19 (both barely covered by existing reserves), and then 2020 EOY deficit so large it overwhelms the small amount of remaining reserves by -\$5M. Over the next few weeks, the new SHS Director will undertake a thorough review of current SHSF financial proformas. Assuming this confirms current projections, campus senior leadership will need to promptly make a collective strategic response.

STUDENT HEALTH CENTER BUSINESS PLAN REPORT²⁷

	Actual. FY 15-16 YearTotal	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Original Budget. FY 18-19 YearTotal	Planned FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	2018/19 Original Budget change from 2017/18 Actuals	
									Amount	Percent
									i=d-c	j=i/c
General Fund Allocation	0	0	-1	0	0	0	0	0	1	-100%
501005-Student Health Fee	8,951	8,976	9,101	9,028	9,028	9,028	9,028	9,028	-73	-1%
501112-St Suppor Admin Fee/Facilities	9	8	10	10	10	10	10	10	0	-3%
501400-Allowdoubtfulhigherdfnfees	-38	-15	-31	43	43	43	43	43	74	-239%
504007-Facility Fee	170	165	167	164	164	164	164	164	-3	-2%
504401-Allowdoubtfulhealthfeecampus	-1	0	0	-1	0	0	0	0	0	11%
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0	-
508001-Interest-Rmp	50	77	97	97	75	75	75	75	0	0%
580020-Sales And Serv Educ Act	-5	0	0	0	0	0	0	0	0	-
580090-Misc Revenue	1,735	1,430	1,268	980	931	884	840	798	-288	-23%
580093-Other Non-Operating Revenue	0	1	4	4	4	4	4	4	0	-3%
580194-Cost Recovery From Other Csu F	5	0	1	0	0	0	0	0	-1	-100%
580410-Allowdoubtfulotheropnrevenes	-38	-4	-3	-3	-3	-3	-3	-3	0	0%
580814-Cost Recovery-Revenue	523	0	0	0	0	0	0	0	0	-
Revenue	\$11,362	\$10,640	\$10,614	\$10,322	\$10,251	\$10,205	\$10,161	\$10,119	-\$292	-3%
Total Revenues / Other Sources.	\$11,362	\$10,640	\$10,614	\$10,322	\$10,251	\$10,205	\$10,161	\$10,119	-\$292	\$0
Salary & Wages.	4,938	5,433	5,278	6,718	6,919	7,127	7,341	7,561	1,440	27%
Benefits.	2,468	2,770	2,674	3,451	3,469	3,573	3,824	3,939	776	29%
Operating Expenses.	3,012	1,988	2,262	3,159	3,254	3,352	3,452	3,556	897	40%
Utilities.	96	54	38	42	46	50	55	61	4	11%
Risk Pool.	103	99	112	120	122	125	127	130	8	7%
Work Study.	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	-3,167	0	0	0	0	-3,167	-
All Expenses.	\$10,617	\$10,343	\$10,363	\$10,322	\$13,810	\$14,226	\$14,800	\$15,246	-\$41	0%
All Transfers In.	115	473	148	0	0	0	0	0	-148	-100%
All Transfers Out.	370	343	568	0	0	0	0	0	-568	-100%
Net Transfers.	-\$255	\$130	-\$420	\$0	\$0	\$0	\$0	\$0	\$420	-100%
Operating Income (Loss).	\$490	\$427	-\$170	\$0	-\$3,559	-\$4,021	-\$4,639	-\$5,128	\$170	-100%
Ending Fund Balance	4,956	5,383	5,217							

²⁷ Student Health includes (TH100, TH201, TH202, TH302, TH303, TH304, TH305, TR640, TR641, TT543)

CHILDREN'S CAMPUS

FY18-19 Budget – Storyline

Outline:

Children's Campus: A Center for Early Care, Education, Professional Development, and Research expands and builds on more than 25 years of excellence in teacher training, academic enrichment, scholarship, and collaboration initiated by SF State's Child Study Center. Children's Campus is a laboratory school that follows a model of experiential education based on the original Laboratory School run by John Dewey at the University of Chicago. Lab Schools support the training of both undergraduate and graduate students through internships, on-site observations, classroom participation, and research. The site is equipped with video cameras, an audio system and one-way mirrors to allow students to complete observations of children and offer high quality teaching related to their coursework.

Over the past five years, an average of 443 SF State students spent an average of 6,119 hours at the center each year. For every full-time equivalent child enrolled at Children's Campus, the center touches 6.5 SF State students and contributes 90 hours towards their educational success.

In addition to supporting the academic success of these students, Children's Campus hires 30 to 40 students to work at the center as teacher assistants and substitutes. Most of these students are studying Child and Adolescent Development, Consumer Family Studies, or Elementary Education with an emphasis in Early Childhood Education.

Children's Campus is a licensed childcare center and operates under regulations issued by the California Department of Social Services Community Care Licensing Division. These regulations include requirements on classroom staffing levels, staff qualifications, and health and safety measures.

Revenue Assumptions:

Children's Campus generates revenue from tuition the families pay to receive care for their child. Following the industry standard practice, we set our new rates in December for the upcoming year when we re-enroll families for the upcoming school year.

After the completion of a market survey of comparable full-day, high-quality programs in San Francisco and the South Bay, we recommended a tuition increase of 4 percent for all families. According to the market survey, Children's Campus falls in the middle when looking at tuition costs across comparable centers. Historically, Children's Campus has increased tuition by 3-to 5 percent every year since its founding. Below is a summary of the market survey results:

- Children's Campus group size is generally smaller than other programs.

- Children’s Campus adult-to-child ratios is generally equal or less than other programs (when factoring in the student interns, the ratios are always lower).
- Children’s Campus Head Teacher and Teacher qualifications are generally higher than other programs.
 - We only hire full time teachers with BA degrees in applicable majors (Early Childhood Education/Child Development) rather than a BA in any subject.
- Children’s Campus tuition is lower than many comparable programs that are full day and serve a similar professional population.
- Most schools raise their tuition by 3to 5 percent each year. Of the 10 schools, we surveyed the increases from 2016-2017 to 2017-2018 ranged from 0 to 12 percent with an average of 4.7 percent.

The new rates were presented to the Children’s Campus’ Advisory Council at their regular meeting held on December 4, 2017. During the meeting, the Council unanimously endorsed this proposal, resulting in a recommendation to increase tuition by 4 percent for the 2018-19 program year. This increase applies to all families, i.e. SF State affiliated and community families. In February 2018, Dr. Hong and Ann Sherman approved our memo requesting a tuition increase of 4 percent. The tuition rates are below.

Children’s Campus remains an excellent value. Its quality measures, such as small group size and teacher qualifications, exceed most programs in the community. The center has scored very high in past years by outside assessors on the two main measures of program quality – Environmental Rating Scales and the Classroom Assessment Scoring System. The 4 percent tuition increase is in line with increases of other competitor programs, which range from 3 to 5 percent annual increases.

Children’s Campus receives funding from the city called Preschool for All, which allows us to give a discount to families on their tuition which is in turn subsidized by the city. The funding is variable from year to year based on the availability of funding, the number of children who qualify for the program and the families’ interest in participating. This year we estimate that we will receive \$90,000

Fees:

Monthly Tuition Schedule (Full Week Schedule)

Preschool

- SF State Affiliated: \$1,878
- Non-SF State Community: \$1,165

Infant & Toddler

- SF State Affiliated: \$2,326
- Non- SF State Community: \$2,398

Fee Schedule

- Annual Registration Fee: \$200
- Wait List Fee: \$75

- Schedule Change Fee: \$25
- Late Payment Fee: \$35
- Drop-in Daily Rate: \$115
- Late Pick-up Fee:
 - \$10 for the first five minutes after closing (5:30-5:35)
 - \$2 each minute thereafter

Personnel Planning:

Children's Campus is currently staffed with 12 full time temporary teachers who are appointed on a yearly basis. In addition, we have one Administrative Support Coordinator and two MPP's who serve as the Director and Assistant Director. We do not anticipate adding additional full-time employees at this time.

Comprehensive Financial Position:

Children's Campus expects to close this year with an end balance of \$177,000. This is due in part because of savings due to not being fully staffed for much of the year which resulted in salary and benefits savings. We surpassed our enrollment targets which provided additional income. Children's Campus expects to end each year from 2018-2019 to 2022-2023 with a minimal savings to continue to build our reserve. Our reserve is an essential piece to sustain Children's Campus into the future. The reserve is earmarked for capital improvements, low enrollment years, deferred maintenance and program improvements. Some of the projects that have been identified are: increased security, updated audio and video equipment, replacing pocket doors, and painting the building.

CHILDREN'S CAMPUS BUSINESS PLAN REPORT²⁸

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	change from 2017/18	Actuals
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	0	0	0	0	0	0	0	0	0 -	
504090-Sales And Serv Aux Fac-Othr	1,443	1,588	1,668	1,612	1,753	1,805	1,859	1,915	-57	-3%
504400-Allowancedoubtfulauxenterprise	-1	0	0	0	0	0	0	0	0 -	
580090-Misc Revenue	11	16	92	90	0	0	0	0	-2	-2%
580410-Allowdoubtfulotheropnrevenes	0	0	-3	0	0	0	0	0	3	-100%
Revenue	\$1,453	\$1,604	\$1,757	\$1,702	\$1,753	\$1,805	\$1,859	\$1,915	-\$56	-3%
Total Revenues / Other Sources.	\$1,453	\$1,604	\$1,757	\$1,702	\$1,753	\$1,805	\$1,859	\$1,915	-\$56	-3%
Salary & Wages.	812	888	882	990	1,032	1,061	1,093	1,126	108	12%
Benefits.	306	370	350	383	460	474	488	502	33	9%
Operating Expenses.	129	166	156	216	211	229	240	244	60	39%
Utilities.	2	2	1	2	2	2	3	3	1	52%
Risk Pool.	16	16	17	17	18	19	19	19	-1	-4%
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	94	29	20	17	21	94 -	
All Expenses.	\$1,264	\$1,442	\$1,406	\$1,702	\$1,753	\$1,805	\$1,859	\$1,915	\$296	21%
All Transfers In.	0	0	0	81	0	0	0	0	81 -	
All Transfers Out.	0	0	0	81	0	0	0	0	81 -	
Net Transfers.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 -	
Operating Income (Loss).	\$189	\$162	\$351	\$0	\$0	\$0	\$0	\$0	-\$351	-100%
Ending Fund Balance	366	510	845							

²⁸ Children's Campus; TR153, TR154 and Dept. 8117

PARKING AND TRANSPORTATION

FY18-19 Budget – Storyline

Outline:

Parking & Transportation is a self-support unit, under the Division of Campus Safety, which provides parking and transportation programs to all our faculty, staff and students who commute to and from campus. The department supports about 33,000 of combined staff, faculty and students by providing reasonable parking rates and offering transit options for those who commute to campus through programs and services such as free Shuttle to/from Daly City Bart station and campus, commuter check, Ride Match, and Zipcar in support of the campus' transportation initiative and to promote sustainable transportation which helps reduce traffic congestion and greenhouse gas emissions.

87.58 percent of Parking & Transportation's revenue comes from the sale of parking permits, either from daily, monthly, semester, annual or special events. On a daily basis, an average of 2,250 daily permit transactions are being purchased from permit machines and about 2,151 of permit sales sold annually to faculty/staff, auxiliary, student and resident students who park in all campus lots. The remaining 12.42 percent of revenue comes from parking enforcement and shuttle rental fees for special events from various groups and departments on campus.

Revenue Assumptions:

Since Parking & Transportation's revenue depends heavily on the sale of parking permits, interest earned from investment, special events and number of citations issued and paid, revenues can fluctuate depending on the total permit sales, special events that occur, and citations issued/paid annually. From FY16-17 to FY17-18, the actual revenue projected by end of the year increased from 2.13 percent to 8.98 percent due to the elimination of credit card service fee being paid by Parking for permit sales and approved parking fee increases for both staff/faculty, auxiliaries and students.

For FY18-19, since the service fee and parking fee increases have been in place since July 2017, any revenue increase (projected at 2 percent) from the current fiscal year's projected actual will come from the approved parking fee increases (\$1 per month. for non-reserved parking lots and Collective Bargaining Agreements that allow increases and \$15 per month for reserved parking spaces) should Parking move forward with it, and the increase in permit sales and special events. No other revenue sources have been identified at this time.

Personnel Planning:

Parking & Transportation is currently staffed with eight full-time employees that have permanent status. In addition, Parking pays for one full time staff's salary and benefits employed by the Fiscal Affairs department. Parking is working with BAO to eliminate the direct

funding for this position since the department has been reimbursing the University for the services provided to Parking through the Cost Allocation Plan (CAP) on an annual basis. We do not anticipate adding additional full-time employees at this time; however, Parking plans to submit an equity increase proposal next FY18-19 for our current Parking Officers and IT employees.

For O&E, Parking projects a 3 percent cost increase based on inflation and a 10 percent increase on utility costs. One of Parking's main projects for FY18-19 will be installing low-voltage electric vehicle charging stations in all parking lots which include Lots 1, 2, 6, and 25 to accommodate staff, faculty and students who have electric vehicles. We are also working with the Sustainability Office to find and apply for grants that can support our EV charging station needs.

Comprehensive Financial Position:

Parking & Transportation expects to close this FY17-18 with an end balance of \$426,265 to carry forward to start FY18-19. This is due in part to the increase in revenue when credit card service fees were passed on to consumers and a vacant Dispatcher position for 75 percent of the year.

Parking & Transportation expects to end each year from 2018-2019 to 2022-2023 with a minimal savings to continue to build our reserve. Our reserve is an essential piece to sustain Parking & Transportation programs and services provided to our campus community. The reserve is earmarked for capital improvements, emergency repairs, deferred maintenance and program improvements. Additional projects that have been identified for FY18-19 completion are: Lot 20 elevator upgrade/repairs, comprehensive inspection of all parking lots to include reports that identify scheduled repair, maintenance and/or replacement and renovation of Lot 6's Bike Barn space to create additional parking space, charging stations or parking spaces for electric carts.

PARKING AND TRANSPORTATION BUSINESS PLAN REPORT²⁹

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Amount	Percent
	YearTotal	YearTotal	YearTotal	YearTotal	YearTotal.	YearTotal.	YearTotal.	YearTotal.	i=d-c	j=i/c
	a	b	c	d	e	f	g	h		
General Fund Allocation	0	0	0	0	0	0	0	0	0	-100%
504003-Parking Revenue	812	833	911	938	957	976	995	1,015	27	3%
504004-Parking Coin Gates	1,580	1,520	1,825	1,811	1,847	1,884	1,922	1,960	-14	-1%
504006-Parking Fines	328	331	330	316	317	317	317	317	-14	-4%
504400-Allowancedoubtfulauxenterprise	0	0	0	0	0	0	0	0	0	36%
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0	-
508001-Interest-Rmp	19	27	37	38	39	40	41	42	1	3%
580003-Sale Of Fixed Assets	13	0	0	5	0	0	0	0	5	-
580094-Idc Cost Rec From Csu465	0	0	0	36	0	0	0	0	36	-
580095-Cost Recovery From Auxiliaries	5	3	1	0	0	0	0	0	-1	-100%
580194-Cost Recovery From Other Csu F	0	0	0	0	0	0	0	0	0	-
580814-Cost Recovery-Revenue	54	54	33	0	36	36	36	36	-33	-100%
580815-Citations Revenue	0	0	0	0	0	0	0	0	0	-
Revenue	\$2,811	\$2,768	\$3,136	\$3,144	\$3,196	\$3,252	\$3,310	\$3,370	\$8	0%
Total Revenues / Other Sources.	\$2,811	\$2,768	\$3,136	\$3,144	\$3,196	\$3,252	\$3,310	\$3,370	\$7	0%
Salary & Wages.	607	546	482	583	598	616	635	654	101	21%
Benefits.	273	294	324	276	284	292	301	310	-49	-15%
Operating Expenses.	1,438	1,210	1,416	1,573	1,620	1,668	1,718	1,770	156	11%
Utilities.	45	56	63	70	77	85	93	102	7	12%
Risk Pool.	10	9	10	10	10	10	11	11	0	-1%
Work Study.	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	393	367	341	313	283	393	-
All Expenses.	\$2,374	\$2,115	\$2,295	\$2,904	\$2,956	\$3,013	\$3,071	\$3,130	\$609	27%
All Transfers In.	2,025	2,071	1,969	0	0	0	0	0	-1,969	-100%
All Transfers Out.	2,272	2,319	2,210	240	240	240	240	240	-1,969	-89%
Net Transfers.	-\$247	-\$248	-\$240	-\$240	-\$240	-\$240	-\$240	-\$240	\$0	0%
Operating Income (Loss).	\$190	\$405	\$602	\$0	\$0	\$0	\$0	\$0	-\$602	-100%
Ending Fund Balance	456	861	1,463							

²⁹ Parking Fund: TP001-TP004, TP021-26

CAMPUS RECREATION AND MASHOUF WELLNESS CENTER (MWC)

FY18-19 Budget – Storyline

Outline:

The Campus Recreation Department offers a variety of fitness and wellness programs and services for the campus community and operates the Mashouf Wellness Center (MWC). Since MWC opened in August 2017, the department is heading into its first fiscal year of full operations. Because the department is still in its growing stages, programs and services are still being developed and will continue to be launched in FY18-19. Besides being open for 115 hours per week during the academic year and 85.5 hours per week during the summer and intersessions, Campus Recreation will offer group exercise classes, massage therapy, personal training, intramural sports leagues, special events, management of sport clubs, outdoor trips, swim lessons, a summer youth camp, and other programming. The department offers space to reserve by student groups and other campus departments, and collaborates on programming opportunities throughout the year. The department plans to add two staff, growing from 10 to 12 FTE in this next year, and plans to stay at that number for at least the next five years. As a student-centered operation, the department employs almost 200 students and another 30 part-time, intermittent hourly employees.

In the next five years, Campus Recreation will focus on continuing many of its long-running programs and stabilizing new programs and services, including operation of the Mashouf Wellness Center. The department will target students who are regulars as well as those who are reluctant visitors, in an effort to serve the widest variety of students possible. Campus Recreation also offers membership opportunities to faculty, staff, and alumni. In particular, it recognizes that a healthy and happy workforce contributes to the overall well-being of the campus community and student success. Campus Recreation strives to play a major role in the recruitment, retention, success, and persistence toward graduation for all students on campus.

Because we have not completed a full year of operations yet, there is a little bit of guesswork that has gone into creating this budget plan for the next five years. After two full years, we will be able to easily recognize trends and confirm our projections. We will also remain nimble and monitor the budget tightly so that we always maintain spending within our amount of revenues. The department will also be spending many years building up four designated reserves -- maintenance and replacement; operational; equipment replacement; and capital improvements.

Revenue Assumptions:

Campus Recreation's overall revenues encompass student fee dollars and operating revenue through approved Category V user fees. The department is interested in applying for grant funds or creating endowments to be supported by fundraising. However, in its nascence, Campus Recreation has put these funding strategies aside until a future point in time when its programs and operations are more established. This may or may not be within the next five

years but since there are no firm plans in place, the five-year budget plan does not include any of these revenue strategies.

Fees:

Student Fees

Campus Recreation relies heavily on student fee funding through two separate student fees:

- Recreation and Wellness Center Fee
- A portion of the IRA-Athletics Fee

We have used a fairly conservative annualized headcount of 27,500 for the academic year and 4,700 for the summer, with a 94 percent penetration rate of both populations.

A. Recreation and Wellness Center Fee

The Recreation and Wellness Center Fee, a Category II fee approved in Spring 2010, was implemented starting Fall 2010. The fee was scheduled to increase significantly “when the doors opened” in Fall 2017. The semester fee increased from \$90/semester to \$160/semester. In Summer 2018, the fee increased from (\$42/summer to \$75/summer. This increase is followed by a scheduled annual increase of the semester fee by \$3.00 per year and the summer fee increase of \$2.00 per year. There is no sunseting of the fee and there are no plans to ask for an increase or adjustment to this fee within the next five years.

Recreation and Wellness Center Student Fee	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Semester Student Fee	\$160	\$163	\$166	\$169	\$172	\$175
Summer Student Fee	\$42	\$75	\$77	\$79	\$81	\$83

A portion of the Recreation and Wellness Center Fee specifically pays off the debt service for bonds sold to finance the design and construction of the Mashouf Wellness Center. In addition, a portion will go towards our reserves. Operating funds go towards offering programs and services associated with the Mashouf Wellness Center including personnel costs (full-time and part-time), program equipment and supplies, maintenance and custodial, utilities, etc.

B. IRA-Athletics Fee (Campus Rec Portion)

The Student Athletics/Intramurals Fee Referendum in Spring 2005 raised the \$1.00 per semester Campus Recreation to \$2.00 per fall, spring, and summer semesters. This fee, known as the IRA-Athletics student fee is a Category II fee. In 2008, another vote increased the IRA-Athletics student fee over a three-year period to bring the fall and spring semester fee to \$10.00 and the summer fee to \$4.00. There is no scheduled increase for this fee and no scheduled sunseting of the fee.

Campus Rec portion of IRA-Athletics Student Fee	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Semester Student Fee	\$10	\$10	\$10	\$10	\$10	\$10
Summer Student Fee	\$4	\$4	\$4	\$4	\$4	\$4

User Fees

Additionally, the Campus Recreation Department has a number of approved user fees to generate supplemental revenue that helps keep programs and services for students at low or no cost throughout the year. Examples of user fees are memberships, space rentals, massage therapy, personal training, CPR training and certification courses, intramural team fees and special event participant fees. The department uses a pricing philosophy that puts students at the core, with SF State faculty and staff at the next pricing level, followed by alumni, and then community members who are eligible for only selected programs or services. Community members are not eligible for membership to the MWC. User fee revenue accounts for approximately 9 percent of the department’s gross revenues.

The department has not established a schedule of fees for the next five years since many of the services and programs are so new. We are still trying to establish whether the fee levels are scaled appropriately. However, program and service user fees will probably be adjusted to keep up with presumably rising costs on an average of once every two years. All membership fees will see an annual increase in proportion to the increase of the Recreation and Wellness Student Fee.

Personnel Planning:

Full-Time Staff - There are several positions undergoing reclassification requests, initiated by supervisory management. These positions, all existing prior to the MWC opening, have undergone tremendous changes in duties and responsibilities. New, anticipated salary levels have been included in the five year budget plan.

Additionally, the department is planning to add two positions to the full-time staff to bring the total number to twelve.

The Accessibility & Inclusive Rec Coordinator will oversee non-traditional and strategic initiatives programming to help outreach efforts and to help all students feel welcome at the MWC. Some examples of programs would include accessible recreation uniting those with disabilities with able-bodied participants; affinity recreation programming for new students, LGBT students, under-represented minorities, and international students; and championing strategic initiatives such as campaigns around inclusiveness, community, and sustainability. This position will help fill out the programming staff which currently includes coordinators specializing in fitness & wellness, aquatics, climbing & outdoor recreation, intramural sports & sport clubs.

The Assistant Director of Facilities & Operations would add a third member to the department’s management team to help make sure the MWC is on track for preventative maintenance, repair and upkeep, and to make sure short-term and long-term plans are in place. This person would be the clear third in command within the department, and would help manage staff and move the department in a strategic direction.

POSITION -- Working Title	Monthly	Annual	Benefits (50%)	Annual Sal + Ben.	CLASSIFICATION
Accessibility & Inclusive Rec Coordinator	\$4,815	\$57,783	\$28,892	\$86,675	AAS E1 (RS) (Exempt)
Assistant Director of Facilities & Operations	\$6,000	\$72,000	\$36,000	\$108,000	ADM-I (Exempt)

Student Staff - In addition to the department’s 12 full-time staff, Campus Recreation employs over 200 student and part-time employees. Students are involved at almost every level of the department as an integral part of our decision-making and operations. They serve as part of the program and staff management team in student manager role,, greet members at the turnstiles; sell memberships and check equipment out at the front desk; hold certification to be climbing wall instructors; provide lifeguarding and supervision at the pool; officiate intramural sports leagues, market the department; provide building and activity supervision; teach group exercise classes; and help manage risk throughout the department, among many other duties. Students are the heart and soul of what we do. Not only are student employees supporting themselves financially, they are each learning valuable and important job and life skills, transferable to their future careers after SF State.

- The wages for student employees account for one of the highest single departmental expenses. In general, starting student employee wage rates are kept above California minimum wage, but below the San Francisco Living Wage. Because the state minimum wage is set to increase \$1/hour every year for the next four years, and then subsequently adjusted annually for inflation based on the national Consumer Price Index, this expense will be one of our greatest challenges in keeping up. We currently only account for a 3 percent annual increase in student wages over the next five years. However, a \$1/hr increase amounts to a 6 to 8 percent increase. We will need a little more of a track record with our student employee hours and positions worked over a full year of operations and programming, but we tend to budget very conservatively in our projections and believe we will be able to adjust as the wages climb. We also believe we are close to capacity with our student positions, and would make careful considerations if we were to add positions.

Comprehensive Financial Position:

In summarizing our year-end balances, the Campus Recreation Department is in a solid financial position. Each year our budget includes projected expenses that match our projected revenues. We do not anticipate a budget shortfall this next fiscal year or at any time over the next five years, and plan to maximize our monies put towards reserves in order to build those up quickly. We are well aware of what our fixed costs are and where our flexibility lies if we were to be hit hard by an enrollment drop or otherwise unexpected drop in revenue or unforeseen large expense.

CAMPUS RECREATION AND MWC BUSINESS PLAN REPORT³⁰

	Actual.	Actual.	Actual.	Budget Request	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Amount	Percent
	YearTotal	YearTotal	YearTotal	YearTotal.	YearTotal.	YearTotal.	YearTotal.	YearTotal.	i=d-c	j=i/c
	a	b	c	d	e	f	g	h		
General Fund Allocation	0	0	0	0	0	0	0	0	0	-
501102-I.R.A. Fee	582	572	576	570	570	570	570	570	-6	-1%
501400-Allowancedoubtfulhigherndfees	0	0	0	0	0	0	0	0	0	-100%
503401-Contribution	0	0	2	0	0	0	0	0	-2	-100%
504008-Campus Union Fee	5,273	5,146	9,070	9,058	9,058	9,086	9,250	9,414	-11	0%
504401-Allowdoubtfulhealthfeecampus	-24	-10	-37	27	27	27	27	27	63	-173%
507001-Interest-State Smif	0	0	0	0					0	-
508001-Interest-Rmp	131	196	122	90	92	93	95	97	-32	-26%
580001-Rental Of State Property	36	11	42	35	29	30	31	32	-7	-17%
580090-Misc Revenue	15	12	184	371	373	377	380	381	187	102%
580095-Cost Recovery From Auxiliaries	0	0	0	0	0	0	0	0	0	-
580410-Allowdoubtfulotheropnrevenes	-1	0	1	0	0	0	0	0	-1	-100%
580814-Cost Recovery-Revenue	0	0	1	0	0	0	0	0	-1	-100%
590001-Py Revenue Adj	0	11	1	0					-1	-100%
Revenue	\$6,013	\$5,938	\$9,962	\$10,151	\$10,149	\$10,184	\$10,353	\$10,520	\$189	2%
Total Revenues / Other Sources.	\$6,013	\$5,938	\$9,962	\$10,151	\$10,149	\$10,184	\$10,353	\$10,520	\$189	1%
Salary & Wages.	418	525	1,594	2,415	2,488	2,562	2,639	2,689	821	20%
Benefits.	114	154	284	412	435	472	519	560	128	18%
Operating Expenses.	123	142	1,179	2,477	2,050	2,033	2,074	2,115	1,297	35%
Utilities.	0	0	0	432	454	476	500	525	432	100%
Risk Pool.	8	8	23	90	90	90	90	90	67	60%
Work Study.	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	153	412	328	311	318	153	100%
All Expenses.	\$662	\$829	\$3,080	\$5,978	\$5,928	\$5,962	\$6,133	\$6,298	\$2,899	32%
All Transfers In.	0	14	52	0	0				-52	-100%
All Transfers Out.	0	17,945	3,203	4,173	4,221	4,222	4,220	4,223	970	13%
Net Transfers.	\$0	-\$17,931	-\$3,151	-\$4,173	-\$4,221	-\$4,222	-\$4,220	-\$4,223	-\$1,022	14%
Operating Income (Loss).	\$5,351	-\$12,823	\$3,732	\$0	\$0	\$0	\$0	\$0	-\$3,732	-100%
Ending Fund Balance	15,899	3,105	6,837							

³⁰ Total Campus Rec Fund includes: TA050 & TT784/ Dept. 4017, TU004 (Multiple Dept. IDs)

RESIDENTIAL LIFE

FY18-19 Budget – Storyline

Outline:

The Department of Residential Life provides programs and services within the campus housing community which engage student residents in co-curricular learning. These programs and services focus on community development, individual growth, academic success and leadership while building an environment that is socially just in its approach. The department is unique in several key areas:

- The Residential Life team is dominated by student leaders (compensated volunteer students) and student assistant employees.
- The majority of professional team members are required to live-in the residence community and are provided a single bedroom (student leaders), one-bedroom apartment (professional team members), or two-bedroom apartments (administrators).
- The Residential Life team operates 24/7 hours per day and 365 days per year through the after-hours crisis response rotation.
- Important to any of the configurations is that Residential Life base funding has been one of self-support through the revenues received via student rental payments known as Dormitory Revenue Fund (DRF).

The department of Residential Life has been actively engaging students in residence since its return to the housing program in the fall of 1989. Since its return, the department has had an important relationship with the other units serving resident students. The relationship with its housing partners has traversed many configurations with trifurcated, bifurcated, and unified organizational structures. Eight years ago, the department became a unit within the Division of Student Life (formerly Dean of Students). For the last 15 years, Residential Life has been building stronger relationships with Student Affairs Enrollment Management (SAEM) support offices such as University Police; Counseling & Psychological Services; Health Promotion & Wellness; and most recently Equity and Community Inclusion. Subsequent to its SAEM partners, Residential Life has been curating a relationship with Academic Affairs to provide Living/Learning Communities with the opportunity to build resident cohort toward a particular class identity/major/college, shared interest in a particular culture or heritage, or shared social interest. As a student-centered operation, the department employs almost 225 students and another 22 full-time and three part-time, intermittent hourly employees.

The next five years will see Residential Life focus on many of its current functions and services while accepting an increase in students each year through a collaborative process with its housing partners. To manage semester and academic year transitions more effectively, the department will need to balance the dependency on students within its organization with professional team members who are more equipped to maintain institutional knowledge with a higher-level developmental skillset. Residential Life strives to play a major role in the recruitment, retention, success, and persistence toward graduation for all students on campus

ensuring that living on campus provides students with high-impact practices and bridging the learning environment from class room to residence.

Revenue Assumptions:

Residential Life’s overall revenues comprises a combination of student-fee dollars and operating revenue through approved Category V user fees. The department is interested in applying for grant funds for the academic support programs to supplement the base funding received. Residential Life has delayed these efforts pending its ability to utilize and execute the funding it was awarded. Since budget spending increased from 69 percent of revenue (2015-2016) to 96 percent of revenue (2017-2018), the AY 18-19 will be the first year a grant proposal will be attempted.

Fees:

Student Fees

Residential Life relies heavily on student fee funding through two separate student fees:

- DRF Base Budget Transfer – License Fee
- DRF Program Activity Fee

Historical revenue transfers to the Residential Life budget demonstrate a capture of approximately 7 percent of the overall student housing revenue collected. The approved budget is transferred on a quarterly basis to the appropriate trust account.

A. Base Budget Transfer – License Fee

Residential Life receives the bulk of its funding through the base budget transfer license fee, a required user fee obligated to students in residence and collected by Housing, Dining and Conference Services. The license fee pays for salary, wages, benefits and operational expenses.

B. Program Activity Fee

The Program Activity Fee is an “opt out” fee collected in concert with the License Fee.

Residential Life receives \$30 per resident to support events and programs throughout the year. The overall revenue is based on headcount and budgeted at the same occupancy expectation as the overall Housing budget (typically 95 percent).

Given the Student Success and Graduation Initiative as well as the growth in the department’s academic initiatives, there is a desire to petition for an increase in the Program Activity Fee. This fee has not been raised since the early 2000s (approx. 2002). Additionally, given the cost of inflation, we recommend considering raising the fee approximately every 5 to 10 years to maintain support.

Program Activity Fee	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Semester Student Fee	\$30	\$30	\$30	\$40	\$40	\$40

The expected increase from \$30 to \$40 would approximately yield an additional \$36,000 to \$37,000 annually.

C. Embedded Live-In Costs

Because Residential Life compensates student leaders via credited room and board, any growth in community residents that meets certain thresholds increases the live-in team and need for increased numbers of meal plans, rooms, and apartments (for FTE supervisors). The following thresholds have been agreed upon to manage growth:

Live-In Student Leaders:

- Every live-in student leader receives in-kind a credit of furnished single room and seven-day continuous meal plan for approximately 35 to 50 residents depending on community design and student age/classification.
- Student leaders engaged in shared governance of the residence community (also known as the Residential Housing Association or RHA) receives in-kind a credit for a seven-day continuous meal plan.

Supervisors and Case Managers:

- Every part-time and full-time supervisor and case manager within a community is both required to live-in for oversight and emergency follow up. These positions currently receive a furnished one-bedroom apartment and a 240 block meal plan. Given the development of the case manager positions, the department is positioning for two-bedroom apartments which will become standard with the 2 Varella project being introduced in fall 2020 and are currently standard across the Cal State University System.

Department Leadership:

- All administrators and specialists are provided an 80-block meal plan to engage students, provide quality assurance within dining operations, and to engage in strategic partnering through working lunches.
- The following leadership positions also are required to live-in and receive a 2-bedroom apartment:
 - Associate Director – Residential Education & Leadership
 - Assistant Director – Residential Education & Leadership
 - Assistant Director – Residential Conduct & Support Services
- The department will seek additional required live-in positions in the next five years to grow its presence afterhours and over weekends:
 - Conduct Coordinator – positions currently exists, but will be reviewed for live-in and afterhours support in AY 18-19
 - Residential Curriculum – position is currently in concept with afterhours support in AY 18-19

- Academic Initiatives – position is currently in concept as a partnership with New Student Programs with afterhours support in AY 20-21
- Leadership – position is currently in concept as a partnership with afterhours support in AY 21-22
- Living-Learning Programs – position is currently in concept with afterhours support in AY 22-23

Personnel Planning:

Current Full-Time Staff

At full-capacity, Residential Life’s professional team consists of 26 headcount with 23 positions being full-time. Residential Life also supports collaborative FTE positions with University Police. There are several positions undergoing reclassification requests, initiated by supervisory management and further collaborative FTE positions expected in future years with Counseling & Psychological Services and New Student Programs. New, anticipated salary levels have been included in the five year budget plan. The following predictive personnel formulas assist in driving personnel growth:

Residential Education – Supervisors and Case Managers:

- Part-time supervisors shall have teams between six and eight student leaders
- Full-time supervisors shall have teams between 13 and 16 student leaders
- Every residence community between 250 and 449 residents will have a full-time Residential Coordinator (RC)
- Every residence community at or below 249 residents receives either a part- or full-time Residential Coordinator supervisor.
- Every residence community exceeding 450 or more residents receives a dedicated full-time Area Coordinator case manager in addition to the RC supervisor
 - (eg. Residence Hall of 750 first-year students would have a team of 25 RAs, 1 community assistant, 1 full-time RC supervisor, 1 part-time RC supervisor, and 1 area coordinator case manager. Communities at or below 449 receive a shared area coordinator.)

Resident Services:

- Every community with desk operations will receive a shared or dedicated RC assigned to oversee team and schedule operations. Communities with 24-hour desks receive a dedicated RC. Communities with desks under 24 hours received a shared RC.
- Every community with a 24-hour desk receives a dedicated resident services lead
- Every community with desk operations under 24 hours receives a shared resident services lead.

Future Full-Time Staff

Residential Life is planning to add 12 positions to the full-time staff to bring the total number to 38 in advancement and parallel to expected residential growth inclusive of the 2 Varella project.

- (2) Assistant Directors: These positions will assist with consistent implementation, oversight, and support of the programs and services in parallel to expected growth. Assistant Directors typically supervise two to three FTEs and have oversight of a particular residential cohort or specialist function area.
- (3) Specialists: These positions help the department prioritize and lead specific cross-team functions for the department as a service for our residents. Future functions will include a focus on Academic Initiatives, Leadership Develop & Organizations, and Living-Learning Programs
- (1) Residential Clinical Counselor: This position supports the mental health services and overall response structure for our community. Optimum ratio is for one counselor to 1500 students.
- (3) Community Desk position: These FTE positions will begin to replace student assistant presence at our 24-hour desks to provide greater stability in schedule and transition support from one academic year to the next.
- (3) Coordinator Positions: These positions will help build the community leadership teams as we open 2 Varella, and incorporate the community into University Park South as well as provide stronger oversight of a new 24-hour desk at 2 Varella.

Five Year Personnel investment plan:

Budget Augment Description	Year	Salary	Benefits	S&Benefits			
	1					Subtotal Year 1:	367,049
AD - REL	2	74,160	35,597	109,757			
Res Clinical Counselor	2	100,536	48,257	148,794			
Area Coord - UPS	2	50,145	24,069	74,214			
Community Desks	2	131,400	0	131,400			
ASA FTE (TCS)	2	32,136	15,425	47,561			
OE: Mental Health Afterhours	2	25,000	0	25,000	Subtotal Year 2:	536,726	
Ass't Res. Coord. (UPS)	3	16,317	0	16,317			
Res Coord Res Svcs (UPS)	3	40,793	19,581	60,374			
Specialist: Academic Success	3	55,120	26,458	81,578			
ASA FTE (VCS)	3	33,100	15,888	48,988			
Community Desks	2	131,400	0	131,400	Subtotal Year 3:	338,657	
Specialist: Leadership	4	56,774	27,251	84,025			
ASA FTE (MPH)	4	135,342	64,964	200,306	Subtotal Year 4:	284,331	
AD - REL	5	80,834	38,801	119,635			
Specialist: Learning Communities	5	58,477	28,069	86,546	Subtotal Year 5:	206,181	

Student Team

In addition to the department's 22 full-time staff, Residential Life appoints over 112 student leaders and over 110 student employees. Students are involved at almost every level of the department as an integral part of our decision-making and operations.

Our student leaders who live-in their communities, typically expand with resident headcount increases in a specific community:

- First year communities: 1 live-in student leader per 30 to 35 first-year residents
- Continuing communities: 1 live-in student leader per 45 to 60 continuing year residents (depending on Sophomore, Junior, Senior cohort status)

We expect to expand live-in student leader by 11 students with the opening of 2 Varella in year three (AY 20-21). All other growth in student leaders would be respective of the growth detailed by Housing, Dining, and Conference Services (HDCS). HDCS does not currently set growth benchmarks for projections in this five year plan.

- Student assistants support operations within our Resident Services (Community Desk) operations as well as support administrative functions within the central and community offices. In year two and year three desk operations expand to help support a 24-hour presence at University Park North and a 24-hour presence at 2 Varella when it opens. Additionally, student assistant wages are climbing to support San Francisco City/County and California State living wage laws which promote upwards of \$15.00/hour by the year 2020.

Comprehensive Financial Position:

Residential Life's financial position is complex. From (2010 to 2015 the department experienced minimal to stagnant financial support. To this date, the department only receives 7 percent of the overall budget revenues collected to operate a 24-hour, 365 days per year operation. The five-year plan shores up some of the most significant gaps created in the previous 5-year period. Closing the gaps allows Residential Life to be assured that future growth will be more predictable related to personnel and concerns for appropriate 24-hour student support begins to diminish. Base budget funding has been solid given the demand for housing, I expect that funding to remain solid and by year three (AY 2020-2021) of this plan, the department begins maintaining growth through the typical rate increase rather than an additional augment over the rate increase. Program activity fees remain inadequate to fully fund the needs of our growing academic success initiatives and living-learning program partnerships. Grant funding and activity fee increases will support future needs. Overall, the department is optimistic that it will maintain a healthy position so long as our current partnerships and practices continue and continue to improve.

RESIDENTIAL LIFE BUSINESS PLAN REPORT

	Actual. FY 15-16 YearTotal	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Original Budget. FY 18-19 YearTotal	Planned FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	2018/19 Original Budget change from 2017/18 Actuals	
									Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	0	0	0	0	0	0	0	0	0 -	
504400-Allowedoubtfulauxenterprise	0	0	0	0	0	0	0	0	0	
580090-Misc Revenue	54	81	119	103	107	160	160	160	-16	-13%
Revenue	\$54	\$81	\$119	\$103	\$107	\$160	\$160	\$160	-\$16	-13%
Total Revenues / Other Sources.	\$54	\$81	\$124	\$103	\$107	\$160	\$160	\$160	-\$21	-17%
Salary & Wages.	1,082	1,512	1,619	2,024	2,586	2,784	2,931	3,135	405	25%
Benefits.	292	282	381	592	794	885	952	1,048	211	55%
Operating Expenses.	224	261	639	512	591	650	715	786	-127	-20%
Utilities.	0	0	0	0	0	0	0	0	0 -	
Risk Pool.	20	23	28	34	35	35	36	37	6	23%
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	0	0	0	0	0	0 -	
All Expenses.	\$1,617	\$2,079	\$2,667	\$3,162	\$4,005	\$4,353	\$4,633	\$5,006	\$495	19%
All Transfers In.	1,728	1,834	2,543	3,059	3,212	3,372	3,541	3,718	516	20%
All Transfers Out.	0	0	0	0	0	0	0	0	0 -	
Net Transfers.	\$1,728	\$1,834	\$2,543	\$3,059	\$3,212	\$3,372	\$3,541	\$3,718	\$516	\$0
Operating Income (Loss).	\$164	-\$164	\$0	\$0	-\$686	-\$821	-\$932	-\$1,128	\$0	-100%
Ending Fund Balance	164	0								

COLLEGE OF EXTENDED LEARNING (CEL)

FY18-19 Budget – Storyline

Outline:

SF State consists of seven colleges but the College of Extended Learning (CEL) is the only one that is fully self-supporting. Here is a list of how our self-support foundation shapes our programs:

- Our mandate is to offer high-quality programming that stands on its own two feet. Unlike the other six colleges, CEL does not receive any general funds from the State of California.
- CEL must recover all costs related to our programs and staffing in its fees. We return any excess revenue to the main campus or use it to develop new programs. We return millions of dollars to the individual colleges and SF State each year.
- Since self-support funds and general funds cannot mix, we manage, staff, and fund on our own program. Our enrollment and registration, faculty payroll, recruitment and marketing departments are completely separate from those used by the other six colleges.

The College of Extended Learning offers a wide variety of continuing adult education courses and programs to prepare students for career advancement, career change, or personal growth. The college offers nationally-acclaimed curricula and faculty, weekend, evening, and online courses, plus access to thousands of transferable degree-credit university classes to domestic students. We infuse each of our courses with industry-seasoned faculty and career-focused curricula. Our flexible schedules are also built for the modern student's schedule. Students have the chance to learn at their own pace with options of evening, weekend and online courses.

Mission - San Francisco State University's College of Extended Learning mobilizes the resources and expertise of the University and its partners to meet the educational and professional needs of diverse communities and industries.

CEL does not receive any General Fund support and is a self-support college mandated by the CSU to:

- Cover all costs
- Reinvest revenues in the colleges and the University
- Reimburse General Fund (GF) for services
- Address the educational and training needs of individuals and groups not otherwise served by the CSU

CEL leverages its unique position in downtown San Francisco to provide conference space rentals to local companies and nonprofits in the community. Our conference spaces are

situated near leading tech companies, the Moscone Convention Center, and local hotels. This key location effectively offers additional opportunities for learning and access.

A Look Toward the Future - As we continue to grow, we work hand-in-hand with other colleges and departments at SF State to incubate creative ideas and innovative educational opportunities. We aim to provide the means for potential students to gain the education they need to thrive, all while offering a curriculum that is backed by the quality that our university represents.

Degree Completion Programs - CEL believes education is fundamental to professional and personal growth and to unlock social change. To that end, we are collaborating to develop new programs that help working professionals achieve a bachelor's degree.

Programs Under Development -

- International Business Certificate
- Ethical Hacker Bootcamp
- Hospitality and Tourism Management Certificate
- Innovation and Critical Thinking Bootcamp
- CompTIA: A+ Bootcamp
- Mobile Application Design and Development Bootcamp
- Bridge MBA Program
- CompTIA: Network+ Bootcamp
- Construction Management
- CompTIA: Security+ Bootcamp
- Video Game Design Bootcamp

Semester @ SF State - Semester @ SF State is an in-depth program that allows international students to spend one to two semesters at SF State taking academic courses through Open University. The program offers a wide variety of classes in such areas as business, science, technology, engineering, arts and mathematics. Each course is also fully transferable to other universities around the world.

Developing new in-person and online programs, with revenue growth of between 8 and 10 percent over the next five years, and continuing to control expenditures will enable CEL to regain a healthy financial situation within the next two years.

CEL is a vital component of SF State. The college provides additional resources and expertise to the University and its partners by meeting the educational and professional needs of the diverse communities and industries in the San Francisco Bay Area.

Revenue Assumptions:

New Programs

Fiscal Year 2018-2019 (*Revenue growth projection: 8 percent*)

1. International Business Certificate
2. Hospitality and Tourism Management Certificate
3. Bridge MBA
4. Two new BA Degree Completion Programs
5. Expansion into Korean market

Fiscal Year 2019-2020 (*Revenue growth projection: 8 percent*)

1. One Year MBA
2. Hospitality and Tourism Management Master Program Online
3. Two new online certificate programs
4. Semester @ SF State
5. Expansion of prior year new programs

Fiscal Year 2020-2021 (*Revenue growth projection: 8 percent*)

1. RN/BSN online
2. Expansion of prior year new programs

Fiscal Year 2021-2022 (*Revenue growth projection: 10 percent*)

1. New online programs
2. Expansion of prior year new programs

Fiscal Year 2022-2023 (*Revenue growth projection: 10 percent*)

1. New online programs
2. Expansion of prior year new programs

Fees:

CEL operates under the authority of Executive Order 1099 which states that “instruction offered through self-support mode does not receive state general appropriations and instead collects non-state student fees that are adequate to meet the cost of maintaining operation in the long run. Such fees shall be required pursuant to rules and regulations prescribed by the trustees, including but not limited to fee policies such as Executive Order 1054 and Education Code section 89708.”

CEL fees are classified as Category V Fees (see EO 1054) as fees paid to self-support programs such as Extended Education, Parking and Housing including materials and service fees, user fees, fines and deposits. The president is delegated authority for the establishment, oversight and adjustment of Category IV and Category V fees.

Personnel Planning:

Turnaround: Significant Changes Made at CEL

A number of changes were made in the organizational personnel structure of CEL in the past 20 months:

- Combined Programs Unit for academic and professional development programs to build on common synergies and to group related programs together and better serve students, businesses and non-profits
- International Language and Professional Programs will become Global Programs Institute
- Combined the American Language Institute with international professional development programs
- Added SF State Discover, Semester@ and International Business Professions
- Cross-trained the staff in Enrollment Services to increase productivity and enhance customer service

- Added Recruiting and combined marketing, website management and social media under Recruiting which aligns marketing and recruiting
- Redeployed web development in support of Marketing and Recruiting
- Developed a new unit for custom programs and conferences (room rentals) to use available space at Downtown Campus
- Developed custom programs, off-site or delivered by programs unit (e.g. cohorts for Jewish Vocational Service)

Comprehensive Financial Position:

In FY17-18, if all CEL financial obligations were paid, the college would experience an overall fund balance deficit of \$3.26 million. In an agreement between Academic Affairs and the Colleges, CEL was able to defer \$2.1 million in faculty payroll reimbursements and college allocation. The goal was to defer these expenses until the next fiscal year, which may leave CEL with a positive fund balance. The outstanding faculty payroll reimbursement and college allocations only came to \$2.1 million, so with lower than forecasted revenues (\$309,000) and a tighter control of expenditures (\$642,000 in savings) the college ended the fiscal year with a negative fund balance of \$1,149,541.

Since FY13-14, CEL operational expenses have exceeded revenues generated by the college. There are several strategic problems that contribute the college's structural deficit:

- Gross margins are about \$2 million
- Allocations are about \$3.5 million
- Overhead rates are artificially set too low
- Direct costs are not fully reimbursed
- A permanent structural deficit of \$1.5 million

There are also additional issues that compound the problem:

- High rent (\$1.7 million or 11 percent of gross revenues)
- Summer in State Support (\$10 million loss of revenue)
- Some academic programs with teaching costs in the 50-60 percent range (on load) instead of using overload

The previous Dean, Guido Krickx, commissioned an indirect cost study from TAP International that was completed in October 2017. The study provided a detailed analysis of the CEL indirect cost that resulted in indirect cost of 46.4 percent of estimated revenues. Dean Krickx established new Memorandum of Understanding (MOU) discussions which resulted in an increase of the CEL Overhead from 20 percent to 28 percent. There are also ongoing discussions about sharing the revenues between the Colleges and CEL.

Interim Dean Alex Hwu is continuing the final negotiations with the College partners to sign new MOUs. Dean Hwu has created a three year plan to develop new programs with a focus on international and online programs that will build a sustainable revenue flow for CEL. He has

initiated new policies to control expenditures; has reduced the expenditures for travel; and plans to refocus domestic and international recruitment.

CEL BUSINESS PLAN REPORT³¹

	Actual. FY 15-16 YearTotal	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Original Budget. FY 18-19 YearTotal	Planned FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	2018/19 Original Budget change from 2017/18 Actuals	
									Amount	Percent
									i=d-c	j=i/c
General Fund Allocation	0	0	6	0					-6	-100%
502101-Contedu-S/S Degree Prgm	1,641	2,839	3,406	3,406	3,678	3,972	4,370	4,807	0	0%
502102-Contedu-Cert Prgm	3,345	3,213	3,467	3,831	4,137	4,468	4,915	5,407	364	11%
502103-Contedu-Contract Prgm	11	5	0	0					0 -	
502104-Contedu-Open University	3,519	3,269	3,113	3,117	3,367	3,636	3,999	4,399	4	0%
502105-Ce-Special Session-Other	2,287	2,686	1,942	1,810	1,955	2,112	2,323	2,555	-131	-7%
502106-Self Support Summer	0	90	0	0					0 -	
502301-Ce-Regular Non Credit	1,631	853	974	1,485	1,604	1,732	1,905	2,096	511	52%
502303-Ce-Ceu Credits	1,515	1,411	1,480	1,928	2,082	2,249	2,473	2,721	448	30%
502304-Cel Misc User Fees	0	0	10	0	0	0	0	0	-10	-100%
502400-Allowancedoubtfulcontednfees	-17	-46	-39	0	0	0	0	0	39	-100%
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0 -	
508001-Interest-Rmp	75	70	64	65	65	66	67	68	0	1%
580090-Misc Revenue	605	574	856	1,125	1,215	1,312	1,443	1,587	269	31%
580410-Allowdoubtfulotheropnrevenes	0	-3	2	0	0	0	0	0	-2	-100%
590001-Py Revenue Adj	0	0	-1	0	0	0	0	0	1	-100%
Revenue	\$14,613	\$14,961	\$15,274	\$16,766	\$18,103	\$19,547	\$21,496	\$23,640	\$1,493	10%
Total Revenues / Other Sources.	\$14,613	\$14,961	\$15,283	\$16,766	\$18,103	\$19,547	\$21,496	\$23,640	\$1,483	10%
Salary & Wages.	6,959	7,095	7,389	6,983	7,123	7,266	7,411	7,559	-406	-5%
Benefits.	2,079	2,093	2,851	2,022	2,062	2,103	2,145	2,188	-829	-29%
Operating Expenses.	5,049	3,415	4,639	5,793	5,170	5,274	5,379	5,487	1,154	25%
Utilities.	0	0	0	0					0 -	
Risk Pool.	138	112	122	232	237	241	246	251	110	89%
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	-344	0	0	0	0	-344 -	
All Expenses.	\$14,225	\$12,715	\$15,002	\$14,687	\$14,592	\$14,884	\$15,182	\$15,485	-\$315	\$0
All Transfers In.	2,713	377	208	0					-208	-100%
All Transfers Out.	4,184	1,871	2,407	2,080	2,915	3,147	3,461	3,806	-327	-14%
Net Transfers.	-1,471	-1,494	-2,199	-2,080	-2,915	-3,147	-3,461	-3,530	120	-5%
Operating Income (Loss).	-\$1,084	\$752	-\$1,917	\$0	\$596	\$1,516	\$2,853	\$4,625	\$1,917	\$0
Ending Fund Balance	\$16	\$768	-\$1,150							

³¹ Includes TC001, TC003, TC004, TC005

CESAR CHAVEZ STUDENT CENTER (CCSC) – FACILITIES

Background:

The University provides ongoing general maintenance to the Cesar Chavez Student Center on campus per the terms and conditions of a Memorandum of Understanding between the University, Associated Students, and University Corporation. The expenses associated with this support are staff salaries and benefits, utilities, custodial services, etc. A specific trust fund was established to record all of the operational activity at the Cesar Chavez Student Center. The Facilities division of the University is reimbursed for all of these direct expenses incurred in the form of recharges from the Associated Students, Inc. and University Corporation. Facilities' practice is to recover all direct expenses incurred on a quarterly basis.

Key Drivers / Assumptions:

TU007 — Cesar Chavez Student Center

- Transfer in from Associated Students, Inc. and University Corporation to cover all operating expenses in FY2017-18 and each year thereafter
- All utilities increases are based on rates provided by Budget Administration and Operations Office
- Salary & Wages increase 3 percent per year
- Shift Differential and Overtime are based on a four-year average
- All benefits increases are based on a four-year average as well as other pertinent information made available as it relates to benefits increase
- Supporting department will be fully staffed in FY18-19 and beyond; added one additional headcount
- An additional recology expense is included in FY18-19 and beyond

Conclusion:

We expect to be within budget for FY17-18. The increase in utilities cost in FY17-18 compared to FY16-17 is primarily due to adjustments made to recharge recology expenses to the Student Center that were discovered were past due. Overall operating expenses increased by nearly \$100K, attributable to increased service levels received by the Student Center (custodial, building maintenance, etc.). The approximate 10 percent increase in budgeted amount for FY18-19 compared to FY17-18 is primarily due to the additional recology expenses as well as compensation and general utilities increases. Based on the assumptions outlined above, we expect this trust to be fully self-sustaining over the next five years.

CCSC BUSINESS PLAN REPORT

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	0	0	-205	0	0	0	0	0	205	-100%
580095-Cost Recovery From Auxiliaries	1,475	1,568	1,700	1,946	2,047	2,154	2,269	2,393	247	15%
Revenue	0	0	203	1,946	2,047	2,154	2,269	2,393	1,743	859%
Total Revenues / Other Sources.	\$1,475	\$1,568	\$1,698	\$1,946	\$2,047	\$2,154	\$2,269	\$2,393	\$249	15%
Salary & Wages.	574	574	560	635	654	674	694	715	75	13%
Benefits.	374	389	387	420	432	445	458	472	32	8%
Operating Expenses.	169	194	179	281	289	298	307	316	102	57%
Utilities.	347	400	560	597	657	722	794	874	37	7%
Risk Pool.	13	11	10	14	14	15	15	15	3	32%
Work Study.	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	0	0	0	0	0	0	-
All Expenses.	\$1,477	\$1,568	\$1,698	\$1,946	\$2,047	\$2,154	\$2,269	\$2,393	\$249	15%
All Transfers In.	0	0	0	0	0	0	0	0	0	-
All Transfers Out.	0	0	0	0	0	0	0	0	0	-
Net Transfers.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
Operating Income (Loss).	-\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
Ending Fund Balance	0	0								

GATOR PASS AND ONECARD

Background:

Gator Pass-TS003 was established to manage the operational activity of the mandatory Gator Pass transit fee for students. One Card-TS902 was established to manage the operational activity of the mandatory student OneCard id fee. Both of these trusts are linked together the same way the Gator Pass card is part of the OneCard. Our practice has been to keep Gator Pass-TS003 as revenue and expense related to the Gator Pass program itself with SF Muni, BART and other transit program expense within this trust, but all operational expense within One-Card TS902. We have accomplished this by assuming a transfer of \$440K per year from TS003 to TS902 to cover all the OneCard operating expenses since expenses like people, cards, printing and marketing cost can't really be separated between the two program types. The \$440K in administrative expense is \$8 per paying student per semester, which was assumed in the original Gator Pass plan. We have also made a rough assumption for the annual cost of a new OneCard system to replace the failing NuVision system. We won't know the true costs until the CO has completed their OneCard RFP process. In addition, we added a OneCard tech headcount in FY18-19 to support the program. Added headcount was always part of the Gator Pass original plan.

Key Drivers / Assumptions:

TS902 - OneCard

- Transfer in from Gator Pass TS003 of \$440K per year to support OneCard operating trust.
- Add new OneCard system tech position in FY18-19 - \$85K.
- OneCard new system charges start at \$130K and escalate by 3 percent per year
- Housing MOU funding transferred in at \$100K per year
- Pays for most expenses related to Gator Pass, particularly people
- Revenue for FY 18/19 stays consistent with expected revenue for FY 17/18 and then increases 3 percent each year thereafter
- Salary & Wages grow 3 percent per year
- 67 percent benefit rate on salaries & wages. This is based on the current average benefit rate in TS902.

TS003 – Gator Pass

- Gator Pass fee is \$180 per semester and remains flat
- Fall and Spring enrollment remain flat at 29,500 and 27,500 respectively
- 1,000 students exempt from fee each semester. Based on actuals experienced in fall 2017.
- Muni pass rate increases by \$1 per year

- Administration overhead is flat at \$8 per head or \$440K per year. This \$440K is transferred annually to One Card to cover operational expenses. This was always the assumption under the original plan for Gator Pass.
- BART discount cost increase by 5 percent per year. Baseline expense that is used is based on actual BART expenses that were paid in fall 2017.
- New transit programs up to \$20 per student per semester

Conclusion:

TS902 – OneCard

We expect to have a net surplus in this trust of approximately \$200K for FY1-18. Based on the assumptions outlined above, we expect this trust to be fully self-sustaining over the next five years.

TS003 – Gator Pass

For FY17-18, we expect to have a net surplus in this trust of approximately \$2M. This surplus is due to BART ridership being lower than in the original plan. The last bullet regarding New Transit programs referenced above is a placeholder expense in TS003 to reflect the anticipated addition of new transit benefits that will reduce the current and future anticipated net surpluses. We have spread these costs evenly over each year to reflect new benefits that are sustainable. Any new transit benefits will have to be decided by executive consultation between the President and ASI. Such additional benefits may include the following:

- Increase BART discount rate from 25 percent to 30 or 35 percent.
- Coverage of expense for a summer BART shuttle.
- Ford Go Bike installation and discount program.
- AC Transit and or SAMTrans added to semester transit benefit \$2-10 per student.
- Extend Muni discount over winter break and or summer.
- Add CalTrain benefit.
- Add Balboa station to BART program.

Based on the assumptions outline above, we expect this trust to be fully self-sustaining over the next five years.

In addition to the budget submittal, the Fiscal Affairs' staff determined what the true operating cost is to support the Gator Pass program. They did this by assessing the direct costs associated with operating the program as well as the in-kind costs which primarily include staff time that is dedicated to operating the program. This is not captured in the budget that is being submitted. This true operating cost is included with the One Card budget submission so the overall budget is a more accurate reflection of the total cost associated with operating the Gator Pass program.

GATOR PASS BUSINESS PLAN REPORT

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	0	0	0	0	0	0	0	0	0 -	
501111-Cmp Based Mandatory Fees	0	0	9,918	9,900	9,900	9,900	9,900	9,900	-18	0%
501112-St Suppor Admin Fee/Facilities	0	0	0	0					0 -	
Revenue	\$0	\$0	\$9,876	\$9,900	\$9,900	\$9,900	\$9,900	\$9,900	\$24	0%
Total Revenues / Other Sources.	\$0	\$0	\$9,876	\$9,900	\$9,900	\$9,900	\$9,900	\$9,900	\$24	0%
Salary & Wages.	0	0	0	0	0	0	0	0	0 -	
Benefits.	0	0	0	0	0	0	0	0	0 -	
Operating Expenses.	0	6	7,691	9,282	9,981	10,241	10,503	10,767	1,591	21%
Utilities.	0	0	0	0	0	0	0	0	0 -	
Risk Pool.	0	0	0	0	0	0	0	0	0 -	
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	178	0	0	0	0	178 -	
All Expenses.	\$0	\$6	\$7,691	\$9,460	\$9,981	\$10,241	\$10,503	\$10,767	\$1,769	23%
All Transfers In.	0	0	0	0	0	0	0	0	0 -	
All Transfers Out.	0	0	0	440	0	0	0	0	440 -	
Net Transfers.	\$0	\$0	\$0	-\$440	\$0	\$0	\$0	\$0	-\$440 -	
Operating Income (Loss).	\$0	-\$6	\$2,185	\$0	-\$81	-\$341	-\$603	-\$867	-\$2,185	-100%
Ending Fund Balance	\$0	-\$6	\$2,179							

ONECARD BUSINESS PLAN REPORT

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	0	0	0	0	0	0	0	0	0	-100%
501111-Cmp Based Mandatory Fees	123	121	122	140	144	149	153	158	18	14%
501400-Allowancedoubtfulhigherrednfees	0	0	0	0					0	-100%
Revenue	122	121	122	140	144	149	153	158	18	15%
Other Revenue	0	0	110	0	0	0	0	0	-110	-100%
Total Revenues / Other Sources.	\$122	\$121	\$232	\$140	\$144	\$149	\$153	\$158	-\$92	-40%
Salary & Wages.	138	145	175	265	273	281	289	298	90	52%
Benefits.	96	104	118	177	183	188	194	200	60	51%
Operating Expenses.	-220	-90	-200	-299	-295	-291	-287	-283	-99	49%
Utilities.	0	0	0	0	0	0	0	0	0 -	
Risk Pool.	3	3	4	0	0	0	0	0	-4	-100%
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	-3	0	0	0	0	-3 -	
All Expenses.	\$17	\$162	\$96	\$140	\$160	\$178	\$196	\$215	\$44	46%
All Transfers In.	0	0	0	0	0	0	0	0	0 -	
All Transfers Out.	0	0	0	0	0	0	0	0	0 -	
Net Transfers.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 -	
Operating Income (Loss).	\$105	-\$42	\$136	\$0	-\$16	-\$30	-\$43	-\$58	-\$136	-100%
Ending Fund Balance	112	70	206							

FEE DEFERMENT: CAT IV ³²

FEE DEFERMENT BUSINESS PLAN REPORT

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Budget Request change from 2017/18 Projection	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	-	-	-	-					-	-
501112-St Suppor Admin Fee/Facilities	344	325	295	300	309	318	328	338	5	2%
501400-Allowancedoubtfulhigherrednfees	-9	-6	-3	0					3	-100%
590001-Py Revenue Adj	-34	0	-6	0					6	-100%
Revenue	302	319	287	300	309	318	328	338	13	5%
Total Revenues / Other Sources.	\$302	\$319	\$287	\$300	\$309	\$318	\$328	\$338	\$13	5%
Salary & Wages.	73	116	149	152	157	161	166	171	3	2%
Benefits.	52	65	81	88	90	93	96	99	6	8%
Operating Expenses.	11	34	36	87	93	96	99	102	51	142%
Utilities.	0	0	0	0					0	-
Risk Pool.	2	2	3	3					0	9%
Work Study.	0	0	0	0					0	-
Total Financial Aid.	0	0	0	0					0	-
660809-Carry-Forward: Other Expenses	0	0	0	-30					-30	-
All Expenses.	\$138	\$217	\$269	\$300	\$340	\$350	\$361	\$372	\$31	11%
All Transfers In.	0	0	0	0					0	-
All Transfers Out.	0	0	0	0					0	-
Net Transfers.	0	0	0	0	0	0	0	0	0	-
Operating Income (Loss).	\$163	\$102	\$17	\$0	-\$31	-\$32	-\$33	-\$34	-\$17	-100%
Ending Fund Balance	\$208	\$310	\$327							

³² Includes TS901. The trust fund is for all administrative fees related to student refunds, late fee (missing university deadlines), checks returned for non-sufficient funds, and for other student services not considered as mandatory.

HOUSING, DINING & CONFERENCE SERVICES (HDGS)

FY18-19 Budget – Storyline

Outline:

Housing, Dining & Conference Services (HDGS) is a self-supporting enterprise that provides services to students, faculty, staff and non-affiliated clients. No state funds are allocated to HDGS and revenues are based on fees for services.

HDGS manages four programs:

1. Student Life;
2. Employee & Family Housing;
3. Dining Services;
4. Conference & Events Services.

The annual budget is based on revenue projections of fees set on an annual basis. In addition, we consider our total inventory available and assume a 95 percent occupancy rate for the purposes of projecting revenues. HDGS is continuously seeking efficiencies in administration and operational services. Campus-wide support fees are consistently increasing, obliging us to provide services with fewer resources. HDGS funds all capital, deferred and maintenance projects from its income.

Revenue Assumptions:

The Creative Arts replacement building and Holloway student housing projects are scheduled to start construction in July of 2018. The campus community will benefit greatly from the projects, while at the same time HDGS is losing \$1.9 million in revenue for 54 apartment units. This represents a major challenge in balancing the budget this fiscal year. HDGS has planned to expand the Student Life program by converting its Employee & Family Housing units for students' use to aid in projected revenue loss. The University anticipates receiving an annual ground lease payment from the developer for the new student housing project. Negotiations regarding the ground lease payment are still ongoing but the University expects an agreement will be reached later this summer or early next fall. Once the amount is finalized, the additional revenue will be included in the overall revised budget for HDGS as a part of the mid-year budget review process that will take place in January of 2019.

Personnel Planning:

Budget for compensation will account for GSIs and some IRPs, with only one new position request for FY18-19. The position will assist with implementation of practical aspects of environmental protection and safety at work.

HDCS BUSINESS PLAN REPORT³³

	Actual.	Actual.	Actual.	Original Budget.	Budget Request	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Amount	Percent
	YearTotal	YearTotal	YearTotal	YearTotal	YearTotal.	YearTotal.	YearTotal.	YearTotal.	YearTotal.	i=d-c	j=i/c
	a	b	c	d	h	e	f	g	h		
General Fund Allocation	0	134	3	0	0	0	0	0	0	-3	-
504001-Rental	42,737	45,139	47,470	46,805	46,805	48,209	49,655	51,145	52,679	-666	-1%
504002-Facility Rental	297	388	458	431	431	444	457	471	485	-27	-6%
504009-Space Rental Revenue	0	0	18	54	54	56	58	59	61	37	67%
504010-Food Services	8,618	9,605	10,179	10,786	10,786	11,109	11,442	11,786	12,139	606	6%
504400-Allowancedoubtfulauxenterprise	-192	-379	-27	-299	-299	-308	-318	-327	-337	-272	91%
504801-Housing Revenue-Others	102	0	0	0	0	0	0	0	0	0	-
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0	0	-
508001-Interest-Rmp	203	335	467	306	306	315	325	334	344	-161	-53%
580001-Rental Of State Property	87	15	68	85	0	0	0	0	0	16	19%
580006-Installment Charges	140	144	160	139	139	143	147	152	156	-21	-15%
580090-Misc Revenue	810	850	507	648	732	754	777	800	824	141	22%
580093-Other Non-Operating Revenue	0	0	189	0	0	0	0	0	0	-189	-
580095-Cost Recovery From Auxiliaries	0	116	13	0	0	0	0	0	0	-13	-
580410-Allowdoubtfultheropnrevenes	-1	-4	2	0	0	0	0	0	0	-2	-
580803-Insurance Recovery	671	0	0	0	0	0	0	0	0	0	-
580814-Cost Recovery-Revenue	514	372	93	0	502	517	533	549	565	-93	-
590001-Py Revenue Adj	-4	11	56	0	0	0	0	0	0	-56	-
580094-Idc Cost Rec From Csu465	0	0	0	502	0	0	0	0	0	502	100%
580814-Cost Recovery-Revenue	514	372	223	0	0	0	0	0	0	-223	-
Revenue	\$54,496	\$56,965	\$59,877	\$59,456	\$59,456	\$61,239	\$63,076	\$64,969	\$66,918	-\$421	-1%
Total Revenues / Other Sources.	\$54,496	\$57,099	\$59,880	\$59,456	\$59,456	\$61,239	\$63,076	\$64,969	\$66,918	-\$424	-1%
Salary & Wages.	7,180	7,719	6,935	2,813	2,813	2,897	2,984	3,074	3,166	-4,122	-147%
Benefits.	3,095	3,887	4,185	1,491	1,491	1,536	1,582	1,629	1,678	-2,694	-181%
Operating Expenses.	14,645	14,458	17,617	15,314	15,314	15,774	16,247	16,734	17,236	-2,302	-15%
Utilities.	4,133	5,048	5,602	5,846	5,846	6,021	6,202	6,388	6,579	244	4%
Risk Pool.	129	127	131	55	55	57	58	60	62	-76	-138%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	1,005	1,005	1,035	1,066	1,098	1,131	1,005	100%
All Expenses.	\$29,183	\$31,238	\$34,469	\$26,524	\$26,524	\$27,320	\$28,139	\$28,983	\$29,853	-\$7,945	-30%
All Transfers In.	3,425	74	150	0	0	0	0	0	0	-150	-
All Transfers Out.	21,595	20,092	18,022	32,932	32,932	33,920	34,937	35,985	37,065	14,910	45%
Net Transfers.	-\$18,170	-\$20,018	-\$17,872	-\$32,932	-\$32,932	-\$33,920	-\$34,937	-\$35,985	-\$37,065	-\$15,060	46%
Operating Income (Loss).	\$6,629	\$5,470	\$7,447	\$0	\$0	\$0	\$0	\$0	\$0	-\$7,447	-
Ending Fund Balance	\$14,526	\$19,996	\$27,443								

³³ Includes: TD001,TD003-008, TR560

DOWNTOWN CAMPUS (DTC)

FY18-19 Budget – Storyline

Outline:

Effective August 1, 2017, President Wong established a new university division, University Enterprises. The division focuses on capital planning, design, and construction, as well as real estate management and development. It also includes the University Corporation, which is responsible for many of the property management, landlord-tenant, and leasehold arrangements at SF State's main campus.

Relying on the expertise of its personnel in property management, landlord/ tenant relations and other related matters, University Enterprises was tasked with operations management of the DTC. Our initial steps in addressing the needs at the DTC included hiring a full-time operations manager and increasing security in partnership with the University Police Department (UPD). After a comprehensive search a new operations manager began work in April 2018. Additionally, UPD has increased its presence at the DTC by an additional 1.5 FTE.

The operations manager will continue to focus on ensuring the effective operations of the DTC, including compliance with the lease and oversight of obligations in the subleases. The operations manager will also serve as the key planner and strategist as we evaluate the University's plans for the expiration of the lease in December 2021. A comprehensive planning and assessment project will commence in fall 2018 to set the course for the future of the DTC.

Strategic Initiative Funding:

The University is poised to hire a consulting firm to provide an objective assessment of our space needs and the options we have with respect to our lease. The total project cost is estimated at \$165,000. Academic Affairs has agreed to partner with University Enterprises and will cover the bulk of the cost with one-time carry forward funds. The remainder will be covered by the DTC Operations fund.

Revenue Assumptions:

SF State contracted SF Media and Westfield Lab to sublease the DTC space. The budgeted revenue for the external subleases is \$1.4 million. College of Business, College of Extended Learning, Center for Research & Education on Gender and Sexuality, Health Equity Institute, Master of Public Administration program, and Academic Resources are subleasing space at the Downtown Campus. The budgeted rent recharge amount for the internal subleases is \$3.3 million. The colleges are also recharged for operating expenses, the budgeted amount is \$66K.

The major expense for the DTC operations is payment for the master lease. The budget for the master lease is \$4.6 million net of property tax exemption credit. The operating expenses are budgeted at \$69K. The budgeted excess of operating funds (revenues and recharges minus expenses) is \$124K.

Personnel Planning:

With the hiring of the operations manager in spring 2018 and the subsequent addition of UPD personnel, the FY18-19 will be the first full year with this new enhanced personnel structure. While the university has committed to funding these positions through a general fund allocation, the source of funds has not yet been identified.

Comprehensive Financial Position:

The DTC budgeted operating income of \$124K is not adequate to support staff-related expenses. Additionally, there are always unexpected expenses that arise such as the need for carpet replacement, hardware, emergency repairs, etc. There is neither a dedicated budget for common areas leasehold improvements nor budgeted reserves. Moreover, the budgeted master lease amount of \$4.6 million is net of property tax exemption credit, which is \$600K. In the past, specifically at the end of FY16-17, the University could not secure the tax exemption credit being applied to the rent in a timely manner, which led to the fund deficit. DTC's financial position could be negatively affected by a loss of sublease tenants or campus partners. In summary, the budgeted annual income of \$124K is not enough to support DTC operations' \$5 million budget.

DTC BUSINESS PLAN REPORT³⁴

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16 YearTotal	FY 16-17 YearTotal	FY 17-18 YearTotal	FY 18-19 YearTotal	FY 19-20 YearTotal.	FY 20-21 YearTotal.	FY 21-22 YearTotal.	FY 22-23 YearTotal.	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund Allocation	\$0	\$0	\$2	\$0	\$0	\$0	\$0	\$0	-\$2	-100%
580090-Misc Revenue	0	0	1	0	0	0	0	0	-1	-100%
580410-Allowdoubtfultheropnrevenes	0	0	3	0	0	0	0	0	-3	-100%
580816-Misc Revenue Afs Waived	0	0	1,336	1,374	1,412	1,451	1,494	1,539	37	3%
Revenue	\$0	\$0	\$1,340	\$1,374	\$1,412	\$1,451	\$1,494	\$1,539	\$34	3%
Budget Adjustments.	0	0	0	0	0	0	0	0	0 -	
Federal Reimbursements Work Study.	0	0	0	0	0	0	0	0	0 -	
Reimbursed Release Time.	0	0	0	0	0	0	0	0	0 -	
Cel Cost Reimbursement To General Fund.	0	0	0	0	0	0	0	0	0 -	
Cost Allocation.	0	0	0	0	0	0	0	0	0 -	
Other Revenue	0	0	0	0	0	0	0	0	0 -	
Total Revenues / Other Sources.	\$0	\$0	\$1,342	\$1,374	\$1,412	\$1,451	\$1,494	\$1,539	\$32	2%
Salary & Wages.	0	0	13	12	12	12	12	12	-1	-9%
Benefits.	0	0	0	0	0	0	0	0	0 -	
Operating Expenses.	978	1,804	1,245	1,471	1,511	1,563	1,622	1,683	226	18%
Utilities.	0	0	0	0	0	0	0	0	0 -	
Risk Pool.	0	0	0	0	0	0	0	0	0 -	
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	124	129	123	115	106	124 -	
All Expenses.	\$978	\$1,804	\$1,257	\$1,606	\$1,652	\$1,698	\$1,749	\$1,801	\$349	28%
All Transfers In.	0	0	709	233	240	247	254	262	-477	-67%
All Transfers Out.	0	0	709	0	0	0	0	0	-709	-100%
Net Transfers.	\$0	\$0	\$0	\$233	\$240	\$247	\$254	\$262	\$233 -	
Operating Income (Loss).	-\$978	-\$1,804	\$84	\$0	\$0	\$0	\$0	\$0	-\$84	-100%
Ending Fund Balance	164	211	295							

³⁴ SP780- Downtown Campus and TR109 Downtown Campus Central Ops

INSTRUCTIONAL RELATED ACTIVITIES (IRA) ³⁵

IRA BUSINESS PLAN REPORT

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Budget Request change from	
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Amount	Percent
	YearTotal	YearTotal	YearTotal	YearTotal	YearTotal.	YearTotal.	YearTotal.	YearTotal.	i=d-c	j=i/c
	a	b	c	d	e	f	g	h		
General Fund Allocation	0	0	3	0					-3	-100%
501102-I.R.A. Fee	2,827	2,745	2,784	2,973	2,973	2,973	2,973	2,973	189	7%
501400-Allowancedoubtfulhigherdnfees	-10	-3	-8	0					8	-100%
Revenue	\$2,824	\$2,744	\$2,776	\$2,973	\$2,973	\$2,973	\$2,973	\$2,973	\$196	7%
Total Revenues / Other Sources.	\$2,824	\$2,744	\$2,779	\$2,973	\$2,973	\$2,973	\$2,973	\$2,973	\$193	7%
Salary & Wages.	311	20	15	0	15	15	15	15	-15	-100%
Benefits.	1	0	0	0	0	0	0	0	0	-100%
Operating Expenses.	4,234	2,859	2,621	2,973	2,958	2,958	2,958	2,958	351	13%
Utilities.	0	0	0	0					0 -	
Risk Pool.	4	0	0	0					0	-100%
Work Study.	0	0	0	0					0 -	
Total Financial Aid.	0	0	0	0					0 -	
660809-Carry-Forward: Other Expenses	0	0	0	0					0 -	
All Expenses.	\$4,550	\$2,880	\$2,637	\$2,973	\$2,973	\$2,973	\$2,973	\$2,973	\$335	13%
All Transfers In.	7,963	2,789	2,659	2,913	2,913	2,913	2,913	2,913	254	10%
All Transfers Out.	6,558	2,747	2,649	2,913	2,913	2,913	2,913	2,913	264	10%
Net Transfers.	\$1,405	\$42	\$10	\$0	\$0	\$0	\$0	\$0	-\$10	-100%
Operating Income (Loss).	-\$321	-\$93	\$152	\$0	\$0	\$0	\$0	\$0	-\$152	-100%
Ending Fund Balance	\$546	\$453	\$605							

³⁵ Includes: TAXXX (excluding TA650 and TA050)

ASSOCIATED STUDENTS

FY18-19 Budget – Storyline

Outline:

Associated Students (AS) serves as the voice of the student interests and promotes an enriched co-curricular university life experience. It is dedicated to the empowerment of SF State's diverse student body with the combined effort of various programs and departments throughout campus, providing student services and programs, while encouraging external advocacy efforts.

AS continues to work towards enhancing all aspects of the organization by expanding outreach with campus colleagues as well as supporting the University's strategic initiatives.

AS continues to work on stabilizing the organization in 2018-19 by prioritizing the hiring of an executive director as well as hiring for other approved (budgeted) positions in its organizational chart.

Strategic Initiative Funding:

The FY18-19 proposed budget plan was prepared with great awareness of the support by the two separate student fees, which the AS Board oversees. As priorities were reviewed, consideration was given to items that would enhance the growth of the organization's human capital and finalization of the organizational structure of the newly enhanced Auxiliary. The most critical items are (1) the allocation of funds for the recruitment of six full time professional staff in the areas of Business Administration and Finance, Programs, Human Resources, and Facilities, (2) the increase to part time hourly student staff rates to meet the SF minimum wage ordinance, and (3) the 3 percent cost of living adjustment for all full time staff.

This year, Associated Students is requesting a 1.1 percent increase in the operating budget from last year. With careful review of the operating budget, a 9.6 percent decrease was identified. This reduction has given AS the opportunity to support our robust organizational structure without disrupting other areas of the organization.

With that stated, in order for the organization to maintain sufficient dollars to remain viable over a ten-year period, budgeted future projections include a potential increase to both the Student Center Fee and the Associated Students' fee that AS may propose in the future.

The proposed budget continues to prioritize the Cesar Chavez Student Center Bond payment and maintenance of appropriate levels of debt service coverage ratios. Additionally, both fees continue to fund Repair and Replace reserves for both the Student Center building as well as the Early Childhood Education Center building.

Revenue Assumptions:

AS revenue assumption drivers are the enrollment figures provided by Enrollment Management as well as the BAO office.

AS manages two fees, the AS fee of \$54 and the Student Union fee of \$82 per student per semester. AS collects and utilizes for its annual operation a 100 percent of the AS Fee, and a portion of the Student Union Fee, which covers expenses, related to managing programs which transferred over from the merger, after the Student Union fee priorities are funded, i.e. the debt service coverage ratio (DSCR) minimum of 1.35, the bond obligation, as well as the funding of capital major and minor projects to maintain the Student Union building.

Fees:

In order to project a viable financial plan for the organization, the proposed budget contains a projected increase in fees for the Student Center and Associated Students, which AS may later formally propose. Currently, the AS student fee is \$54; this fee is proposed to increase over a three year period beginning FY20-21 (\$70), FY21-22 (\$75), FY22-23 (\$80) for a total of \$26 increase. Additionally, the Student Center Fee, currently \$82, is proposed to increase over another three year period beginning FY23-24 (\$91), FY24-25 (\$100), and FY25-26 (\$109) for a total of \$27 increase from the current levels.

The last fee increase for Associated Student was in 2011 and the Student Center last increased its fees in 2004, during which time both organizations made commitments to freeze increases for ten year. Since the last increases in 2004 and 2011, respectively, both organizations have met and exceeded the commitments made during the last increase, which guaranteed an increase would not occur within a ten-year period.

Personnel Planning:

During the mergers (2014) a new and enhanced organizational chart was introduced and approved by the board. Associated Students continues to work in ensuring staff are placed in permanent positions that are in line with our new and enhanced structure. With that said, FY18-19 Associated Students is proposing the hiring of six new positions as follows:

- Compliance Coordinator - \$55K
- Senior Director for Administration and Governance - \$70K
- Human Resources Coordinator - \$75K
- Building Manager - \$55K
- IT Manager - \$55K
- Senior Director of Programs - \$75K

Comprehensive Financial Position:

Associated Students is projected to close the fiscal year with a surplus of about \$300,000. We continue to monitor our financial position on a monthly basis to ensure we meet our obligations.

AS continues to successfully manage a \$9M annual organizational budget. In the recent years, since the merger of two auxiliary organizations into one, Associated Students shifted its approach to focus on strategic budgeting, such that we continuously understand how any spending this year affects the financial health of the organization in three, five and 10 years. We continue to use the bottom up budgeting approach, leveraging the talent of those leaders who are experts in their areas along with priorities identified by our board. We balance our board priorities with the financial realities of student enrollment, CSU, campus and other State priorities to create a budget that best represents AS vision, direction and strategy.

Our financials continue to demonstrate a well-managed financial picture that still supports AS programs and services with two student fees. It may warrant a review in the coming years related to sustainability of AS operation with two fees. AS welcomes a discussion with the campus on the various priorities of the two fees and a strategic discussion to eventually remove AS's dependence on the Student Union fee, which it no longer manages.

ASSOCIATED STUDENTS BUSINESS PLAN REPORT

	Actual.	Actual.	Actual.	Original Budget.	Planned	Planned	Planned	Planned	2018/19 Original Budget change from 2017/18 Actuals	
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	Amount	Percent
	YearTotal	YearTotal	YearTotal	YearTotal	YearTotal.	YearTotal.	YearTotal.	YearTotal.	i=d-c	j=i/c
	a	b	c	d	e	f	g	h		
General Fund Allocation	0	0	6	0					-6	-100%
502101-Contedu-S/S Degree Prgm	1,641	2,839	3,406	3,406	3,678	3,972	4,370	4,807	0	0%
502102-Contedu-Cert Prgm	3,345	3,213	3,467	3,831	4,137	4,468	4,915	5,407	364	11%
502103-Contedu-Contract Prgm	11	5	0	0					0 -	
502104-Contedu-Open University	3,519	3,269	3,113	3,117	3,367	3,636	3,999	4,399	4	0%
502105-Ce-Special Session-Other	2,287	2,686	1,942	1,810	1,955	2,112	2,323	2,555	-131	-7%
502106-Self Support Summer	0	90	0	0					0 -	
502301-Ce-Regular Non Credit	1,631	853	974	1,485	1,604	1,732	1,905	2,096	511	52%
502303-Ce-Ceu Credits	1,515	1,411	1,480	1,928	2,082	2,249	2,473	2,721	448	30%
502304-Cel Misc User Fees	0	0	10	0	0	0	0	0	-10	-100%
502400-Allowancedoubtfulcontednfees	-17	-46	-39	0	0	0	0	0	39	-100%
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0 -	
508001-Interest-Rmp	75	70	64	65	65	66	67	68	0	1%
580090-Misc Revenue	605	574	856	1,125	1,215	1,312	1,443	1,587	269	31%
580410-Allowdoubtfulotheropnrevenes	0	-3	2	0	0	0	0	0	-2	-100%
590001-Py Revenue Adj	0	0	-1	0	0	0	0	0	1	-100%
Revenue	\$14,613	\$14,961	\$15,274	\$16,766	\$18,103	\$19,547	\$21,496	\$23,640	\$1,493	10%
Total Revenues / Other Sources.	\$14,613	\$14,961	\$15,283	\$16,766	\$18,103	\$19,547	\$21,496	\$23,640	\$1,483	10%
Salary & Wages.	6,959	7,095	7,389	6,983	7,123	7,266	7,411	7,559	-406	-5%
Benefits.	2,079	2,093	2,851	2,022	2,062	2,103	2,145	2,188	-829	-29%
Operating Expenses.	5,049	3,415	4,639	5,793	5,170	5,274	5,379	5,487	1,154	25%
Utilities.	0	0	0	0					0 -	
Risk Pool.	138	112	122	232	237	241	246	251	110	89%
Work Study.	0	0	0	0	0	0	0	0	0 -	
Total Financial Aid.	0	0	0	0	0	0	0	0	0 -	
660809-Carry-Forward: Other Expenses	0	0	0	-344	0	0	0	0	-344 -	
All Expenses.	\$14,225	\$12,715	\$15,002	\$14,687	\$14,592	\$14,884	\$15,182	\$15,485	-\$315	\$0
All Transfers In.	2,713	377	208	0					-208	-100%
All Transfers Out.	4,184	1,871	2,407	2,080	2,915	3,147	3,461	3,806	-327	-14%
Net Transfers.	-1,471	-1,494	-2,199	-2,080	-2,915	-3,147	-3,461	-3,530	120	-5%
Operating Income (Loss).	-\$1,084	\$752	-\$1,917	\$0	\$596	\$1,516	\$2,853	\$4,625	\$1,917	\$0
Ending Fund Balance	\$16	\$768	-\$1,150							

Source: Associated Students

FOUNDATION

FY18-19 Budget – Storyline

Revenue

- Revenue for the Foundation is generated by assessing an annual 1.25 percent administrative fee on the endowments. This amount is used to operate the Foundation.
- An additional amount is assessed to cover the costs of investment management fees.
- For FY18-19, the projected revenue is \$1.8 million. The increase in revenue for future years is estimated at 5 percent annually.³⁶

Operating Expenses

All operating expenses increase annually by 3 percent increase, except for the following:

- The Foundation signed a three-year contract with Auxiliary Business Services for \$256,491 per year. A 3 percent annual increase is included for years four and five.
- Staff support increases by \$25,000 in year two for additional staff support. A 3 percent increase is calculated for year three. Years four and five include salary and benefits for a full-time Executive Director (year five includes a 3 percent increase over year four).
- We are looking to decrease some of the memberships we have by year three.
- We are hiring a strategic planning consultant for the consultant in year one. The project should conclude at the end of the fiscal year so we have decreased the costs of professional services/consultants in years two through five.
- Out-of-state travel decreases every other year when the annual AGB conferences comes to southern California as opposed to the East Coast.

Non-Operating Expenses

- Investment management fees have been increased by the same 5 percent by which the revenue has been increased. This is because we collect the amount that is equal to the fees.
- Funds to the University will not include the \$12,500 matching gift for the Hatami endowment.
- Therefore, year two decreased by said amount. The \$100,000 from the Foundation for the comprehensive campaign will cease in year three when the campaign ends.
- Cost recovery (paid to the University) has been increased by 3 percent annually since the basis used is Foundation expenditures.
- Per the reserve analysis, additional funds were not needed for year once. However, based on projected operating expenses, the six-month operating reserve pool will need to be increased. The projected increase in the reserve for years two, three, four and five are \$3,435, \$7,088, \$108,414 and \$17,202, respectively.

³⁶ Contributions increased by 5% in 2015, 1% in 2016 and 63% in 2017.

- Taxes here are based on unrelated business income tax (UBIT). The private investment that generates the most UBIT should be liquidated in the next two years. However, just in case we have future investments that generate UBIT, we include \$100,000 annually to be on the safe side.

Net Income/Loss

- We are projecting a surplus in years one through five. When added to the unrestricted net assets at the beginning of each fiscal year, we anticipate unrestricted net assets (reserves) of \$1.4 million by 2023.

SF STATE FOUNDATION BUSINESS PLAN REPORT
Unrestricted Funds Only

		YEAR 1 Board Approved 2018- 2019	YEAR 2 Projected 2019- 2020	YEAR 3 Projected 2020- 2021	YEAR 4 Projected 2021- 2022	YEAR 5 Projected 2022- 2023
Revenue:	Endowment Administration Fees	\$1,115	\$1,171	\$1,229	\$1,291	\$1,355
	Revenue for Investment Management Fees	\$695	\$730	\$766	\$805	\$845
	Misc Revenue					
	Total Revenue	\$1,810	\$1,900	\$1,995	\$2,095	\$2,200
Operating Expenses:						
	613905 Auxiliary Business Services	\$256	\$256	\$256	\$264	\$272
	601925 Staff Support	\$108	\$136	\$140	\$345	\$355
	660953 Legal	\$50	\$52	\$53	\$55	\$56
	613900 Auditing and Tax Preparation	\$60	\$62	\$64	\$66	\$68
	660010 Insurance	\$4	\$4	\$4	\$4	\$4
	660947 Membership Fees	\$15	\$15	\$10	\$10	\$11
	660001 Postage & Freight	\$1	\$1	\$1	\$1	\$1
	660002, 660958 Printing	\$9	\$9	\$9	\$9	\$10
	613902 Professional Services/Consultants	\$45	\$20	\$21	\$21	\$22
	660948 Advertising	\$5	\$5	\$5	\$5	\$6
	660816 Honoraria	\$5	\$5	\$5	\$5	\$6
	606002 Out-of-State Travel	\$20	\$15	\$21	\$15	\$21
	606001 In State Travel	\$10	\$10	\$11	\$11	\$11
	660009, 660956 Professional Development (conferences, registration, etc)	\$15	\$15	\$16	\$16	\$17
	660003 Supplies & Services	\$10	\$10	\$11	\$11	\$11
	660800, 660900 Space & Equipment Rental (meetings, events)	\$7	\$7	\$7	\$7	\$7
	660950 Hospitality	\$75	\$77	\$80	\$82	\$84
	660962, 660905 Banking Fees	\$4	\$4	\$4	\$4	\$4
	660817 Miscellaneous	\$35	\$36	\$37	\$38	\$39
	Total Operating Expenses	\$732	\$739	\$753	\$970	\$1,004
Non-Operating Expenses:						
	613902, 660918, 660049 Investment Management Fees, including OCIO	\$695	\$730	\$766	\$805	\$845
	660979 Funds To University	\$208	\$195	\$95	\$95	\$95
	660979 Cost Allocation/Recovery	\$15	\$15	\$16	\$16	\$17
	680026 Operating Reserves	\$0	\$3	\$7	\$108	\$17
	660825 Taxes	\$100	\$100	\$100	\$100	\$100
	Total Non-Operating Expenses	\$1,018	\$1,044	\$984	\$1,124	\$1,074
	Total Operating & Non-Operating Expenses:	\$1,750	\$1,783	\$1,737	\$2,094	\$2,078
Net Income/Loss at June 30th:		\$60	\$118	\$258	\$1	\$122
Unrestricted Net Assets at Beginning of Fiscal Year		\$867	\$927	\$1,045	\$1,303	\$1,304
Unrestricted Net Assets at End of Fiscal Year		\$927	\$1,045	\$1,303	\$1,304	\$1,425

UNIVERSITY CORPORATION

FY2018-19 Budget – Storyline

Source of Funds (Revenue) – UCorp has three main sources of revenue: Indirect/Administrative fees, Business Services, and Investment Income. Indirect Cost for FY18-19 is projected higher than FY17-18 based on Foundation grants expected to be received by UCorp. UCorp did not budget additional income from the campus for managing 0 percent IDC grants. The projected budget remains flat conservatively as this is a decreasing part of UCorp's business model with grants that can go to the campus being accepted by the campus. UCorp primarily receives those grants that require a 501 c3 to accept them.

Campus Program Fees/Administrative Fees are administrative fees earned on contributions and revenue-generating campus programs, which run through UCorp. This also includes fees earned for serving as a campus business partner, such as those earned for managing programs like commencement, as well as for managing real estate development projects like the Holloway Revitalization Project. FY18-19 is the first year that fee will be received on the Holloway Project as construction is scheduled to start in the fall of FY18-19 triggering the start of the lease payments from the developer. Starting in FY20-21 UCorp is expecting to receive approximately \$75,000 as its 10 percent fee, as the Holloway project is projected to be completed for occupancy in fall 2020 at which time the Developer would be responsible for the full ground lease payment with approximately 3 percent escalation each year afterward.

Business Services Vending and Other – Budget includes a new vendor, Clean Bites, located in the Mashouf Wellness Center, as well as vendor increases for some vendors based on CPI. The budgeted amount is less than the prior year based on the Vending program gross revenue, not included in the budget. UCorp facilitates a food voucher program between the campus and our food vendors during Campus Welcome Days.

Future projections are based on 3 percent CPI increase for our food vendors.

Follett Commission has been budgeted based on the estimated minimum for FY19, which is 10 percent less of the commission received in FY17-18 due to continuing declining sales that the commission is based. UCorp is currently in the additional two year option period per the contract and after FY19-20 plan to renegotiate with Follett to implement a floor to the contract.

Self-Operations

Ctrl-P, the copy center operated by UCorp, continues to exceed expectations. Revenue increased in FY18-19, and we expect the business will continue to grow based on benefits realized from a staff reorganization, as well as favorable equipment leases. Ctrl- P with the re-organization and strategic partnerships has been able to provide better quality and expand

services offered in an attempt to garner more campus business.

Future projections are based on 2 percent growth each year.

Shop 24 is expected to increase revenues significantly in FY18-19, primarily based on the Shop 24 refresh that will take place in the summer of FY18-19. Revenue for Shop 24 has been budgeted to increase 50 percent over the previous year. Future projection are based on 2 percent growth each year thereafter.

Expenses

Salaries represents salaries related to staff employed under UCorp's self-operations. Cashiers and leads salary increases are in alignment with the SF minimum wage, which UCorp must follow. Management increases are based on a 3 percent increase. Future projections are based on 3 percent increases each year.

Benefits are based on a rate of 37 percent.

Support Services (salary and benefits) – These salaries and benefits represent salaries for the administrative staff who are SFSU employees which UCorp fully reimburses SFSU for those cost. For FY18-19 the increase in salaries is roughly between 5 to 7 percent based on the 3 percent general salary increase and staffing reclassifications. 3 percent salary increases were used for future projections.

Insurance for UCorp General Liability and Director and Officers coverage is estimated at \$30K

Non-Operating Revenue/Expenses

The Shop 24 refresh referenced above is estimated at \$50k, which will include taking the current façade off of the current structure and removing all Shop 24 inner parts, which will be replaced with new vending machines inside the structure.

Cost Allocation – estimate to the campus \$150k based on current year and for the future.

Investment Income – using smoothing, based on 6 percent of a \$21.45M smoothed portfolio (UCorp Portfolio thru March 2018 using smoothing 5 yr avg return). Conservatively project a 3 percent increase each year.

UNIVERSITY CORPORATION BUSINESS PLAN REPORT

	Actual	Actual	Projected Total	Budget	Planned	Planned	Planned	Planned	2018/19 Budget change from 2017/18 Projection	
	FY 15-16 Year Total	FY 16-17 Year Total	FY 17-18 Year Total	FY 18-19 Year Total	FY 19-20 Year Total	FY 20-21 Year Total	FY 21-22 Year Total	FY 22-23 Year Total	Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund										
Revenue										
Grants and Contract revenue - Indirect Cost	81	65	48	76	76	76	76	76	28	60%
Program Revenue - Campus Programs Admin Fee	325	137	349	410	410	450	452	454	61	17%
Business Service Income:										
Food Vendors/Other Bus Revenue	632	274	545	478	492	507	522	538	-67	-12%
Administration Revenue - Vendors Student Center	230	119	244	252	259	267	275	283	8	3%
Follett Commission/Donation	1,059	440	740	689	620	620	620	620	-51	-7%
Copy Center	207	86	236	253	258	264	264	264	17	7%
LobbyShops/Shop 24	1,607	761	1,533	1,627	1,660	1,693	1,727	1,761	94	6%
Cost of Goods Sold	-924	-441	-879	-931	-946	-965	-984	-1,004	-52	6%
Other Revenue	31	2	0	0					0	-100%
Total Revenue	\$3,249	\$1,443	\$2,815	\$2,853	\$2,829	\$2,911	\$2,951	\$2,992	\$38	
Expenses/ Management and General										
Personnel Expenses										
Salaries and Wages	378	188	432	417	430	442	456	469	-15	-3%
Benefits	158	65	152	159	159	164	169	174	8	5%
Support Services - Salary and benefits(campus)	1,519	830	1,773	1,900	1,957	2,016	2,076	2,138	127	7%
Operating Expense	656	139	312	310	319	329	339	349	-2	-1%
Travel/Staff Development		3	15	16	17	17	18	18	2	12%
Depreciated Expense	56	22	51	55					4	8%
Contractor Expenses:										
Auditor	115	46	82	76	78	81	83	86	-5	-7%
Legal	4	4	2	5	5	5	5	5	3	131%
ADP	19	6	21	19	20	20	21	21	-1	-6%
Insurance		21	25	30	30	30	30	30	5	22%
Consultants	59	29	28	52	52	52	52	52	23	82%
Other - Campus	47	8	18	12	12	12	12	12	-7	-37%
Rent - Campus	42	21	42	42	42	42	42	42	0	0%
Board Appropriation		0	1	3	1	1	1	1	2	300%
Business Services Expenses -Rental Expenses	687	258	723	650	670	690	710	732	-73	-10%
Total Management and General Operating Expenses	\$3,740	\$1,642	\$3,675	\$3,746	\$3,791	\$3,900	\$4,013	\$4,129	\$71	
Non Operating Sources and Uses										
Plant Fund Allocation										
University Support - Board Appropriations	-100	-50	-76	-50	-50	-50	-50	-50	26	-35%
UCorp scholarship endowment (Franciscan)Board Appropriations		0	0							
Cost Allocation Expense - Campus			-167	-150	-150	-150	-150	-150	17	-10%
Transfer - Holloway Project			-84						84	-100%
Plant Fund Allocation			0	-50					-50	
Miscellaneous Transfer - Balancing General Fund		619	0							
Net Investment Income: Interest, Dividends, Realized/Unrealized Gains	-206	927	1,562	1,417	1,473	1,532	1,594	1,657	-146	-9%
Investment Fees	-90	-36	-101	-178	-178	-178	-178	-178	-78	77%
Total Non-Operating Revenue (expense)	-\$397	\$1,460	\$1,135	\$988	\$1,095	\$1,154	\$1,215	\$1,279	-\$147	
Net Income(Loss)	-\$887	\$1,262	\$275	\$96	\$133	\$164	\$153	\$142	-\$180	

GRANTS AND CONTRACTS

FY18-19 Budget

in thousands

Revenues

Federal Grants & Contracts	21,329	75%
State Grants & Contracts	2,641	9%
Local Grants & Contracts	1,765	6%
Non Governmental Grants & Contracts	2,742	10%
Total Revenues	28,476	100%

Expenses

Salary & Benefits		
Salary & Wages	10,208	36%
Benefits	3,362	12%
	13,571	48%
Operating Expenses		
Contractual Services	740	3%
Honorarium	100	0%
Equipment	732	3%
IT Equipment & Supplies	82	0%
Rental	26	0%
Stipends	3,315	12%
Subrecipient	2,944	10%
Supplies And Service	1,397	5%
Travel	605	2%
Tuition & Fees	678	2%
Other Operation Expenses	104	0%
	10,724	38%
Facilities & Administrative Costs	4,181	15%
Total Expenses	28,476	100%

Net Revenue (Expenses)

0

LOTTERY FUND

FY18-19 Budget

CSU Allocation	2,091
Interest Revenues	4
Total Revenues	2,095
Educational Equity Program:	
Outreach High School	25
Outreach-Community College	50
Community Access-Student Affairs	23
EOP Summer Bridge / Mentor Program	78
SSS / Trio Program	32
Future Scholars Program	30
Student Affairs & Enrollment Management Total	238
Teach Diversity-Math & Science Initiative	237
Campus Academic Resource Program	190
Academic Affairs Total	427
Educational Equity Program	664
Discretionary Expenditures:	
Academic Affairs Instructional Equipment	1,431
Total Expenses	2,095
Net Revenues (Expenses)	-
Prior Year fund Balance-Undesignated	1,099
Projected Ending Fund Balance	1,099

CAPITAL PLAN AND FY18-19 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 involves the balancing of scarce resources with apparently unlimited demands. It can require difficult decisions. 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.

In general, the capital budget is 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, include two types: Designated Campus Reserves – Improvements (Campus-I) and Designated 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 can establish reserve funds (for 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, which lists funding administered by state agencies.

Additional useful online resources include the following:

- [California Department of General Services](#) This website provides information on state contracts, which can allow a local government substantial savings on the purchase of equipment, visit the website
- [Catalog of Federal Domestic Assistance \(CFDA\)](#) This website offers or details regarding federal assistance, visit the website. 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.
- [American Recovery and Reinvestment Act \(ARRA\)](#) This website allows visitors to search for programs administered by ARRA . According to the site, the major portion of funding 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. Public/Private-Partnerships (P3) 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.

Because of 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 (BOT) 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:

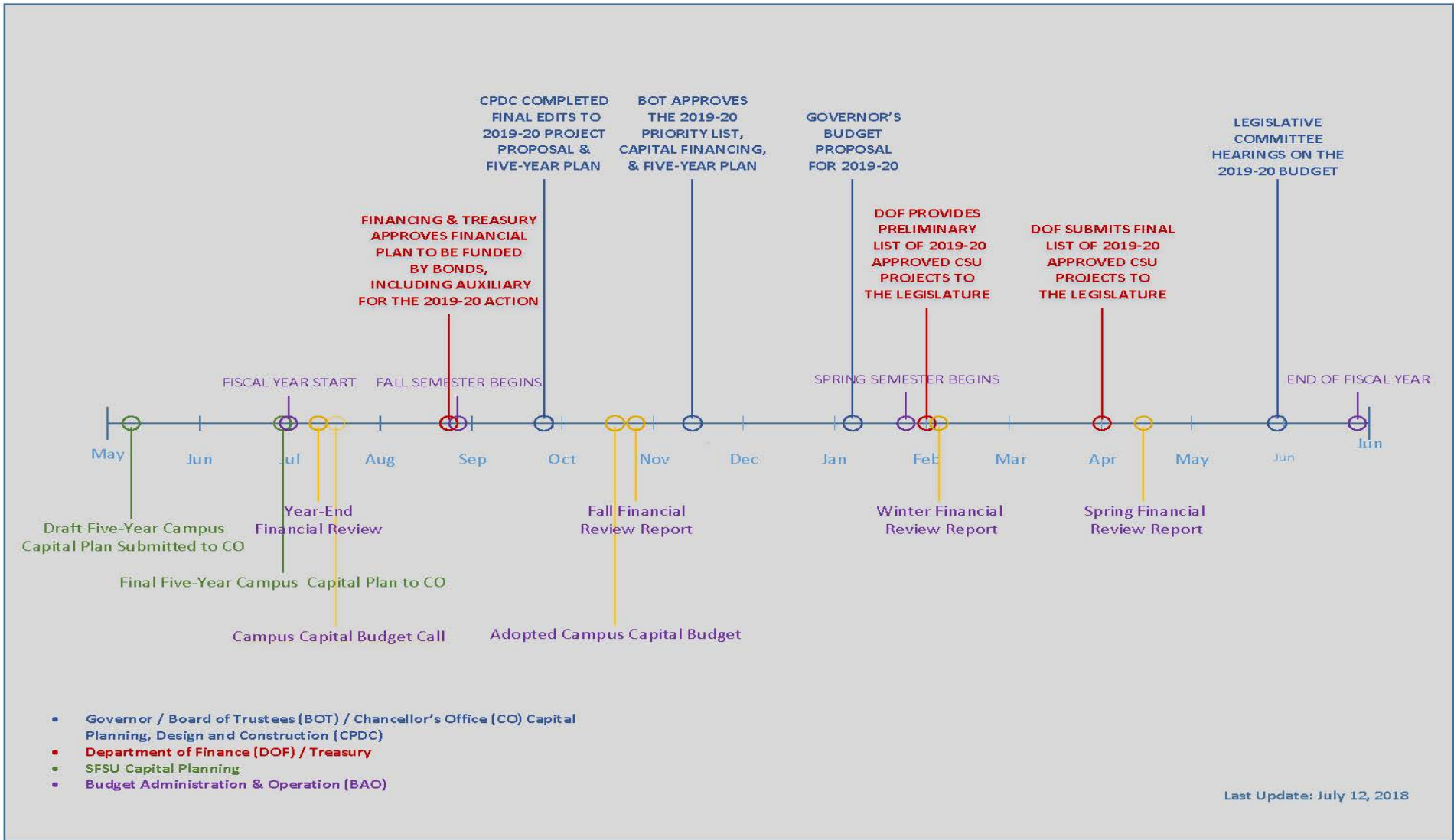
- **Statewide Revenue Bond (SRB).** SRBs are a form of long-term borrowing the state uses to finance public improvements, including state office buildings, state universities, prisons, and food and agricultural facilities. Like a General Obligation (GO) bond, a SRB is, in effect, an IOU. Unlike GO bonds, 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.

- **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.

Capital Budget Timeline



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 Capital Planning, Design and Construction (CPDC) division will ask departments and schools for project proposals to be considered for funding as the next fiscal year's capital budget is developed. CPDC 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 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) & Chief Financial Officer (CFO) of Administration and Finance.
- e. When necessary, the VP & CFO of 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 to June, 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 State University Administrative Manual [SUAM Section VII](#) [Five-Year Capital Improvement Program Procedures and Formats for Capital Outlay Submission, Sections 9100-9121].
- I. Each 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, FY18-19 TO FY23-24 OVERVIEW

This chapter provides an overview of the capital planning process, describes current strategic initiatives, presents the FY18-19 to FY23-24 Capital Plan (CP) and related constraints, and discusses the FY18-19 Capital Budget (CB).

SF State's FY18-19 to FY23-24 Capital Plan and FY18-19 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 ten years, which identifies projects intended to implement campus plans, facilities plans, and the Master Plan.

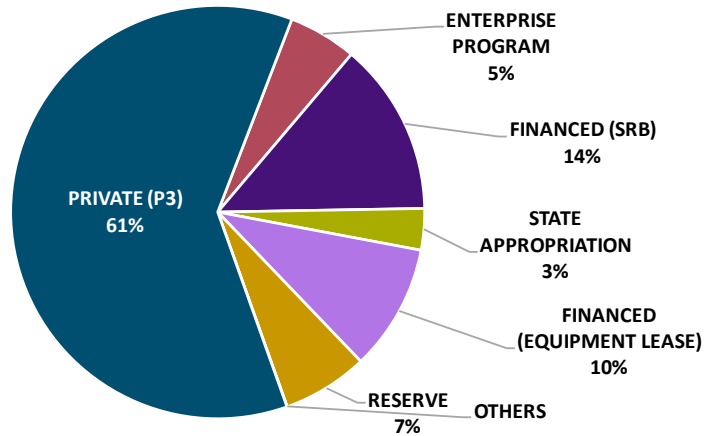
The SF State campus has one of the oldest building stocks of all CSU campuses, and this five-year plan begins to address updating the campus in the critical areas of life and safety, new facilities, and modernization. Since the CP includes estimates of all capital needs, it provides the basis for setting 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.

Capital Plan projects include: Non-Recurring Maintenance/Repair (NRMR) and Capital Improvement Projects (CIMP); real estate leases and leasehold improvements; equipment purchases that have a long service life, are generally over \$50,000 and will be under-way from FY18-19 to FY23-24. Although the CP 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.

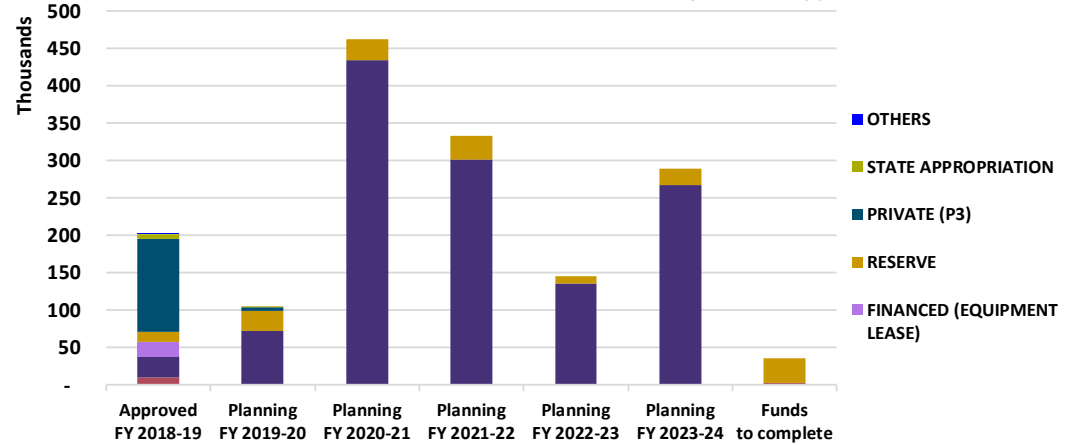
THE AMOUNT STARTING FROM THE NEXT PAGE IN THE CAPITAL BUDGET IS IN THOUSANDS UNLESS OTHERWISE INDICATED.

CAPITAL PLAN FY18-19 TO FY23-24 PRESENTED BY FUNDING TYPE

SF State CP 2018-19 By Fund Type



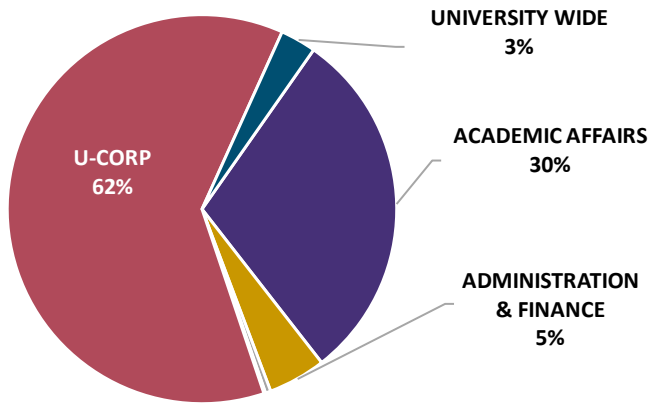
SF State CP 2018-19 to 2023-24 By Fund Type



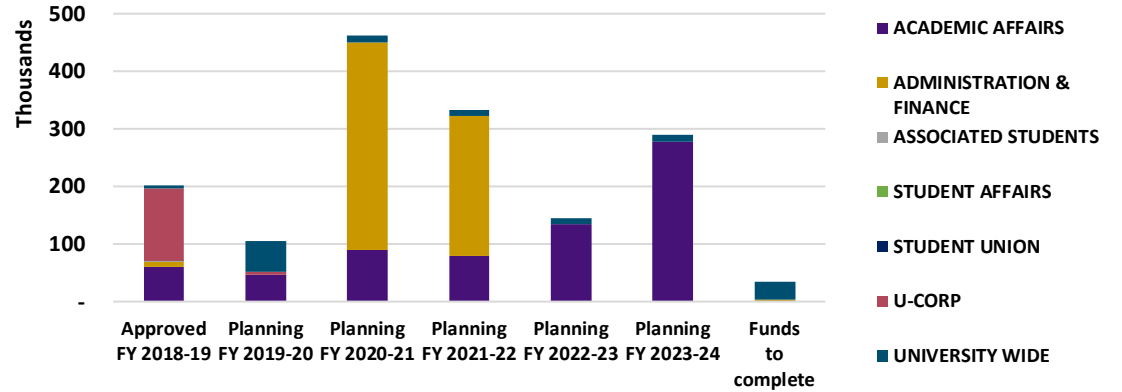
Fund Type	Approved FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Planning FY 2023-24	Funds to complete
ENTERPRISE PROGRAM	10,807	-	-	-	-	-	3,000
FINANCED (SRB)	27,377	72,959	434,617	301,174	136,032	267,092	-
STATE APPROPRIATION	6,554	1,131	-	-	-	-	-
FINANCED (EQUIPMENT LEASE)	20,000	-	-	-	-	-	-
RESERVE	13,541	26,032	27,770	32,357	9,563	22,295	32,300
OTHERS	40	-	-	-	-	-	-
PRIVATE (P3)	123,857	5,147	-	-	-	-	-
GRAND TOTAL	\$ 202,177	\$ 105,269	\$ 462,387	\$ 333,531	\$ 145,595	\$ 289,387	\$ 35,300

CAPITAL PLAN FY18-19 TO FY23-24 PRESENTED BY CABINET

SF State CP 2018-19 By Cabinet



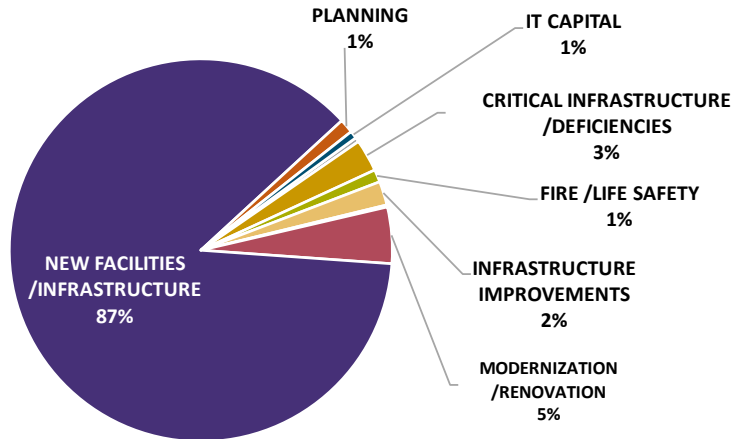
SF State CP 2018-19 to 2023-24 By Cabinet



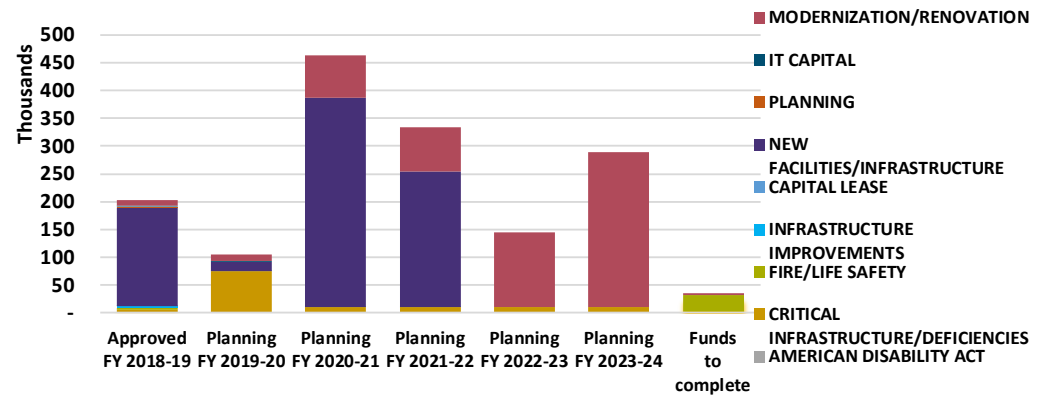
Cabinet	Approved FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Planning FY 2023-24	Funds to complete
ACADEMIC AFFAIRS	60,134	46,125	90,168	79,755	134,295	278,087	-
ADMINISTRATION & FINANCE	9,695	-	360,707	242,264	-	-	3,000
ASSOCIATED STUDENTS	906	-	-	-	-	-	-
STUDENT AFFAIRS	126	-	-	-	-	-	-
STUDENT UNION	154	-	-	-	-	-	-
U-CORP	125,162	5,147	-	-	-	-	-
UNIVERSITY WIDE	5,999	53,997	11,512	11,512	11,300	11,300	32,300
GRAND TOTAL	\$ 202,177	\$ 105,269	\$ 462,387	\$ 333,531	\$ 145,595	\$ 289,387	\$ 35,300

CAPITAL PLAN FY18-19 TO FY23-24 PRESENTED BY PROJECT CATEGORY

SF State CP 2018-19 By Category



SF State CP 2018-19 to 2023-24 By Category



Category	Approved FY 2018-19	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23	Planning FY 2023-24	Funds to complete
AMERICAN DISABILITY ACT	779	-	-	-	-	-	-
CRITICAL INFRASTRUCTURE/DEFICIENCIES	5,519	74,659	11,300	11,300	11,300	11,300	2,300
FIRE/LIFE SAFETY	2,148	-	-	-	-	-	30,000
INFRASTRUCTURE IMPROVEMENTS	4,075	-	-	-	-	-	-
CAPITAL LEASE	353	212	212	212	-	-	-
MODERNIZATION/RENOVATION	9,620	12,252	75,168	79,755	134,295	278,087	3,000
NEW FACILITIES/INFRASTRUCTURE	175,962	17,246	375,707	242,264	-	-	-
PLANNING	2,434	-	-	-	-	-	-
IT CAPITAL	1,288	900	-	-	-	-	-
GRAND TOTAL	\$ 202,177	\$ 105,269	\$ 462,387	\$ 333,531	\$ 145,595	\$ 289,387	\$ 35,300

CAPITAL PLAN FY18-19 TO FY23-24 BY PROJECT DETAIL

Fund Type	Project Name (Bldg. -Title)	Yr. 1					Funds to Complete	Total Budget Impact
		2018-19 (Cfw+New)	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23		
Reserve	CA-BECA Replacement - Planning	67	-	-	-	-	-	\$ 67
Equipment Lease	CA-BECA Replacement Building	20,000	-	-	-	-	-	\$ 20,000
Reserve	CA-BECA Replacement Building	3,500	-	-	-	-	-	\$ 3,500
State Appropriation	CA-BECA Replacement Building	719	-	-	-	-	-	\$ 719
Financed Funding	CA-BECA Replacement Building / C Ph	26,706	12,099	15,000	-	-	-	\$ 53,805
	CA-BECA Replacement Building Total	\$ 50,991	\$ 12,099	\$ 15,000	\$ -	\$ -	\$ -	\$ 78,090
Reserve	SCI-Replacement Building	-	11,752	20,642	20,642	-	7,000	\$ 60,036
Financed Funding	SCI-Replacement Building	-	-	50,000	50,000	-	-	\$ 100,000
Reserve	SCI-Replacement Building - Preliminary Phase	196	-	-	-	-	-	\$ 196
	SCI-Replacement Building Total	\$ 196	\$ 11,752	\$ 70,642	\$ 70,642	\$ -	\$ 7,000	\$ 160,232
Reserve	Ethnic Studies Psychology Bldg. Elevator Repairs	350	-	-	-	-	-	\$ 350
State Appropriation	Ethnic Studies/Psychology Elevator Modernization	2,803	-	-	-	-	-	\$ 2,803
Reserve	Ethnic Studies/Psychology Elevator Modernization	302	-	-	-	-	-	\$ 302
	Ethnic Studies/Psychology Elevator Modernization Total	\$ 3,455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,455
Private Funding	Holloway Student Housing	123,857	5,147	-	-	-	-	\$ 129,004
Enterprise Program Fund	Holloway Student Housing	207	-	-	-	-	-	\$ 207
	Holloway Student Housing Total	\$ 124,065	\$ 5,147	\$ -	\$ -	\$ -	\$ -	\$ 129,211
Reserve	FA- Fire Alarm Redesign/Repair	383	-	-	-	-	-	\$ 383
Reserve	FA-Fire Alarm Phase 2	500	-	-	-	-	-	\$ 500
	FA-Fire Alarm Total	\$ 883	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 883
Reserve	BUS-Heating System Replacement	-	240	-	-	-	-	\$ 240
Financed Funding	BUS-Heating System Replacement	-	2,164	-	-	-	-	\$ 2,164
	BUS-Heating System Replacement Total	\$ -	\$ 2,404	\$ -	\$ -	\$ -	\$ -	\$ 2,404
Reserve	CW-Central Plant/Campus Utility Risk Projects	-	183	-	-	-	-	\$ 183
Financed Funding	CW-Central Plant/Campus Utility Risk Projects	-	1,651	-	-	-	-	\$ 1,651
	CW-Central Plant/Campus Utility Risk Projects Total	\$ -	\$ 1,834	\$ -	\$ -	\$ -	\$ -	\$ 1,834
Reserve	CW-Cox Stadium, CA, BUS ADA Restroom Upgrade	-	167	-	-	-	-	\$ 167
Financed Funding	CW-Cox Stadium, CA, BUS ADA Restroom Upgrade	-	1,503	-	-	-	-	\$ 1,503
	CW-Cox Stadium, CA, BUS ADA Restroom Upgrade Total	\$ -	\$ 1,670	\$ -	\$ -	\$ -	\$ -	\$ 1,670
Reserve	CW-Data Center-Emergency Power and Condenser	-	102	-	-	-	-	\$ 102
Financed Funding	CW-Data Center-Emergency Power and Condenser	-	914	-	-	-	-	\$ 914
	CW-Data Center-Emergency Power and Condenser Total	\$ -	\$ 1,016	\$ -	\$ -	\$ -	\$ -	\$ 1,016
Reserve	CW-Fire Alarm System Repair (ADA)	-	115	-	-	-	-	\$ 115
Financed Funding	CW-Fire Alarm System Repair (ADA)	-	1,037	-	-	-	-	\$ 1,037
	CW-Fire Alarm System Repair (ADA) Total	\$ -	\$ 1,152	\$ -	\$ -	\$ -	\$ -	\$ 1,152
Reserve	CW-Fire Hydrants - Ph. 2	-	105	-	-	-	-	\$ 105
Financed Funding	CW-Fire Hydrants - Ph. 2	-	944	-	-	-	-	\$ 944
	CW-Fire Hydrants - Ph. 2 Total	\$ -	\$ 1,049	\$ -	\$ -	\$ -	\$ -	\$ 1,049
Financed Funding	CW-Heating Hot Water System Renewal	-	4,498	-	-	-	-	\$ 4,498
Reserve	CW-Heating Hot Water System Renewal	-	500	-	-	-	-	\$ 500
	CW-Heating Hot Water System Renewal Total	\$ -	\$ 4,998	\$ -	\$ -	\$ -	\$ -	\$ 4,998
Reserve	CW-Infrastructure Improvements	-	4,876	90	90	90	90	\$ 5,236
Financed Funding	CW-Infrastructure Improvements	-	28,226	8,910	8,910	8,910	8,910	\$ 63,866
	CW-Infrastructure Improvements Total	\$ -	\$ 33,102	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 69,102
Reserve	CW-LED Streetlight Retrofit, Ph. 2	-	126	-	-	-	-	\$ 126
Financed Funding	CW-LED Streetlight Retrofit, Ph. 2	-	1,131	-	-	-	-	\$ 1,131
	CW-LED Streetlight Retrofit, Ph. 2 Total	\$ -	\$ 1,257	\$ -	\$ -	\$ -	\$ -	\$ 1,257

Fund Type	Project Name (Bldg. -Title)	Yr. 1					Funds to Complete	Total Budget Impact
		2018-19 (Cfw+New)	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23		
Reserve	CW-Portable Generator Quick Connects	-	198	-	-	-	-	\$ 198
Financed Funding	CW-Portable Generator Quick Connects	-	1,778	-	-	-	-	\$ 1,778
	CW-Portable Generator Quick Connects Total	\$ -	\$ 1,976	\$ -	\$ -	\$ -	\$ -	\$ 1,976
Reserve	CW-Sanitary Sewer/Storm/Domestic Water Projects	-	253	-	-	-	-	\$ 253
Financed Funding	CW-Sanitary Sewer/Storm/Domestic Water Projects	-	2,278	-	-	-	-	\$ 2,278
	CW-Sanitary Sewer/Storm/Domestic Water Projects Total	\$ -	\$ 2,531	\$ -	\$ -	\$ -	\$ -	\$ 2,531
Reserve	RTC-Seismic, Infrastructure, ADA, and Modernization Upgrade	-	360	-	-	-	-	\$ 360
Financed Funding	RTC-Seismic, Infrastructure, ADA, and Modernization Upgrade	-	3,236	-	-	-	-	\$ 3,236
	RTC-Seismic, Infrastructure, ADA, and Modernization Upgrade Total	\$ -	\$ 3,596	\$ -	\$ -	\$ -	\$ -	\$ 3,596
Reserve	TH Sprinkler System and Fire Alarm	-	1,982	-	-	-	-	\$ 1,982
Financed Funding	TH Sprinkler System and Fire Alarm	-	2,177	-	-	-	-	\$ 2,177
	TH Sprinkler System and Fire Alarm Total	\$ -	\$ 4,159	\$ -	\$ -	\$ -	\$ -	\$ 4,159
Reserve	TH-ADA Restroom Upgrade	-	158	-	-	-	-	\$ 158
Financed Funding	TH-ADA Restroom Upgrade	-	1,424	-	-	-	-	\$ 1,424
	TH-ADA Restroom Upgrade Total	\$ -	\$ 1,582	\$ -	\$ -	\$ -	\$ -	\$ 1,582
Financed Funding	FA & CA-Improvements	-	3,058	-	-	-	-	\$ 3,058
Reserve	FA & CA-Improvements	-	340	-	-	-	-	\$ 340
	FA & CA-Improvements Total	\$ -	\$ 3,398	\$ -	\$ -	\$ -	\$ -	\$ 3,398
Reserve	FA-Fire Alarm Replacement	-	107	-	-	-	-	\$ 107
Financed Funding	FA-Fire Alarm Replacement	-	962	-	-	-	-	\$ 962
	FA-Fire Alarm Replacement Total	\$ -	\$ 1,069	\$ -	\$ -	\$ -	\$ -	\$ 1,069
Reserve	HH Sprinkler System and Fire Alarm	-	449	-	-	-	-	\$ 449
Financed Funding	HH Sprinkler System and Fire Alarm	-	4,044	-	-	-	-	\$ 4,044
	HH Sprinkler System and Fire Alarm Total	\$ -	\$ 4,493	\$ -	\$ -	\$ -	\$ -	\$ 4,493
Financed Funding	HH-Walk-in Temperature Control Rooms	-	966	-	-	-	-	\$ 966
Reserve	HH-Walk-in Temperature Control Rooms	-	107	-	-	-	-	\$ 107
	HH-Walk-in Temperature Control Rooms Total	\$ -	\$ 1,073	\$ -	\$ -	\$ -	\$ -	\$ 1,073
Reserve	HSS-North Classroom Replacement Bldg.	-	-	-	-	2,616	4,334	\$ 6,950
Financed Funding	HSS-North Classroom Replacement Bldg.	-	-	-	-	-	92,673	\$ 92,673
	HSS-North Classroom Replacement Bldg. Total	\$ -	\$ -	\$ -	\$ -	\$ 2,616	\$ 97,007	\$ 99,623
Reserve	HSS-South Classroom Replacement Bldg.(Seismic)	-	-	-	4,427	4,557	2,571	\$ 11,555
Financed Funding	HSS-South Classroom Replacement Bldg.(Seismic)	-	-	-	-	-	165,509	\$ 165,509
	HSS-South Classroom Replacement Bldg.(Seismic) Total	\$ -	\$ -	\$ -	\$ 4,427	\$ 4,557	\$ 168,080	\$ 177,064
Reserve	TH Renovation	-	500	4,526	4,686	-	6,000	\$ 15,712
Financed Funding	TH Renovation	-	-	-	-	127,122	-	\$ 127,122
	TH Renovation Total	\$ -	\$ 500	\$ 4,526	\$ 4,686	\$ 127,122	\$ 6,000	\$ 142,834
Enterprise Program Fund	7 Hills Roof Replacement	-	101	-	-	-	-	\$ 101
Others	ADM 352 Tenant Improvement	(1)	-	-	-	-	-	\$ (1)
Reserve	ADM-1st Floor Ceiling & Lighting	409	-	-	-	-	-	\$ 409
Reserve	ADM-Roof Replacement	113	-	-	-	-	-	\$ 113
Reserve	BH & Gym-Sewer Replacement	110	-	-	-	-	-	\$ 110
Reserve	BH-Hallway Floor Replacement	0	-	-	-	-	-	\$ 0
Reserve	BH-Sewer Pipe Replacement	112	-	-	-	-	-	\$ 112
Reserve	CA-Roof Replacement (15, 16 & Elevator)	250	-	-	-	-	-	\$ 250
Enterprise Program Fund	CCSC-PL124 Kitchen Floor Tiles Replacement	55	-	-	-	-	-	\$ 55
Reserve	CCSC-SB104 Food Distribution Pantry & Popup	99	-	-	-	-	-	\$ 99
Reserve	CP-Boiler Control System Upgrade	100	-	-	-	-	-	\$ 100
Enterprise Program Fund	CVA-319 Exhaust Duct Relocation	21	-	-	-	-	-	\$ 21

Fund Type	Project Name (Bldg. -Title)	Yr. 1	Planning	Planning	Planning	Planning	Planning	Funds to	Total Budget
		2018-19 (Cfw+New)	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Complete	Impact
Reserve	CW ADA Pathways / Roadways Maintenance	137	-	-	-	-	-	-	\$ 137
Reserve	CW Door Replacement	129	-	-	-	-	-	-	\$ 129
Reserve	CW Elevator Door Upgrade	58	-	-	-	-	-	-	\$ 58
Reserve	CW-Accessible Path	42	-	-	-	-	-	-	\$ 42
Reserve	CW-ADA Paving Maintenance	100	-	-	-	-	-	-	\$ 100
Reserve	CW-Campus Master Plan	1,181	-	-	-	-	-	-	\$ 1,181
RESERVE - DM	CW-Door Replacement	100	-	-	-	-	-	-	\$ 100
RESERVE - DM	CW-Electrical System Testing	150	-	-	-	-	-	-	\$ 150
RESERVE - NRM	CW-Fire Alarm / Sprinkler - (WD Phase)	773	-	-	-	-	-	30,000	\$ 30,773
RESERVE - DM	CW-Fire Alarm Server Replacement & Panel Upgrade	90	-	-	-	-	-	-	\$ 90
State Appropriation	CW-Gas Line Replacement	74	-	-	-	-	-	-	\$ 74
Financed Funding	CW-Increase Fire Hydrant Coverage-Main Campus	130	-	-	-	-	-	-	\$ 130
CSU FUNDING - DM	CW-Redundant 12kV Feeders at Main Station	350	-	-	-	-	-	-	\$ 350
RESERVE - DM	CW-Rekeying BUS, HSS, & Old ADM Bldgs	142	-	-	-	-	-	-	\$ 142
CSU FUNDING - DM	CW-Replacement of 12kV Feeders	494	-	-	-	-	-	-	\$ 494
Reserve	CW-Utility Mapping	296	-	-	-	-	-	-	\$ 296
Reserve	CY-Roof Repairs	160	-	-	-	-	-	-	\$ 160
Enterprise Program Fund	Dining Center Electrical Distribution Improvement	1,366	-	-	-	-	-	-	\$ 1,366
Enterprise Program Fund	Dining Center Phase 2	1,400	-	-	-	-	-	-	\$ 1,400
Enterprise Program Fund	Dining Center Sewer Replacement	455	-	-	-	-	-	-	\$ 455
Enterprise Program Fund	Dining Center AHU & Boiler Replacement	270	-	-	-	-	-	-	\$ 270
Enterprise Program Fund	Dining Center Sprinkler System	800	-	-	-	-	-	-	\$ 800
Financed Funding	Electrical Substation Replacement	405	-	-	-	-	-	-	\$ 405
Others	HH-409-412 Temperature Control Chambers Removal	16	-	-	-	-	-	-	\$ 16
Others	HH-442 Audiometric Testing Booths	15	-	-	-	-	-	-	\$ 15
Reserve	HH-8th Floor Reroof Greenhouse	75	-	-	-	-	-	-	\$ 75
Reserve	HH-Air Compressor System	60	-	-	-	-	-	-	\$ 60
Reserve	HH-Control System Conversion to ALC	60	-	-	-	-	-	-	\$ 60
Enterprise Program Fund	Housing Electrical Maintenance Testing	150	-	-	-	-	-	-	\$ 150
Enterprise Program Fund	Housing Emergency Food Containers	100	-	-	-	-	-	-	\$ 100
Financed Funding	Lower Valley Housing. Ph 1	-	-	360,707	-	-	-	-	\$ 360,707
Financed Funding	Lower Valley Housing. Ph 2	-	-	-	242,264	-	-	-	\$ 242,264
Enterprise Program Fund	Mary's Tripling Study	150	-	-	-	-	-	-	\$ 150
Enterprise Program Fund	MWC-Skateboard Docking Station	10	-	-	-	-	-	-	\$ 10
Enterprise Program Fund	Mashouf Wellness Center	906	-	-	-	-	-	-	\$ 906
Enterprise Program Fund	MPH & MWH-Bathroom Ventilation Repairs	850	-	-	-	-	-	-	\$ 850
Others	North Campus District Plan (Formerly Winston)	3	-	-	-	-	-	-	\$ 3
Reserve	Old ADM-HVAC Improvements	7	-	-	-	-	-	-	\$ 7
State Appropriation	RTC- Electrical System Upgrade	21	-	-	-	-	-	-	\$ 21
Financed Funding	RTC Emergency Seismic Repairs	56	-	-	-	-	-	-	\$ 56
Reserve	RTC- EOS Bldg. 53 Deck Restoration	75	-	-	-	-	-	-	\$ 75
Reserve	RTC Master Plan	799	-	-	-	-	-	-	\$ 799
Reserve	RTC-EOS Bldg. 36 HVAC Control System	250	-	-	-	-	-	-	\$ 250
Reserve	RTC-EOS Sea Wall Railing Installation	140	-	-	-	-	-	-	\$ 140
State Appropriation	RTC-Seismic Upgrade Ph. 1 (Bldg 49 and 50 Seismic Repairs)	2,095	-	-	-	-	-	-	\$ 2,095
Reserve	RTC-Sewer System Upgrade	30	-	-	-	-	-	-	\$ 30
Enterprise Program Fund	Shop 24 Conversion	50	-	-	-	-	-	-	\$ 50
Enterprise Program Fund	Site CC1 Student Housing	300	-	-	-	-	-	-	\$ 300

Fund Type	Project Name (Bldg. -Title)	Yr. 1					Funds to Complete	Total Budget Impact	
		2018-19 (Cfw+New)	Planning FY 2019-20	Planning FY 2020-21	Planning FY 2021-22	Planning FY 2022-23			Planning FY 2023-24
Others	TH-112 & 136 Fume Hood Removal	6	-	-	-	-	-	\$ 6	
Reserve	TH-Fire Marshal Corrections	91	-	-	-	-	-	\$ 91	
Enterprise Program Fund	University Club Renovation	1,048	-	-	-	-	-	\$ 1,048	
Reserve	UPD- Head End Security System Upgrade	80	-	-	-	-	-	\$ 80	
Reserve	UP-Head End Security System Replacement	36	-	-	-	-	-	\$ 36	
Enterprise Program Fund	UPN Fire & Life Safety System	250	-	-	-	-	-	\$ 250	
Enterprise Program Fund	UPN Fire Marshal Corrections	150	-	-	-	-	-	\$ 150	
Enterprise Program Fund	UPN- High Rises Window Replacement	1,500	-	-	-	-	-	\$ 1,500	
Financed Funding	UPN Toilets Upgrade	80	-	-	-	-	-	\$ 80	
Enterprise Program Fund	UPN-Garden Unit Exterior Repairs and Painting	667	-	-	-	-	3,000	\$ 3,667	
Reserve	Fire Marshal Corrections - HH GYM FA & TH	350	-	-	-	-	-	\$ 350	
Reserve	CW-Fleet Electric Vehicles Leasing	353	212	212	212	-	-	\$ 988	
RESERVE - DM	CW-Deferred Maintenance	-	2,300	2,300	2,300	2,300	2,300	\$ 13,800	
Reserve	CW- Campus Unified Communications Solutions	1,200	900	-	-	-	-	\$ 2,100	
Reserve	ITS Disaster Recovery Site at CSU Sacramento	68	-	-	-	-	-	\$ 68	
Reserve	CW-Mobility Portal (GreyHeller)	18	-	-	-	-	-	\$ 18	
Reserve	CW-Forensic Analysis tools	2	-	-	-	-	-	\$ 2	
Grand Total		\$ 202,177	\$ 105,269	\$ 462,387	\$ 333,531	\$ 145,595	\$ 289,387	\$ 35,300	\$ 1,573,645

THE CAPITAL BUDGET, FY18-19

Year one FY18-19 Capital Plan contains 80 projects, including 38 projects that are new this year. Of the new projects about \$160.1 million are from different funding sources this year, \$123.9 million from Public/Private-Partnership (P3), \$2.3 million for 16 Deferred Maintenance (DM) projects, \$23.5 million for the Creative Arts Replacement Building Project, \$2.8 million for the Ethnic Studies/Psychology Elevator Project, \$5.4 million for eight Housing Projects, and \$2.3 million for the others capital projects. Of this total, 77 projects are fully funded and three projects 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' \$1.6 billion five-year need, \$202 million or 13 percent is funded. This document includes project details for the major projects, capital budget process, schedule, and glossary of funding sources.

At \$202 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.

In addition to the many projects currently under way and previously forecasted, the Capital Plan now includes the following projects and programs: Creative Arts Replacement Building which is approximately 6 percent out of the total financed projects, Voice over Internet Protocol, University Park North high rises window, Ethnic Studies/Psychology Building elevator, and Estuary & Ocean Science Center seismic upgrade.

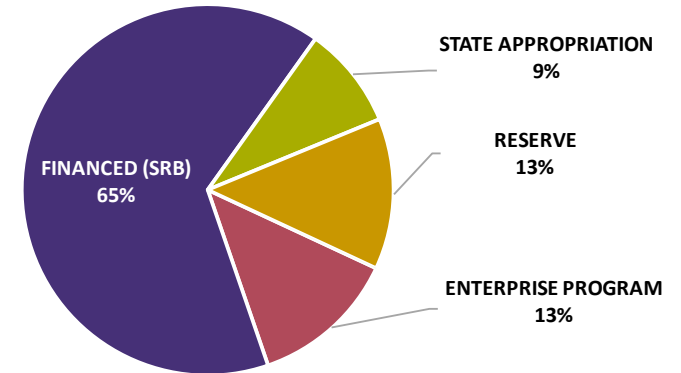
The following five significant projects make up 77 percent of the University's Capital Plan:

1. Lower Valley Housing Phase 1 and 2 – estimated total costs \$603 million
2. Health and Social Sciences South Classroom Replacement Building (Seismic) – estimated total costs \$177 million
3. Science Replacement Building – estimated total costs \$160 million
4. Thornton Hall Renovation – estimated total costs \$143 million
5. Holloway Student Housing Mixed-Use – estimated total costs \$129 million

IN PROGRESS CAPITAL CARRYFORWARD BUDGET

Fund Type	Carryforward Budget
ENTERPRISE PROGRAM	5,377
FINANCED (SRB)	27,377
STATE APPROPRIATION	3,751
RESERVE	5,531
OTHERS	2
GRAND TOTAL	\$42,038

SF State 2018-19 In Progress Capital CFW Budget



Summary below provides detail of capital projects that were approved in prior fiscal years, did not receive additional funding in FY2018-19, are currently in progress and not yet completed.

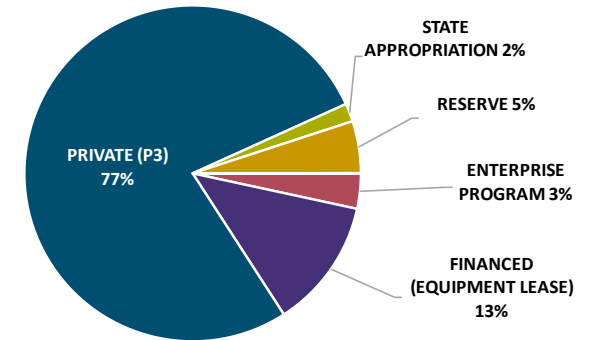
Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
HOUSING	Modernization/Renovation	Administration & Finance	MC17DC004	7 Hills Roof Replacement	101
HOUSING (Sodexo)	Modernization/Renovation	Administration & Finance	MC16DC001	Dining Center AHU & Boiler Replacement	120
HOUSING (Sodexo)	Modernization/Renovation	Administration & Finance	MC17DC005	Dining Center Electrical Distribution Improvement	1,366
HOUSING (Sodexo)	Modernization/Renovation	Administration & Finance	MC17DC006	Dining Center Sewer Replacement	455
HOUSING	Modernization/Renovation	Administration & Finance	DM16UPN01	UPN-Garden Unit Exterior Repairs and Painting	667
HOUSING	Planning	Administration & Finance	DM16MTS01	Mary's Tripling Study	150
HOUSING	Planning	Administration & Finance	DM16LV001	Site CC1 Student Housing	300
CAMPUS REC. & WELLNESS CENTER	New Facilities/Infrastructure	Associated Students	96191008	Mashouf Wellness Center	906
CCSC	Modernization/Renovation	Student Union	DM17CCSC1	CCSC-PL124 Kitchen Floor Tiles Replacement	55
U-CORP	Modernization/Renovation	U-Corp	MC16UC001	University Club Renovation	1,048
U-CORP	Planning	U-Corp	96221601	Holloway Student Housing	207
ENTERPRISE PROGRAM FUNDING Total					\$ 5,377
SRB	New Facilities/Infrastructure	Academic Affairs	MC15CA001	CA-BECA Replacement Building / C Ph	26,706
SRB	Modernization/Renovation	Academic Affairs	DM16RTC03	RTC Emergency Seismic Repairs	56
SRB	Modernization/Renovation	Administration & Finance	MC16UPS01	UPN Toilets Upgrade	80
SRB	Infrastructure Improvement	University Wide	DM16CW003	CW-Increase Fire Hydrant Coverage-Main Campus	130
SRB	Critical Infrastructure/Deficiencies	University Wide	96142002	Electrical Substation Replacement	405
FINANCED FUNDING Total					\$ 27,377

Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
CSU FUNDING	Infrastructure Improvement	Academic Affairs	MC17RTC01	RTC-Seismic Upgrade Ph. 1 (Bldg 49 and 50 Seismic Repairs)	2,095
CSU FUNDING	New Facilities/Infrastructure	Academic Affairs	MC15CA001	CA-BECA Replacement Building	719
CSU FUNDING - DM	Critical Infrastructure/Deficiencies	Academic Affairs	96152001	RTC- Electrical System Upgrade	21
CSU FUNDING - DM	Critical Infrastructure/Deficiencies	University Wide	MC16CW003	CW-Gas Line Replacement	74
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	MC16CW001	CW-Replacement of 12kV Feeders	494
STATE APPROPRIATION Total					\$ 3,751
RESERVE - CIMP	Critical Infrastructure/Deficiencies	Academic Affairs	96152002	RTC-Sewer System Upgrade	30
RESERVE - CIMP	Modernization/Renovation	Academic Affairs	96142000	SCI-Replacement Building - Preliminary Phase	196
RESERVE - CIMP	New Facilities/Infrastructure	Academic Affairs	MC15CA001	CA-BECA Replacement - Planning	67
RESERVE - DM	American Disability Act	Academic Affairs	DM17ESP01	Ethnic Studies Psychology Bldg. Elevator Repairs	350
RESERVE - NRMR	Critical Infrastructure/Deficiencies	Academic Affairs	MC15ESP00	Ethnic Studies/Psychology Elevator Modernization	302
RESERVE - DM	Critical Infrastructure/Deficiencies	Academic Affairs	DM17TH001	TH-Fire Marshal Corrections	91
RESERVE - DM	Fire/Life Safety	Academic Affairs	96221437	FA- Fire Alarm Redesign/Repair	383
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM17BH002	BH-Sewer Pipe Replacement	112
RESERVE - DM	Modernization/Renovation	Academic Affairs	DM17BH001	BH-Hallway Floor Replacement	0
RESERVE - Planning	Planning	Academic Affairs	96221702	RTC Master Plan	449
RESERVE - DM	Infrastructure Improvement	Administration & Finance	MC17CW002	CW-Utility Mapping	296
RESERVE - DM	Infrastructure Improvement	Administration & Finance	96221306	Old ADM-HVAC Improvements	7
RESERVE - DM	Modernization/Renovation	Administration & Finance	MC17ADM02	ADM-1st Floor Ceiling & Lighting	409
RESERVE - DM	Modernization/Renovation	Administration & Finance	MC17ADM01	ADM-Roof Replacement	113
RESERVE - DM	Infrastructure Improvement	Student Affairs	MC17UPD01	UP-Head End Security System Replacement	36
RESERVE	Capital Lease	University Wide	N/A	CW-Fleet Electric Vehicles Leasing	141
RESERVE - DM	American Disability Act	University Wide	DM17CW001	CW ADA Pathways / Roadways Maintenance	137
RESERVE - DM	American Disability Act	University Wide	MC16CW000	CW-Accessible Path	42
RESERVE - NRMR	Fire/Life Safety	University Wide	96221420	CW-Fire Alarm / Sprinkler - (WD Phase)	773
RESERVE - DM	Fire/Life Safety	University Wide	DM17CW003	CW-Rekeying BUS, HSS, & Old ADM Bldgs	142
RESERVE - DM	Modernization/Renovation	University Wide	DM17CW002	CW Door Replacement	129
RESERVE - DM	Modernization/Renovation	University Wide	MC17CW001	CW Elevator Door Upgrade	58
RESERVE - IT	IT Operating Upgrades	University Wide	MC16IT013	ITS Disaster Recovery Site at CSU Sacramento	68
RESERVE - IT	IT Operating Upgrades	University Wide	MC16IT003	CW-Mobility Portal (GreyHeller)	18
RESERVE - IT	IT Operating Upgrades	University Wide	95200005	CW-Forensic Analysis tools	2
RESERVE - Planning	Planning	University Wide	96221535	CW-Campus Master Plan	1,181
RESERVE FUNDING Total					\$ 5,531
TRUST	Modernization/Renovation	Administration & Finance	DM17ADM01	ADM 352 Tenant Improvement	(1)
TRUST	Planning	University Wide	96221461	North Campus District Plan (Formerly Winston)	3
OTHERS FUNDING Total					\$ 2
Grand Total					\$ 42,038

FY18-19 NEWLY APPROVED CAPITAL BUDGET

Fund Type	2018-19 Newly Approved Budget
ENTERPRISE PROGRAM	5,430
FINANCED (EQUIPMENT LEASE)	20,000
PRIVATE (P3)	123,857
STATE APPROPRIATION	2,803
RESERVE	8,011
OTHERS	38
GRAND TOTAL	160,139

SF State 2018-19 Newly Approved Capital Budget



Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
HOUSING (Sodexo)	Modernization/Renovation	Administration & Finance	MC16DC001	Dining Center AHU & Boiler Replacement	150
HOUSING	Modernization/Renovation	Administration & Finance	MC18DC001	Dining Center Phase 2	1,400
HOUSING	Modernization/Renovation	Administration & Finance	MC18UPN01	UPN- High Rises Window Replacement	1,500
HOUSING	Critical Infrastructure/Deficiencies	Administration & Finance	DM18HSG01	Housing Electrical Maintenance Testing	150
HOUSING	Fire/Life Safety	Administration & Finance	DM18HSG02	Housing Emergency Food Containers	100
HOUSING	Fire/Life Safety	Administration & Finance	DM18UPN02	UPN Fire & Life Safety System	250
HOUSING	Fire/Life Safety	Administration & Finance	DM18UPN01	UPN Fire Marshal Corrections	150
HOUSING (Sodexo)	Infrastructure Improvement	Administration & Finance	MC18DC002	Dining Center Sprinkler System	550
HOUSING	Infrastructure Improvement	Administration & Finance	MC18DC002	Dining Center Sprinkler System	250
HOUSING	Modernization/Renovation	Administration & Finance	DM18CVA01	CVA-319 Exhaust Duct Relocation	21
HOUSING	Modernization/Renovation	Administration & Finance	DM17PW001	MPH & MWH-Bathroom Ventilation Repairs	850
CAMPUS REC. & WELLNESS CENTER	Modernization/Renovation	Student Affairs	DM18MWC01	MWC-Skateboard Docking Station	10
U-CORP	American Disability Act	U-Corp	DM18SHOP1	Shop 24 Conversion	50
ENTERPRISE PROGRAM FUNDING Total					\$ 5,430
EQUIPMENT LEASE	New Facilities/Infrastructure	Academic Affairs	MC15CA001	CA-BECA Replacement Building	20,000
FINANCED FUNDING Total					\$ 20,000
PUBLIC-PRIVATE/PARTNERSHIP (P3)	New Facilities/Infrastructure	U-Corp	96221601	Holloway Student Housing	123,857
PRIVATE Total					\$ 123,857
CSU FUNDING	Critical Infrastructure/Deficiencies	Academic Affairs	MC15ESP00	Ethnic Studies/Psychology Elevator Modernization	2,803
STATE APPROPRIATION Total					\$ 2,803

Fund Type	Category	Cabinet	Project No.	Project Name (Bldg. -Title)	Budget
RESERVE - CIMP	New Facilities/Infrastructure	Academic Affairs	MC15CA001	CA-BECA Replacement Building	3,500
RESERVE - DM	Critical Infrastructure/Deficiencies	Academic Affairs	96221437	FA-Fire Alarm Phase 2	500
RESERVE - DM	Critical Infrastructure/Deficiencies	Academic Affairs	DM18HH003	HH-Control System Conversion to ALC	60
RESERVE - NRMR	Fire/Life Safety	Academic Affairs	DM18CW003	Fire Marshal Corrections - HH GYM FA & TH	350
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM18BH001	BH & Gym-Sewer Replacement	110
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM18HH004	HH-Air Compressor System	60
RESERVE - DM	Infrastructure Improvement	Academic Affairs	DM18RTC01	RTC-EOS Bldg. 36 HVAC Control System	250
RESERVE - DM	Modernization/Renovation	Academic Affairs	MC18CA001	CA-Roof Replacement (15, 16 & Elevator)	250
RESERVE - DM	Modernization/Renovation	Academic Affairs	MC18HH001	HH-8th Floor Reroof Greenhouse	75
RESERVE - DM	Modernization/Renovation	Academic Affairs	DM18RTC02	RTC- EOS Bldg. 53 Deck Restoration	75
RESERVE - DM	Modernization/Renovation	Academic Affairs	DM18RTC03	RTC-EOS Sea Wall Railing Installation	140
RESERVE - Planning	Planning	Academic Affairs	96221702	RTC Master Plan - EOS	350
RESERVE - DM	Infrastructure Improvement	Administration & Finance	MC18CP001	CP-Boiler Control System Upgrade	100
RESERVE - DM	Modernization/Renovation	Administration & Finance	MC18CY001	CY-Roof Repairs	160
RESERVE - DM	Infrastructure Improvement	Student Affairs	MC17UPD01	UPD- Head End Security System Upgrade	80
RESERVE - NRMR	Modernization/Renovation	Student Union	DM18CCSC1	CCSC-SB104 Food Distribution Pantry & Popup	99
RESERVE - CIMP	IT Capital	University Wide	MC18IT001	CW- Campus Unified Communications Solutions	1,200
RESERVE	Capital Lease	University Wide	N/A	CW-Fleet Electric Vehicles Leasing	212
RESERVE - DM	American Disability Act	University Wide	DM18CW002	CW-ADA Paving Maintenance	100
RESERVE - DM	American Disability Act	University Wide	MC18CW001	CW-Door Replacement	100
RESERVE - DM	Critical Infrastructure/Deficiencies	University Wide	DM18CW001	CW-Electrical System Testing	150
RESERVE - DM	Critical Infrastructure/Deficiencies	University Wide	MC18CW002	CW-Fire Alarm Server Replacement & Panel Upgrade	90
RESERVE FUNDING Total					\$ 8,011
COLLEGE OF SCIENCE & ENGINEERING	Modernization/Renovation	Academic Affairs	DM18HH001	HH-409-412 Temperature Control Chambers Removal	16
COLLEGE OF SCIENCE & ENGINEERING	Modernization/Renovation	Academic Affairs	DM18HH002	HH-442 Audiometric Testing Booths	15
COLLEGE OF SCIENCE & ENGINEERING	Modernization/Renovation	Academic Affairs	DM18TH001	TH-112 & 136 Fume Hood Removal	6
OTHERS FUNDING Total					\$ 38
Grand Total					\$ 160,139

CAPITAL BUDGET IMPACT ON FY18-19 OPERATIONS

In FY18-19, SF State has no impact on the operations from the capital budget. 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** 8/6/2020

Description

The project will create a new 75,000 square foot, four story new Creative Arts 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 that is 50-years old and plagued by serious building code, way-finding, and accessibility deficiencies and will add much needed contemporary classrooms and office space.

BECA instructional space, including radio, television, and multimedia production facilities, is 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

Construction in progress.



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 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
RESERVE	PC001	283	67	3,500	3,567	-	-	-	-	3,567	-	3,850
FINANCED	DC505	2,555	26,706	-	26,706	12,099	15,000	-	-	53,805	-	56,360
STATE APPROPRIATION	PC001	985	719	-	719	-	-	-	-	719	-	1,704
EQUIPMENT LEASE	PC500	-	-	20,000	20,000	-	-	-	-	20,000	-	20,000
Totals		3,824	27,491	23,500	50,991	12,099	15,000	-	-	78,090	-	81,914

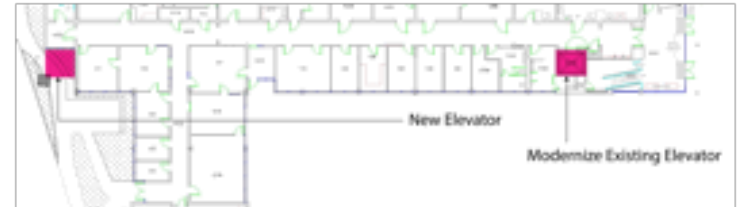
Operating & Maintenance Costs	Year 1 Impact	-	-	1,285	1,285	1,285	3,854
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Ethnic Studies-Psychology (ES-PSY) New Elevator and Existing Elevator Modernization

Start Date 11/1/2017 **End Date** 9/30/2020

Description

Modernize existing elevator and install one new elevator on the North side of ES-PSY Building. Relocate fire and water lines as needed. Modernization of existing elevator to occur in two phases, over two summers.



Status

Schematic Design for new elevator is completed. Phase 1 of modernization completed in summer 2018. Phase 2 will be completed in summer 2019.

Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	-
Preliminary Design	315	Maintenance	-
Construction	2,803	Personnel	-
Construction Related	350	Other	-
Equipment	-		
Total Cost	\$ 3,468	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
RESERVE	PC001	13	302	-	302	-	-	-	-	302	-	315
	PM001	-	350	-	350	-	-	-	-	350	-	350
STATE APPROPRIATION	PM001	-	-	2,803	2,803	-	-	-	-	2,803	-	2,803
Totals		13	652	2,803	3,455	-	-	-	-	3,455	-	3,468

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-
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Holloway Student Housing

Start Date 1/2/2017 **End Date** 8/31/2020

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, and 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.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	300	Utilities	
Preliminary Design	-	Maintenance	
Construction	98,750	Personnel	
Construction Related	30,254	Other	
Equipment	-		
Total Cost	\$ 129,304	Total Cost	n/a

Status

Construction to begin 10/02/2018.

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
ENTERPRISE PROGRAM	AO001	93	207	-	207	-	-	-	-	207	-	300
PRIVATE (P3)		-	-	123,857	123,857	5,147	-	-	-	129,004	-	129,004
Totals		93	207	123,857	124,065	5,147	-	-	-	129,211	-	129,304

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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University Club Renovation

Start Date 9/1/2016 **End Date** 1/31/2019

Description

Renovate approximately 3,431 square feet in the 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

Demolition was completed. Construction in progress.

Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	-
Preliminary Design	-	Maintenance	-
Construction	1,000	Personnel	-
Construction Related	200	Other	-
Equipment	-		
Total Cost	\$ 1,200	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
ENTERPRISE PROGRAM	ST500	152	1,048	-	1,048	-	-	-	-	1,048	-	1,200
Totals		152	1,048	-	1,048	-	-	-	-	1,048	-	1,200

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-
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Science Replacement Building

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

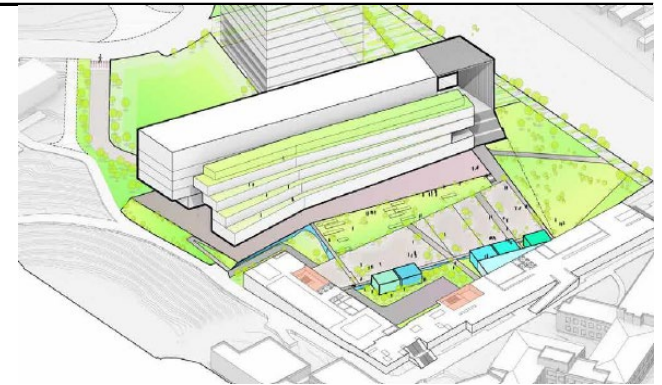
Description

The 105,300 assignable square feet (ASF) /162,000 gross square feet (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 practices. 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

Project programming is currently being re-evaluated to decrease project cost. Program confirmation underway (via consultant).

The project has moved up on the CSU priority list and will be submitted to the Department of Finance by 12/31/18.



Estimated Project Costs

	<u>Construction Costs</u>	<u>Annual O&M Costs</u>
Planning	872	Utilities
Preliminary Design	11,752	Maintenance
Construction	129,925	Personnel
Construction Related	11,359	Other
Equipment	7,000	
Total Cost	\$ 160,908	Total Cost

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Forward	Funding	Total	2019-20	2020-21	2021-22	2022-23			
RESERVE FINANCED	NG001/ PC001	676	196	-	196	11,752	20,642	20,642	-	53,232	7,000	60,908
		-	-	-	-		50,000	50,000	-	100,000	-	100,000
Totals		676	196	-	196	11,752	70,642	70,642	-	153,232	7,000	160,908

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-	-	-	-
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Electrical Substation Replacement

Start Date 1/1/2015 **End Date** 10/31/2018

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. The design will include construction sequencing and temporary power arrangements to maintain electrical service to the campus buildings. Negotiations with PG&E ongoing.



Status

Construction in progress. 96% complete

Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	
Preliminary Design	195	Maintenance	
Construction	3,475	Personnel	
Construction Related	805	Other	
Equipment	-		
Total Cost	\$ 4,475	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
FINANCED	DC404	3,443	32	-	32	-	-	-	-	32	-	3,475
FINANCED	DC503	432	373	-	373	-	-	-	-	373	-	805
RESERVE	NG001	195	-	-	-	-	-	-	-	-	-	195
Totals		4,070	405	-	405	-	-	-	-	405	-	4,475

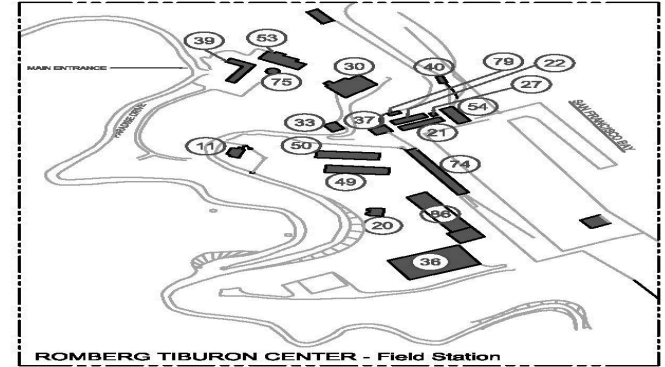
Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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Estuary & Ocean Science (EOS) Center Sewer Project (Formerly Romberg Tiburon Center)

Start Date 1/1/2015 **End Date** 10/31/2018

Description

This project will abandon the existing on-site 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 EOS sanitary sewer district.



Status

Construction 95% complete.
Sanitary Sewer District negotiates ongoing to connect to County.

Estimated Project Costs

Construction Costs		Annual O&M Costs	
Planning		Utilities	
Preliminary Design		Maintenance	
Construction	1,218	Personnel	
Construction Related		Other	
Equipment			
Total Cost	\$ 1,218	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
RESERVE	PC001	1,189	30	-	30	-	-	-	-	30	-	1,218
Totals		1,189	30	-	30	-	-	-	-	30	-	1,218

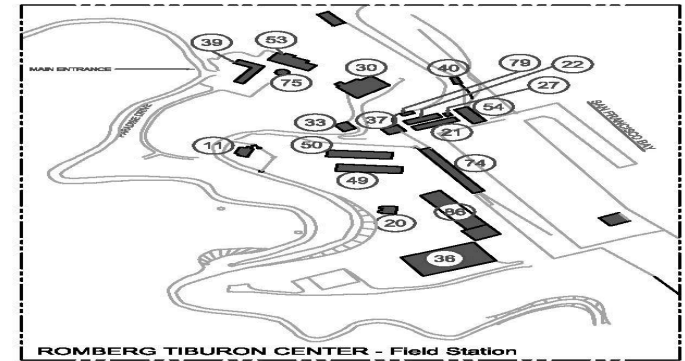
Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-
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EOS Center Seismic Upgrade Ph.1 (Formerly Romberg Tiburon Center)

Start Date 8/1/2017 End Date 7/31/2019

Description

Provide critical seismic upgrades to EOS Center Building 49 and 50.



Status

Construction will start in 2019. Schematic Design is 75% complete and submitted to the Chancellor's Office. Waiting for the approval from the Chancellor's Office.

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 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
STATE APPROPRIATION	PC001	53	2,095	-	2,095	-	-	-	-	2,095	-	2,148
Totals		53	2,095	-	2,095	-	-	-	-	2,095	-	2,148

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-
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Campus Wide (CW) Fire Alarm Upgrade

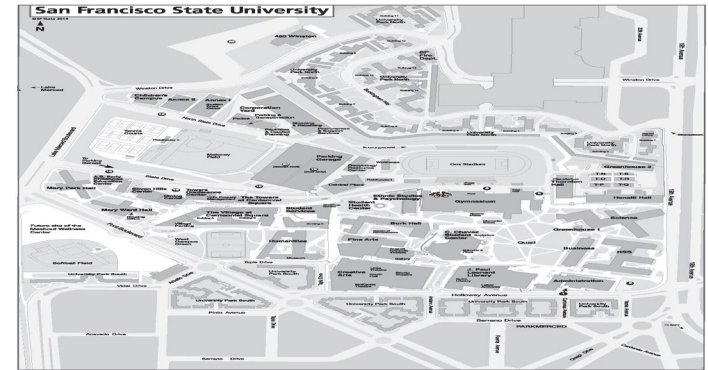
Start Date 4/15/2016 **End Date** 12/31/2018

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 for the University.

Status

Thornton Hall and Hensill Hall's design has been completed and submitted to State Fire Marshal. Design is 80% complete for remainder of campus.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	
Preliminary Design	1,136	Maintenance	
Construction	30,000	Personnel	
Construction Related	-	Other	
Equipment	-		
Total Cost	\$ 31,136	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
RESERVE	PM001	363	773	-	773	-	-	-	-	773	30,000	31,136
Totals		363	773	-	773	-	-	-	-	773	30,000	31,136

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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CW Increase Fire Hydrant Coverage - Main Campus

Start Date 10/13/2017 **End Date** 8/31/2018

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 was completed in August 2018.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	-
Preliminary Design	87	Maintenance	-
Construction	961	Personnel	-
Construction Related	-	Other	-
Equipment	-		
Total Cost	\$ 1,048	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
FINANCED	DC504	918	130	-	130	-	-	-	-	130	-	1,048
Totals		918	130	-	130	-	-	-	-	130	-	1,048

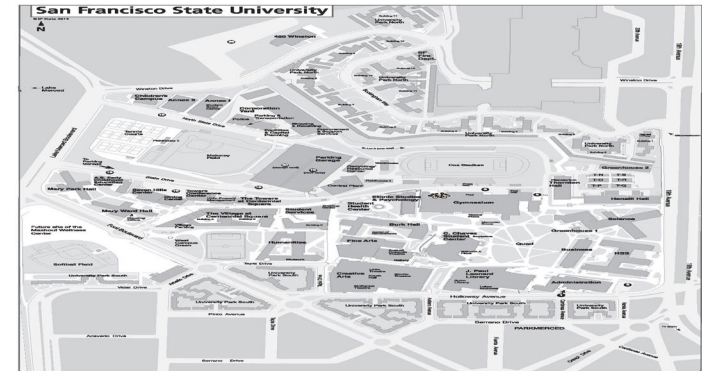
Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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CW Replacement of 12kV Feeders

Start Date 1/1/2015 **End Date** 8/31/2018

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 was completed in August 2018.

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 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
STATE APPROPRIATION	GC002	466	494	-	494	-	-	-	-	494	-	960
Totals		466	494	-	494	-	-	-	-	494	-	960

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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Fine Arts (FA) Fire Alarm Phase 2

Start Date 5/28/2019 **End Date** 8/31/2019

Description

Upgrade existing Fire Alarm in the Fine Arts building to current code by installing strobes in classrooms and offices, and connect to the campus loop for monitoring.



Status

Design is submitted to State Fire Marshal for approval.

Estimated Project Costs

Construction Costs

Planning	-
Preliminary Design	-
Construction	953
Construction Related	-
Equipment	-

Annual O&M Costs

Utilities	-
Maintenance	-
Personnel	-
Other	-

Total Cost \$ 953 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
RESERVE	NG001 / PM001	70	383	500	883	-	-	-	-	883	-	953
Totals		70	383	500	883	-	-	-	-	883	-	953

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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Dining Center Renovation Projects

Start Date 3/21/2017 **End Date** Multi-phased (TBD)

Description

Renovation of Dining Center is intended to provide a modern facility, including kitchen renovation, equipment replacement and related infrastructure work. The scope of work of 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

Roofing and boiler replacement were completed. Tenant improvement underway to be completed in 2020.



Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning		Utilities	
Preliminary Design		Maintenance	
Construction	5,590	Personnel	
Construction Related		Other	
Equipment	-		
Total Cost	\$ 5,590	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
ENTERPRISE PROGRAM (SODEXO)	TD500/ TD501	1,298	1,942	700	2,642	-	-	-	-	2,642	-	3,940
ENTERPRISE PROGRAM	TM503	-	-	1,650	1,650					1,650	-	1,650
Totals		1,298	1,942	2,350	4,292	-	-	-	-	4,292	-	5,590

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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University Park North (UPN) Garden Unit Exterior Repairs & Painting

Start Date 1/1/2015 End Date 1/31/2020

Description

Exterior painting of all garden units at University Park North (UPN). This project is intended to provide paint and exterior building repairs to the UPN 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 was complete. Phase II Landscaping in progress.

Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning		Utilities	
Preliminary Design	500	Maintenance	
Construction	4,200	Personnel	
Construction Related Equipment		Other	
Total Cost	\$ 4,700	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
ENTERPRISE PROGRAM	TM100	1,033	667	-	667	-	-	-	-	667	3,000	4,700
Totals		1,033	667	-	667	-	-	-	-	667	3,000	4,700

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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UPN High Rises Window Replacement

Start Date 8/1/2018 **End Date** 12/31/2019

Description

Replace 22 east facing living room windows while units are occupied.



Status

Design in progress.

Estimated Project Costs

<u>Construction Costs</u>		<u>Annual O&M Costs</u>	
Planning	-	Utilities	-
Preliminary Design	-	Maintenance	-
Construction	1,500	Personnel	-
Construction Related	-	Other	-
Equipment	-		
Total Cost	\$ 1,500	Total Cost	n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
ENTERPRISE PROGRAM	TD501	-	-	1,500	1,500	-	-	-	-	1,500	-	1,500
		-	-	-	-	-	-	-	-	-	-	-
Totals		-	-	1,500	1,500	-	-	-	-	1,500	-	1,500

Operating & Maintenance Costs	Year 1 Impact	-	-	-	-	-	-
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Mary Park Hall & Mary Ward Hall Bathrooms Ventilation Repairs

Start Date 8/1/2018 **End Date** 8/31/2019

Description

HVAC system improvements. Improve ventilation in Mary Ward and Mary Park men's and women's bathrooms, and all floors.



Status

Three sets of bathrooms were completed in summer 2018. Twenty-one additional sets of bathrooms will be completed in summer 2019.

Estimated Project Costs

Construction Costs

Planning	-	Utilities	
Preliminary Design	-	Maintenance	
Construction	850	Personnel	
Construction Related	-	Other	
Equipment	-		

Annual O&M Costs

Total Cost \$ 850 **Total Cost** n/a

Source Of Funds	Fund	Prior Year(s) Expenses	Proposed 2018-19			Projected Requirements				Five Year Total	Future Year Total	Project Total
			Carry Forward	New Funding	Yr 1 Total	Yr 2 2019-20	Yr 3 2020-21	Yr 4 2021-22	Yr 5 2022-23			
ENTERPRISE PROGRAM	TM503	-	-	850	850	-	-	-	-	850	-	850
Totals		-	-	850	850	-	-	-	-	850	-	850

Operating & Maintenance Costs	Year 1 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 ½ Summer FTES. Equivalent to College Year FTES.

Average Unit Load (AUL): Refers to 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.

Capital Outlay: 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. Capital Outlay includes deferred maintenance and capital improvement projects as follows:

- Major Project: A project costing more than \$709,000.
- Minor Project: A Project costing less than or equal to \$709,000.

Capital Improvement Project (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.

Deferred Maintenance (DM) Or Non-Recurring Maintenance/Repair (NRMR): 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).

Executive Order (EO): Official memo issued by the CSU Chancellor's Office to campus presidents outlining their authority to act 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: 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 chart field 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 such as benefits, utilities, risk pool, etc.

APPENDIX B: 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 University Project Charter Form \(PCF\)](#).

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
- 4) a firm construction estimate, after design and bidding

c. The total project budget includes: construction costs, consulting expenses, 7 percent project construction management fees as endorsed in [SUAM Section IV](#) [Fiscal Resources for Campus Development, Section 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 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 at minimum be 10 percent 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.

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 is responsible to issue the PCF amended and follow the project approval requirements. An amended PCF is required for the following instances:

- 1) Any dollar (\$) 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, Sections 9000-9005], and [CSU Legal Manual](#) [Chapter 15]. The SF State capital project 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.

Non-Recurring Maintenance/repair (NRMR) -Deferred Maintenance (DM): Work required to CSU long term lease over \$1 million 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.

Capital Outlay includes CIMP and NRMR projects as follows:

Major Capital Projects

Major capital projects include major capital improvement; capital outlay projects that cost more than \$709,000 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 \$709,000. 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.

Acquisition of Real Property

The transaction of property purchase must acquire the Department of Finance (DOF), 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 upfit, 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.

Project Approval Requirements

The following approvals are required prior to initiation of work and/or commitment of funds to a project. The Vice President (VP) & Chief Financial Officer (CFO) of Administration and Finance (A&F) must approve any exceptions.

- 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

Required approvals: Dean, director or department head, Associate Vice President (AVP) of CPDC, VP of University Enterprises (UE) and Executive Director of Budget Administration & Operations (BAO).

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

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. Minor Capital Projects (CIMP & NRMR)

Cost: Between \$100,000 and equal to \$709,000

Funding sources: Departmental reserves, central reserves, gifts/grants

Required approvals: Dean, Director or Department Head, AVP of CPDC, VP of UE, FA, BAO, and VP & CFO of A&F

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

Cost: More than \$709,000 (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, VP of UE, FA, BAO, VP & CFO of A&F, 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 (FA, BAO, and VP & CFO of A&F).

h. Major Capital Improvement Projects (CIMP)

Cost: More than \$709,000 (CIMP) requires BOT approval³⁷

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

Required approvals: AVP of CPDC, VP of UE, FA, BAO, VP & CFO of A&F, and President, and BOT.

Planning: A capital project report will be included in Campus Planning Committee materials at each of the committee's regular meetings. Major Capital Projects will follow the [SUAM Section VII](#) [Five-Year Capital Improvement Program Procedures and Formats for Capital Outlay Submission, Sections 9100-9121].

The VP & CFO of A&F must approve the budget, and each stage of the project budget, for each major project.

³⁷ The Standing Orders delegate authority from the Board of Trustees (BOT) to the Chancellor has been revised and placed in effect in March 2018. BOT authorizes the Chancellor to approve the capital outlay budget and scope of projects, the schematic design of a new buildings or additions, and debt financing for projects valued up to \$40 million associated California Environmental Quality Act (CEQA) documents.

Accounting, Reporting and Controls

- a. All SF State capital projects must use the following PeopleSoft (PS) chart combination.
- b. 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 NRMR CSU Funds ⁴	Externally Funded CIMP CSU Funds ⁴
	Purpose	To record "non-recurring" maintenance and repair (NRMR) expenditures	To record capital improvement project (CIMP) expenditures	To record Long & Short Term financing NRMR & CIMP projects	To record "non-recurring" maintenance and repair (NRMR) 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 (DC400, DC404, DC405, DC406, DC503, DC504, DC505, set up per AO received)	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 & 7}	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 & 7}	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 & 7}	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 (TM503)	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 (TP503)	473 - TF-Parking Capital Improvements (TP500)	222 - DCF-Parking (DCxxx => set up per project)	474 - TF-Parking Maintenance & Repair (TP502)	473 - TF-Parking Capital Improvements (TP501)
	Health Center	454 - TF-Facility Maintenance & Repair (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 for Student Union, TU507 => Student Rec.)	536 - TF-Campus Union Capital Improvements (TU502 => Student Union, TU506 => Student Rec.)	224 - DCF-Campus Unions (DCxxx => set up per project)	535 - TF-Camp Union Maintenance & Repair (TU501 => Student Union, TU505 => Student Rec.)	536 - TF-Campus Union Capital Improvements (TU500 => Student Union, TR504 => Student Rec.)
	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)

1- The Cost Recovery funds transferred must result only from a build-up of revenue in the fund.

2- Use only when the Auxiliary is benefiting from the project. Auxiliary donations should be recorded to the enterprise fund benefitting from the donation or non-enterprise projects are to be recorded to CSU fund 550.

3- Permanent transfer of funds should use Transfer in/out accounts while loans are to use Due to/from accounts.

4- The default net asset category (NAC) of CSU fund 550 is 834 Restricted Expendable-Capital Projects. However, the Enterprise Funds default NAC is 881 Unrestricted and therefore a GAAP override for the restricted portion is required to NAC 834 Restricted Expendable-Capital Projects.

5- Mandatory IRA fee must be approved for this specific purpose. Revenues other than then mandatory IRA fee recorded in this CSU fund are not subject to this restriction.

6- Funding sources could include gifts or insurance settlements for NRMR/CIMP unrestricted projects.

7 - These CSU funds will be deactivated as of 7/1/2019. Please see the Legal Accounting and Reporting Manual for further information.

For all NRMR and CIMP projects, it is recommended to use the series of 607xxx.

Additional information about project attribute is available at [CSU Legal Manual](#) [Chapter 15, Section 2.2.2 – PeopleSoft Project Attribute]

- 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 percent 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 PeopleSoft Common Financial System (CFS) project chart of accounts format of nine alpha-numeric characters. Project charter is submitted to 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 ; NRMR- non recurring maintenance/repair
Project ID	MC - capitalized/DM – non-capitalized (2 characters)
FY	Fiscal year that runs from July 1st to June 30th (2 digits)
Building	Initials of building/location (2-4 characters)
Last two digits	Number of project at the location for the fiscal year (1-3 digits)
Sample:	MC18ADM01 or DM18ADM01

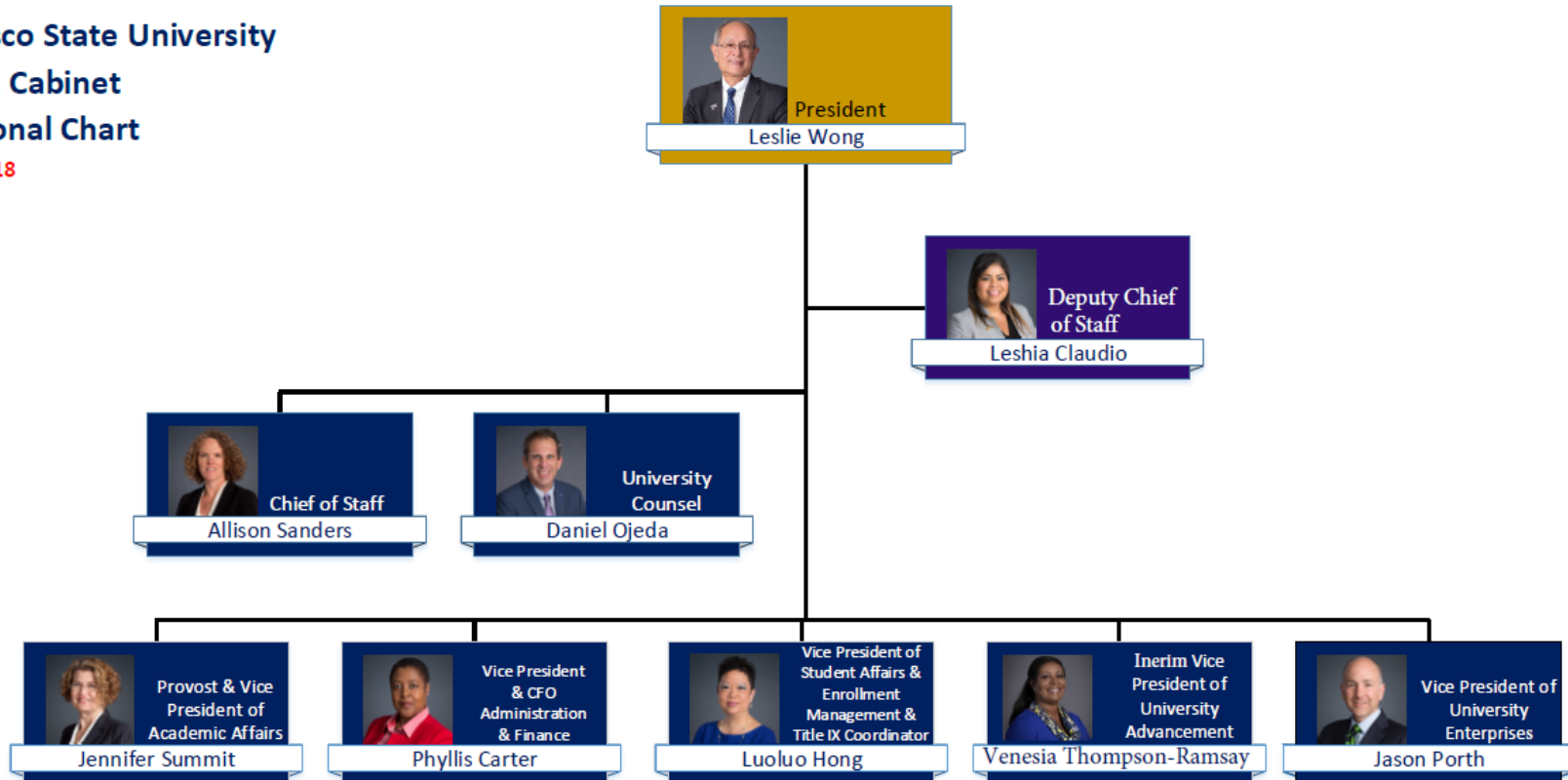
- d. A comprehensive capital projects report updated after the close of each fiscal month reflects funding, expenditures, projected expenses, and revenues.
- e. The current financial information is taken from the PeopleSoft CFS, SF State’s official ledger of record. Each month, the project manager projects expenditures; the project accountant reconciles and reviews the Financial Data Warehouse (FDW) 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 payroll expenses. Only

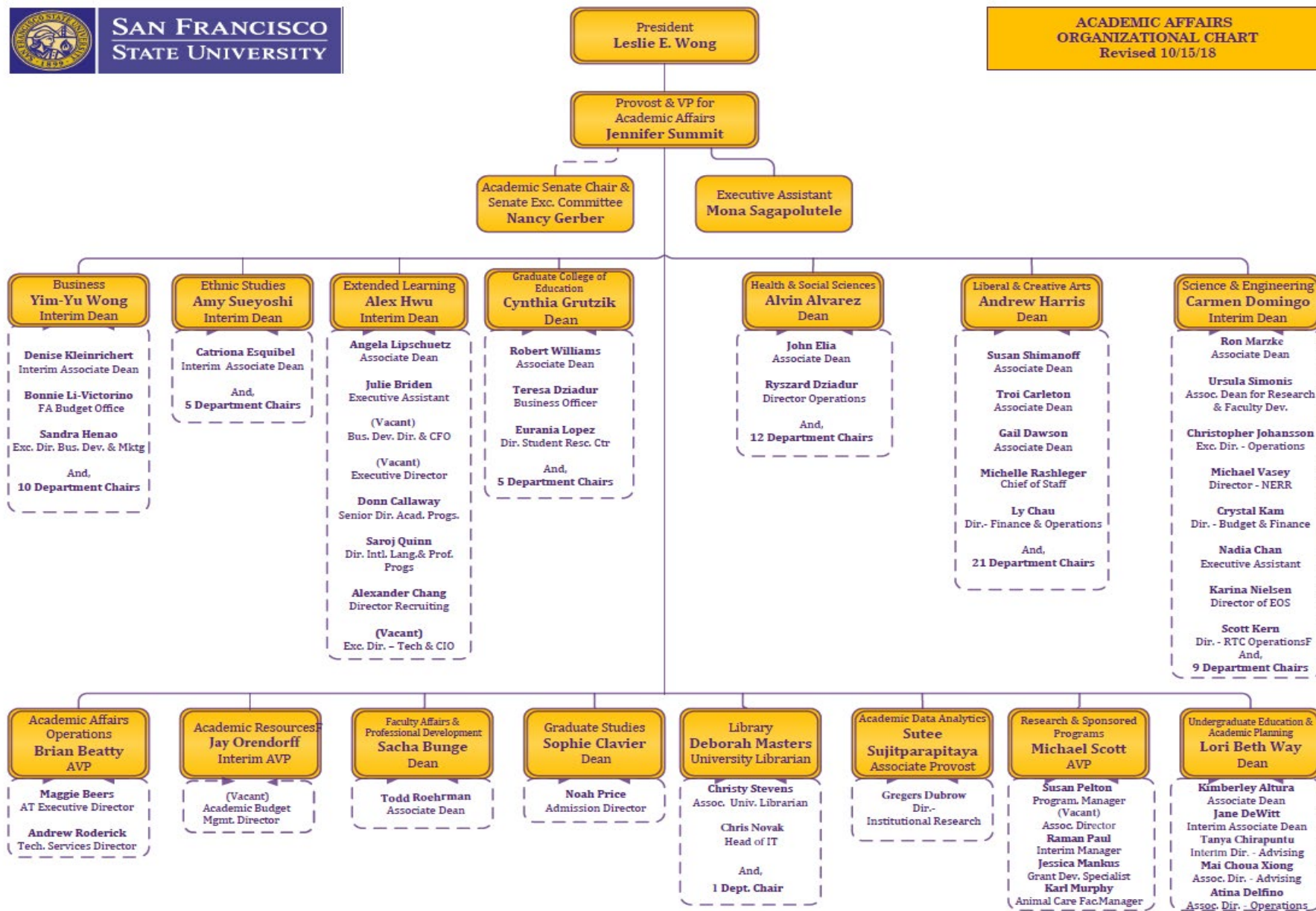
project expenses within the approved budget may be charged to the project. The VP & CFO of Administration & Finance must approve any exceptions to this procedure.

- 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 FDW for discrepancies. Project managers, financial owners, and 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 qualify 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 C: ORGANIZATIONAL CHARTS

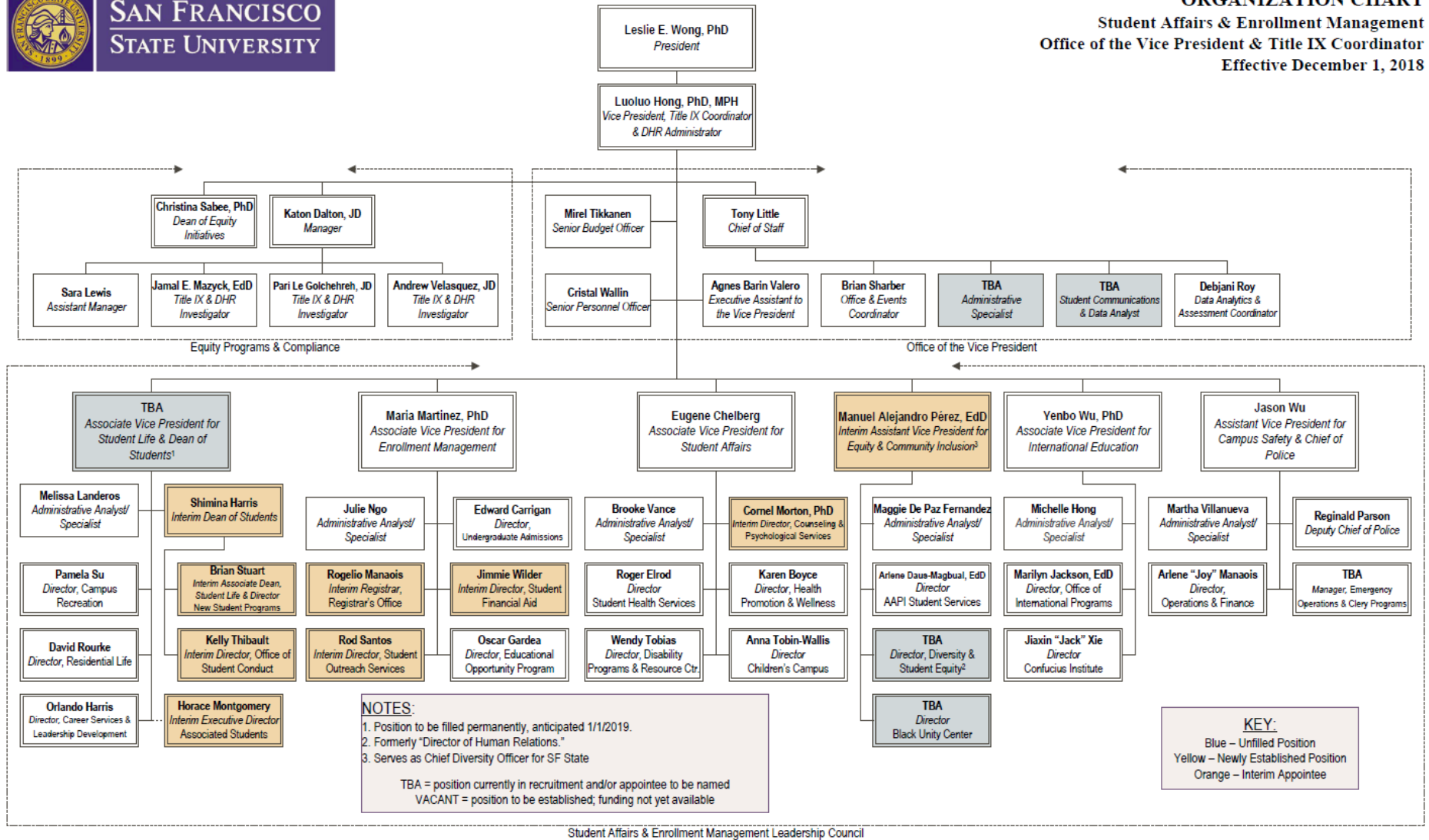
**San Francisco State University
President's Cabinet
Organizational Chart**
Updated 12/10/18

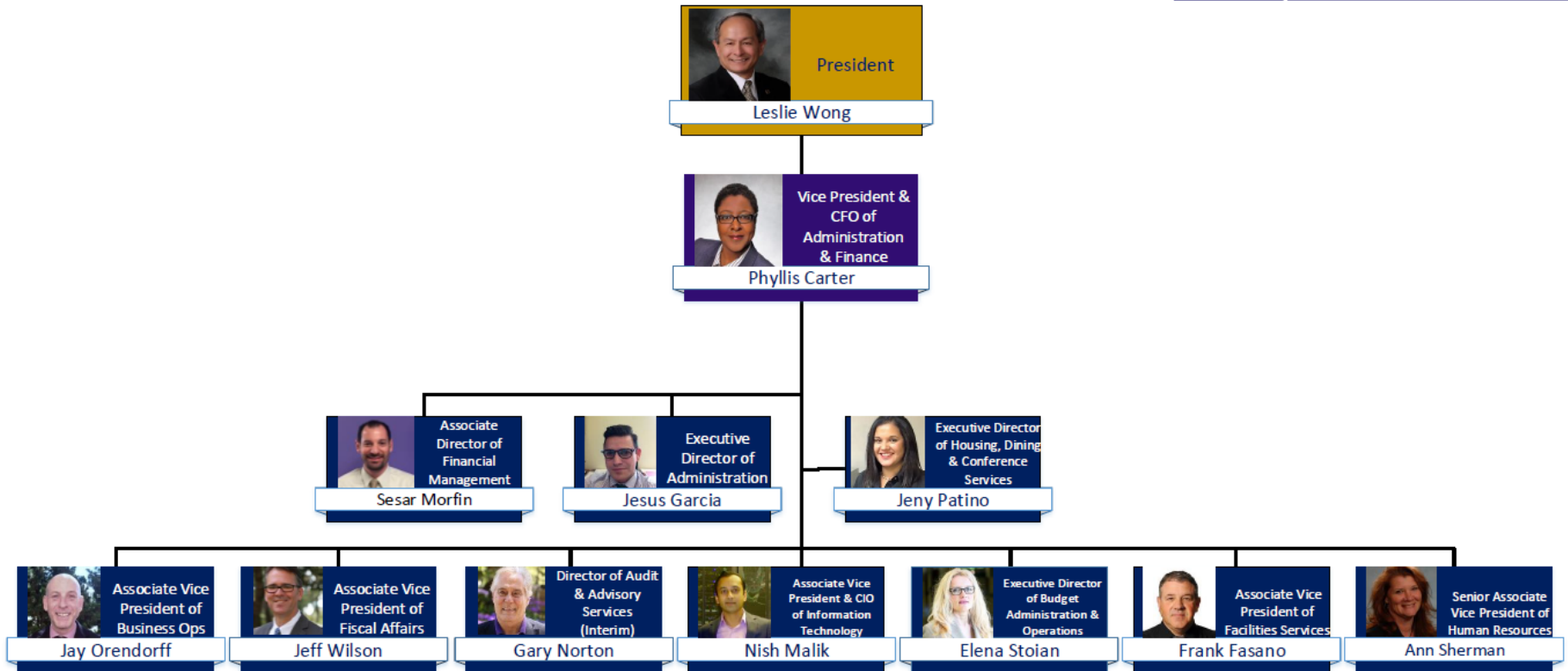




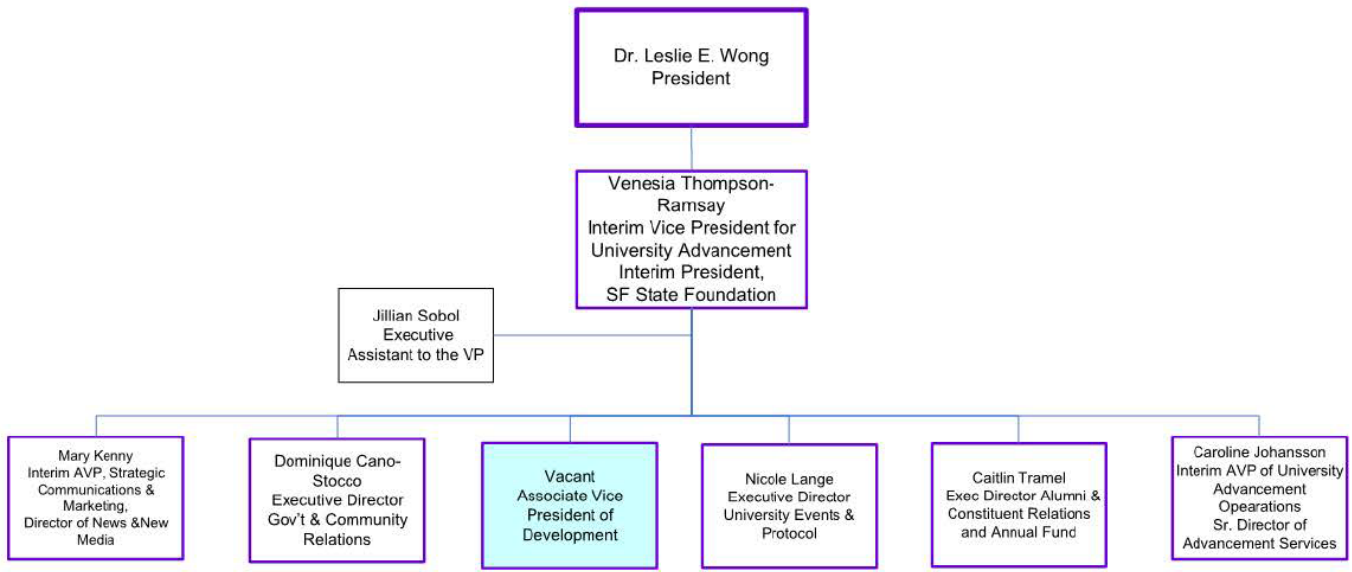


ORGANIZATION CHART
Student Affairs & Enrollment Management
Office of the Vice President & Title IX Coordinator
Effective December 1, 2018

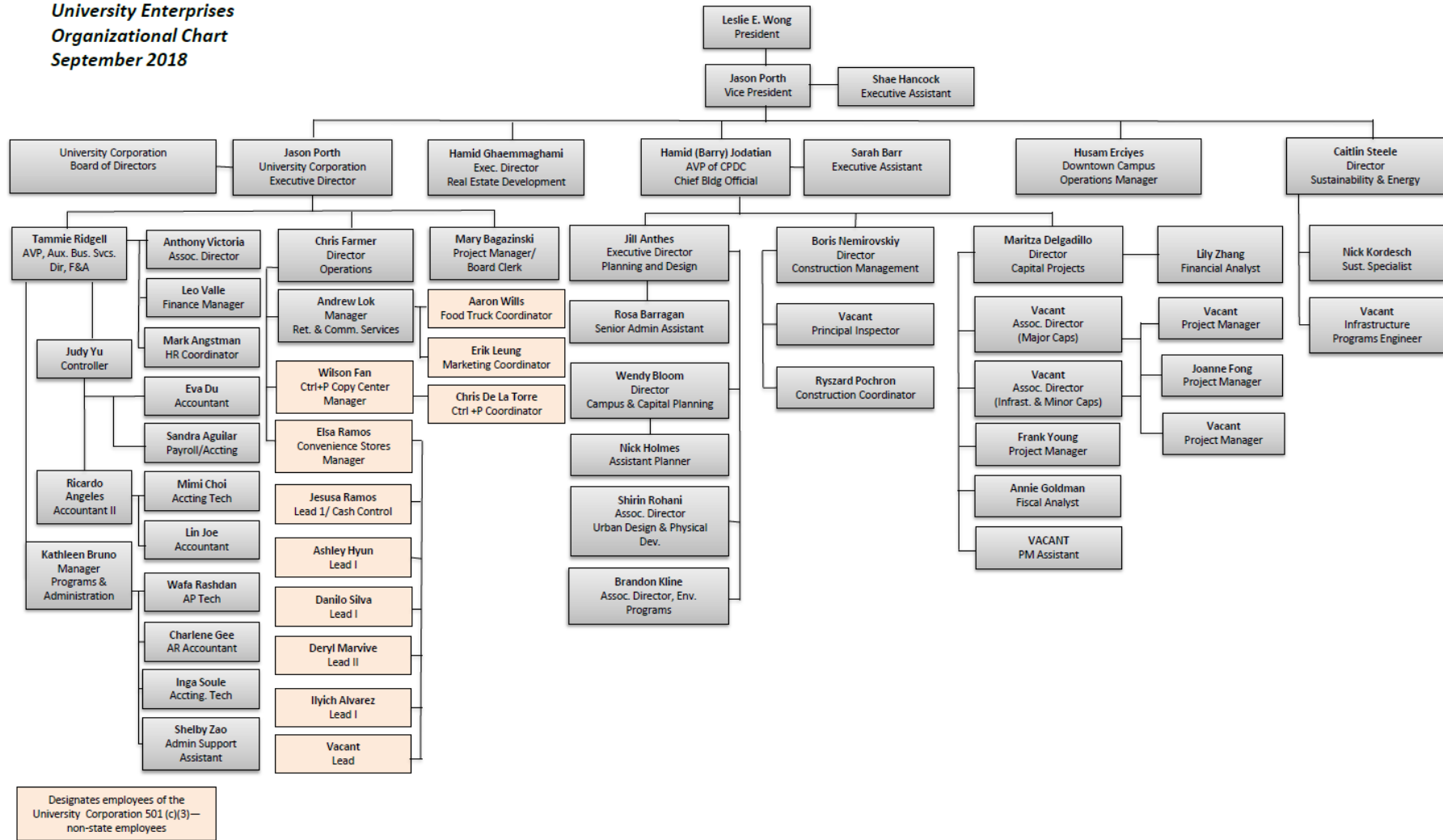




San Francisco State University
 University Advancement
 Dec 2018 Organizational Chart



**University Enterprises
Organizational Chart
September 2018**



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