Business and Administrative Services Division

660.39 Sub-1 FTE (permanently-funded staff - as of 8-1-10)
91.69 Sub-2 FTE (distribution % of limited and hourly employees – as of 8-16-10)
or 190 Sub-2 total headcount (as of 8-16-10)

Life Safety

Environmental Health & Safety (EH&S) – 12.55 FTE
- Environmental Compliance
- Export Import Hazardous Materials Shipping
- Hazardous Waste
- Industrial Hygiene and Occupational Health
- Laboratory Research Safety
- Public Health & Sanitation
- Safety and Ergonomics

Fire Department – 17 FTE
- Emergency Management
- Fire Operations
- Fire Marshal
- Public Education

Risk Services – 5 FTE
- Risk Control and Loss Prevention
- Safety, Wellness & Injury Management Team
- Transitional Work Assignments & Medical Care Coordination

University Police – 45.33 FTE
- Dispatch and Kiosk
- Parking Enforcement
- Police Administration
- Police Operations

Physical Environment & Auxiliary Services

Physical Planning & Construction (PP&C) – 32 FTE
- Architectural Services
- Campus Planning
- Construction Services
- Engineering Services
- Finance and Operations
- Sustainability Office

Physical Plant – 310.03 FTE
- Building Maintenance
- Custodial Services
- Facilities and Infrastructure Operations
- Grounds and Road Services
- Mail Services
- Printing Services
- Receiving Services
- Refuse and Recycling Services

Real Estate Office (REO) – 3.94 FTE
- Real Estate Transactions
- Off-campus Facility Management
- UC MBEST Functions

Transportation & Parking Services (TAPS) – 55.02 FTE
- Campus Transit
- Events
- Maintenance
- Resource Group
- Sales Office

Internal Control & Business Services

Financial Affairs – 100.73 FTE
- Accounting Services
- Controller's Office
- Enterprise Financial Systems (EFS)
- Financial Administrative Services & Transactions (FAST)
- Procurement & Business Contracts (P&BC)
- Student Business Services (SBS)

Internal Audit – 6 FTE
- Audits
- Advisory Services
- Investigations

Staff Human Resources (SHR) – 65.45 FTE
- Benefits
- Compensation
- Employment
- Labor Relations
- Policy and Projects
- Service Teams
- SHR Administration
- Training & Development

VC BAS/Operations & Resource Mgmt. (BAS-ORM) – 7.34 FTE
- Divisional Resource Management, including:
  - Budget Development & Financial Planning
  - Divisional Human Resources Coordination
  - Divisional IT Planning
  - Divisional Space Planning
  - Performance Measurement

BAS Sub-2 Staffing Distribution %

<table>
<thead>
<tr>
<th>BAS Unit</th>
<th>FTE Equivalent</th>
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<tbody>
<tr>
<td>EH&amp;S</td>
<td>0.75</td>
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<tr>
<td>Fire</td>
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<tr>
<td>Risk Services</td>
<td>6.50</td>
</tr>
<tr>
<td>University Police</td>
<td>1.27</td>
</tr>
<tr>
<td>PP&amp;C</td>
<td>6.62</td>
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<tr>
<td>Physical Plant</td>
<td>24.36</td>
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<tr>
<td>REO/MBEST</td>
<td>2.56</td>
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<td>TAPS</td>
<td>31.87</td>
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<td>Financial Affairs</td>
<td>11.44</td>
</tr>
<tr>
<td>Staff Human Resources</td>
<td>5.32</td>
</tr>
<tr>
<td>Total BAS Sub-2 Staffing</td>
<td>91.69</td>
</tr>
</tbody>
</table>
BAS units add value to the academic and research enterprise

Statistics for FY 2009-10

**Life Safety**

**Environmental Health & Safety (EH&S)**
- Managed 97 environmental permits and associated inspections with seven regulatory agencies
- 181 researchers completed screening process for the Animal Care and Use Occupational Health Program (ACUOH) required by the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC)
- Managed compliance with 40 Radiation Use Authorizations (permits), covering 156 radiation users

**University Police** (for calendar yr 2009)
- Responded to 733 incidents
- Average response time is 4:55 (incl. off campus)
- Performed 329 fire alarm tests
- Conducted 467 building inspections
- Performed 264 construction inspections
- Held 31 CPR classes

**Fire Department** (for calendar yr 2009)
- Managed $2.17M Be Smart About Safety (BSAS), in partnership with EH&S - funds allocated to 22 diverse projects
- Transported 34,000 people on the Bike Shuttle (operating from the west side of Santa Cruz and the UCSC Inn)

**Risk Services**
- Managed $2.17M Be Smart About Safety (BSAS), in partnership with EH&S - funds allocated to 22 diverse projects
- Managed 19 off-campus leases comprising approximately 315,000 rentable square feet (RSF) of leased space serving approximately 10 campus units (Regents as Tenant) valued at $5.7M per year total effective rent

**Physical Environment & Auxiliary Services**

**Physical Planning & Construction (PP&C)**
- Completed two major construction projects:
  - Porter B – September 2009 (18,715 OGSF - outside gross sq. ft.)
  - Digital Arts Research Center – March 2010 (41,679 OGSF)
- Completed a renovation of the Porter C dining hall – March 2010
- Involved 30-40 student interns in archeological research, historic documentation and building preservation projects in the Cowell Limeworks Historic District
- Added 2,370,474 OGSF to the campus since 1996, with the completion of the Biomedical Sciences Facility in November 2011

**Physical Plant**
- Maintained 3 million sq. ft. of state space
- Assisted with managing 3 million sq. ft. of non-state space
- Issued 12,000 repair work orders
- Issued 8,000 preventive maintenance work orders
- Reduced campus water consumption by 30%
- Maintained 600 vehicles and equipment
- Maintained 400 acres of developed land and 1400 acres of undeveloped land

**Real Estate Office (REO)**
- Handled approximately 15 academic access licenses
- Managed 19 off-campus leases comprising approximately 315,000 rentable square feet (RSF) of leased space serving approximately 10 campus units (Regents as Tenant) valued at $5.7M per year total effective rent

**Transportation & Parking Services (TAPS)**
- Recorded 22,136 average vehicle trips per 24-hour weekday on campus (an increase of 4.2% from 2008-09, but remains 11.5% below the 2005-06 average of 25,011. UCSC committed to keeping average daily vehicle trips below 28,700 through 2020.)
- Recorded 2,242 million rides on the Santa Cruz Metropolitan Transit District (SCMTD) by UCSC Affiliates, accounting for 44% of all SCMTD ridership countywide
- Transferred an additional 2 million rides via the TAPS Campus Transit Day and Night Shuttles (primarily providing on-campus transportation)
- Transferred 34,000 people on the Bike Shuttle (operating from the west side of Santa Cruz and the UCSC Inn)

**Internal Control & Business Services**

**Financial Affairs**
- Managed 1,037 sponsored awards
- Processed 89,603 payroll payments
- Managed $5,020 CruzPay accounts
- Paid 46,130 vendor invoices
- Paid 21,689 direct payments, incl. employee reimbursements
- Processed 26,702 purchase requisitions
- Handled 9,904 requisitions in Purchasing (by buyers)
- Processed 142,657 bills in Student Business Services
- Implemented account/commodity code simplification project reducing 525 account codes to 147

**Internal Audit**
- Executed FY10 Audit Plan (16 planned audits including 4 UC Chief Compliance and Audit Office requested systemwide audits)
- Closed over 140 open management corrective actions in follow-up system
- Completed (at management’s request) - 2 Management Reviews (EH&S License/UARC Stipend), 5 Advisory Services (including HIPAA Compliance and IS-3 Self Assessment), 3 Investigations (UR/Travel/Arboretum/Dining Hall Payroll), and numerous informal consultations.

**Staff Human Resources (SHR)**
- Processed 16,617 pay adjustment transactions
- Reconciled and audited 6,000 timesheets per month, with two payroll cycles each paying approximately 3,000 employees
- Processed 281 employee new hires
- Processed 49 permanent layoffs or reductions in time
- Managed 97 retirements for both academic and staff personnel
- Delivered over 80 courses to approximately 1,500 employees
- Graduated 30 faculty and 70 staff from the UCSC Leadership Academy

**VC BAS/BAS Operations & Resource Mgmt. (BAS-ORM)**
- Managed open provisions - evaluated and approved 204 human resource actions with budgetary impact
- Managed, along with the Demonstration Operations Team (DOT), 47 campus events and protest activities during the year (a record number)
### 12-Year Overview of Budget Reductions to BAS - FY 1999-11

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Permanent Budget Reductions</td>
<td>$67,404</td>
<td>$30,234</td>
<td>$1,475,220</td>
<td>$1,681,000</td>
<td>$1,757,000</td>
<td>$1,700,000</td>
<td>$6,710,858</td>
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<tr>
<td>One-time Budget Reductions</td>
<td>$69,790</td>
<td>$184,200</td>
<td>$909,401</td>
<td>$1,700,000</td>
<td>$9,436,715</td>
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<tr>
<td>Total Budget Cuts</td>
<td>$67,404</td>
<td>$69,790</td>
<td>$214,434</td>
<td>$909,401</td>
<td>$1,700,000</td>
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<td>Vacant FTE eliminated</td>
<td>19.00</td>
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<td>18.35</td>
<td>16.16</td>
<td>68.57</td>
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<tr>
<td>Layoff FTE eliminated</td>
<td>2.00</td>
<td>0.00</td>
<td>0.50</td>
<td>4.34</td>
<td>6.84</td>
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<tr>
<td>Total FTE eliminated</td>
<td>21.00</td>
<td>15.06</td>
<td>18.85</td>
<td>20.50</td>
<td>75.41</td>
<td></td>
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</table>

**One-time reductions are unknown for the years 1999-2001.

**One-time reductions in 2009-10 are attributable to the Salary Reduction Furlough Program.

### 12-Year Overview of Budget Reductions to BAS Compared to Those Made by All Campus Units - FY 1999-11

<table>
<thead>
<tr>
<th>1999-2008</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Perm Budget Reductions Made by Campus Units</td>
<td>$7,856,171</td>
<td>$3,899,000</td>
<td>$19,277,000</td>
<td>$8,183,400</td>
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<tr>
<td>BAS Permanent Budget Reductions</td>
<td>$1,572,858</td>
<td>$1,681,000</td>
<td>$1,757,000</td>
<td>$1,700,000</td>
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<tr>
<td>BAS % of Total Campus Reductions</td>
<td>20.0%</td>
<td>43.1%</td>
<td>9.1%</td>
<td>20.8%</td>
</tr>
</tbody>
</table>

### Capital Project Funding Summary (handled through PP&C)

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>103,258,499</td>
<td>132,833,533</td>
<td>65,444,537</td>
<td>69,089,629</td>
<td>69,071,064</td>
<td>65,144,536</td>
<td>168,560,816</td>
<td>199,180,259</td>
<td>96,224,307</td>
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</table>

### Campus Metrics

<table>
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<tr>
<th>1998-99</th>
<th>2008-09</th>
<th>% Change</th>
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<tbody>
<tr>
<td>Fall 3rd week enrollment (all students)</td>
<td>10,981</td>
<td>16,286</td>
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<td>Academic Staff FTE</td>
<td>1,170</td>
<td>1,595</td>
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<tr>
<td>All Other Career Staff FTE</td>
<td>2,179</td>
<td>3,125</td>
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<tr>
<td>Total UCSC Expenditures</td>
<td>271,008,000</td>
<td>493,799,000</td>
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<tr>
<td>Total Research Expenditures Including Capital Expenditures</td>
<td>38,832,000</td>
<td>118,816,000</td>
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<tr>
<td>Total Maintainable Gross Square Feet</td>
<td>3,811,494</td>
<td>5,444,321</td>
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</table>

### BAS Permanent Budget Summary (all funds)

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>55,701,423</td>
<td>55,537,703</td>
<td>61,934,914</td>
<td>66,426,189</td>
<td>70,798,602</td>
<td>76,407,551</td>
<td>75,155,950</td>
<td>69,592,275</td>
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</tbody>
</table>

NOTE: Figures for the BAS Permanent Budget Summary are based on the FMW Permanent Budget as of July 1 each year, not the Bird's Eye View Permanent Budget, since it is not yet available for FY 2010-11.
Please note that the Permanent Budget presented here is the actual permanent budget as reflected in the Financial Manager’s Workbench (FMW) system as of July 1, 2010 – the Permanent Budget for FY 2010-11.

Planning & Budget also produces a version of the Permanent Budget for the year, which is included in the campus’s Bird’s Eye View document that includes a variety of adjustments, such as permanent budget transfers that happened after fiscal close and some one-time transfers (e.g. UCOP transfers) that are treated as permanent because they are reoccurring.

The Bird’s Eye View version of the Permanent Budget is not yet available for FY 2010-11, but BAS feels it is important to show the affects of the recent budget cuts, so we are presenting the actual Permanent Budget available from FMW at this time.

### 2010-11 Core Funds: $33,364,303
- General Funds
- BTP Funds
- UOF/OTT

### 2010-11 Other Funds: $36,227,972
- Self-Supporting
- Auxiliary
- Student Svcs Fee
- Other Fees
- Reserves

### 2009-10 Capital Project Funding: $96,224,307

---

<table>
<thead>
<tr>
<th>Unit</th>
<th>FTE</th>
<th>General Funds</th>
<th>BTP Funds</th>
<th>Student Svcs Fee</th>
<th>Other Fees</th>
<th>UOF/OTT</th>
<th>Self-Supporting</th>
<th>Auxiliary Enterprises</th>
<th>Reserves</th>
<th>Total Budget</th>
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<tr>
<td>BAS VC Vice Chancellor</td>
<td>7.30</td>
<td>825,252</td>
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<td>3,108</td>
<td>467,754</td>
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<td>828,440</td>
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<td>BAS Special Projects/Collection Center</td>
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<td>1,089</td>
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<td>Environmental Health &amp; Safety</td>
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<td>77,540</td>
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<td>Fire Department</td>
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<td>Physical Planning &amp; Construction</td>
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<td>3,500,361</td>
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<td>3,842,307</td>
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<tr>
<td>Physical Plant</td>
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<td>1,956,312</td>
<td>1,953,930</td>
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<td>83,757</td>
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<td>4,200,450</td>
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<td>Purchased Utilities</td>
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<td>105,509</td>
<td>4,000,000</td>
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<td>15,397,370</td>
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<tr>
<td>Physical Plant Total</td>
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<td>36,691,300</td>
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<td>1,953,930</td>
<td></td>
<td>83,757</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,200,450</td>
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<tr>
<td>Transportation &amp; Parking</td>
<td>55.02</td>
<td>30,793</td>
<td>5,550,645</td>
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<td>1,069,104</td>
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<td>564,008</td>
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<td>293,051</td>
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<td></td>
<td></td>
<td></td>
<td>293,051</td>
</tr>
<tr>
<td>MBESST Center</td>
<td></td>
<td></td>
<td>425,000</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td>425,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>660.39</td>
<td>28,345,921</td>
<td>8,126,366</td>
<td>11,392</td>
<td>892,074</td>
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<td></td>
<td></td>
<td></td>
<td>55,921,275</td>
</tr>
</tbody>
</table>

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**BUSINESS AND ADMINISTRATIVE SERVICES**

Permanent Budget as of July 1, 2010 (for FY 2010-11)

Please provide the necessary charts and diagrams to represent the data in a visual format.
Projects and Issues

Life Safety

Recent Achievements and Current Projects

Environmental Health & Safety (EH&S)
- Resolving plans for an interim and long term campus regulated waste management facility
- Participating in the implementation of elements of the systemwide EH&S strategic plan including EH&S/IT collaboration and enhancing the safety culture in the academic laboratories

Fire Department
- Began campus rollout of UC Ready (Business Continuity Program)
- Continued to develop and refine emergency management program
- Paramedic program: Changes in county policies will allow us to move forward with the possible implementation by 7/1/11
- Emergency Response Plan: Working on revisions and incorporating a section on post event recovery

Risk Services
- Initiated Enterprise Risk Management & Compliance Program (ERMCP) with Financial Affairs and Internal Audit - will lead to the ongoing identification, assessment, mitigation and monitoring of significant risks to the campus
- Travel Risk Management communication and utilization – will support those engaged in national and international business travel by providing emergency assistance and resources
- Retrospective claim reviews and corrective action identification – will result in identification of the causes of losses over $50,000 and secure commitments for corrective actions by those closest to the risk

University Police
- Investigated and assisted local law enforcement jurisdictions in the violations committed against researchers off campus in the previous year and continued work on ensuring the researcher’s personal safety
- Effectively utilized over 100 police officers, on three separate occasions, to effectively deal with student protesters that occupied buildings and/or shut down the campus
- Effectively managed a gathering of several thousand people in the Porter Meadow during the 4/20 event without the assistance of mutual aid, and without injury or incident
- Implementing COPLINK, a statewide system allowing law enforcement agencies to share activity information on individuals
- Secured funding from UCOP for a Security System Coordinator

Immediate Issues

Environmental Health & Safety (EH&S)
- Enhancing efforts, processes and programs to promote a culture of safety in academic and administrative operations
- Succession planning is challenging in an area such as EH&S where employees have very specialized knowledge in multiple technical areas.

Fire Department
- Vehicle replacement program: Aging fleet with corresponding increase in maintenance costs - Evaluating needs and developing funding strategy for replacement of department vehicles
- Challenge of maintaining minimum staffing levels with loss of firefighter position – results in excessive overtime costs.
- Elimination of UCOP funding model for OMP maintenance funding for new space on campus

Risk Services
- Resources will need to be committed to the Enterprise Risk Management & Compliance Program (ERMCP)
- Tracking departmental corrective action commitments established in retrospective loss reviews – a new component of the UC risk information system
- Campus physical security risk management – major multi-year project to deal with multiple campus facility and residential security issues
- Campus-wide loss of institutional knowledge & experience resulting in reduced awareness of both longstanding and emerging risks

University Police
- Overtime expenses and declining parking citation revenues are serious budgetary concerns for the University Police
- The entire police fleet is nearing its life expectancy and will have to be replaced. Total costs for vehicles will be about $350,000

Longer Term Issues

Environmental Health & Safety (EH&S)
- Continuous improvement with implementation of the UC Systemwide Policy on Health Safety and the Environment
- Continuous improvement implementing effective systems to support the academic and research missions

Fire Department
- Succession planning (Fire Chief and two Captains retiring within 4 yrs)
- Facility improvement and expansion needs

Risk Services
- Potential of ERMCP to improve strategic planning through incorporating formal consideration of risk as part of every decision. Innovation is almost always associated with some degree of risk. By helping the campus manage the risks associated with innovation, we can contribute in a significant way to the future upward trajectory of the campus.

University Police
- Staffing levels are now at levels below those experienced ten years ago. It is now impossible to maintain a standard of having two officers on duty at all times.
Projects and Issues
Physical Environment & Auxiliary Services

Recent Achievements and Current Projects

**Physical Planning & Construction (PP&C)**
- Central role in implementation of LRDP Comprehensive Settlement Agreement
- Development and release of Draft Campus Sustainability Plan
- On-going collaboration with the City of Santa Cruz

**Physical Plant**
- Replaced the West Campus entrance roadway, new road should last 25 years.
- Jordan Gulch main sewer line repairs

**Real Estate Office (REO)**
- Completion of UNEX lease and assistance with setting up lease administration procedures
- Renegotiation of six major communications agreements – three on campus, three at Mt. Hamilton
- Revised Delegations of Authority for “facility use agreement” licenses to units that rent campus space to general public for events
- Prospective relocation of SVC to 2505 Augustine

**Transportation & Parking Services (TAPS)**
- Implementation of partial-year, fixed-time Career appointments for all AFSCME-represented Campus Transit shuttle drivers
- Replacement of approximately two-thirds of the aging Campus Transit bus fleet
- Installation of grant-funded West Entrance Traffic Signal
- Pilot Traffic Control to reduce cross-campus travel time for shuttles and buses, and to improve pedestrian safety
- 80% grant funded design and implementation of ADA accessibility improvements to ten campus transit stops and transit-related paths of travel
- Replacement of existing parking meters with paystations and/or new meters that accept “smart-card” payment technologies

Immediate Issues

**Physical Planning & Construction (PP&C)**
- Projected overall reduction in project-related workload and resulting reductions in staff
- Ongoing organizational improvement, making PP&C a more nimble organization able to respond to a rapidly changing workload
- Development of in-house design capacity
- Management and oversight of growing Sustainability Office

**Physical Plant**
- Elimination of UCOP funding model for OMP maintenance funding for new space on campus
- Reduction in operating funding to maintain campus buildings – the unit has had $3 million dollars of cuts in the last 3 years

**Real Estate Office (REO)**
- Request EVC review of Advisory Committee on Campus Planning and Stewardship (ACOPS) concurrence process for real estate transactions to determine what items require EVC approval
- End of University Inn lease – potential risks to campus
- Loss of funding from MBEST for financial analyst position

**Transportation & Parking Services (TAPS)**
- Implementation of parking management programs for facilities at the Marine Science Campus and 2300 Delaware
- Development of a Pedestrian Plan for UCSC (as required by the 2005 LRDP EIR)
- Impact of rising fuel costs on TAPS operations, as well as commuters’ demand for parking and/or sustainable transportation programs
- Lack of a robust, comprehensive Campus Events calendar system, combined with an absence of events management policies, limits ability to manage parking for multiple events effectively – may negatively impact the visitor’s experience
- A growing number of ADA accommodation requests do not fit within the restrictions on current funding sources, yet the university is mandated to provide reasonable accommodation. This gap needs to be addressed. Recent examples range from $950 to $175,000 each.

Longer Term Issues

**Physical Planning & Construction (PP&C)**
- Implementation of the LRDP and expansion outside of the City limits
- Increasingly stringent regulatory environment
- Integration of sustainability and climate efforts into all aspects of UCSC
- Uncertainty of the state-funded capital program and flat enrollment, both of which may lead to reduced capital project workload
- Transition to increased digitally-based project management and record storage systems

**Physical Plant**
- Deferred maintenance list is over $120 million, age of campus is reaching renewal phase, no funding in place

**Real Estate Office (REO)**
- Strategic planning for potential consolidation as off-campus leases end between 2011-2019 – acquisition, large lease, status quo or other options will need to be considered
- Initial underfunding of REO and subsequent budget cuts limit ability to carry workload

**Transportation & Parking Services (TAPS)**
- Parking fee proposal approval process has become so time-intensive that TAPS has not achieved implementation of a parking fee increases on schedule in several years
- Parking revenues decline as alternatives to driving alone become more prevalent or popular
Projects and Issues
Internal Control & Business Services

Recent Achievements and Current Projects

Financial Affairs
- Integrated Procurement and Business Contracts office into unit
- Expanded availability of UC Connexxus Travel Program
- Implemented UC ITOPS web-based banking system, federal E-Verify and ARRA funding requirements, and the Red Flags Rule Policy
- Enhanced CruzPay to support Salary Reduction/Furlough Program
- Implemented e-check functionality in Academic Info. System (AIS)
- Implementing the UC Effort Reporting System
- Implementing the Electronic Invoice Settlement Manager
- Collaborating with UCOP to expand UC strategic sourcing program
- Implementing the UC Payroll System replacement strategy
- Implementing next phases of CruzPay – PPS/CruzPay data interface

Internal Audit
- Management requested review of UARC Stipend Payments, Temporary Staffing program’s existing controls and effectiveness, and Delegation of Authority related to facility usage agreements
- UC systemwide audit documenting campus’s Fraud Mgmt. System

Staff Human Resources (SHR)
- Developed and implemented Salary Reduction/Furlough program
- Lead effective and timely layoff planning strategies
- Increased transitional support services for employees
- Offered workshops to campus at no charge to mitigate impact of budget cuts, furloughs and layoffs, and designed and launched the campus’s first Conflict Resolution Series
- Implemented E-Verify in collaboration with the Academic Personnel Office (APO) to ensure compliance regarding employment eligibility
- Secured funding to implement the UC Learning Management System (Staff LMS) and an enterprise Human Capital Management System (HCMS)
- Launched a pilot of Career Compass within the ITS division
- Implementing the On-line Payroll Time Reporting System (DPTRS) – a campuswide initiative streamline payroll processing.
- Designing and implementing a program that addresses critical areas of underutilization and increases outreach to veterans and the disabled

VC BAS/BAS Operations & Resource Mgmt. (BAS-ORM)
- Reorganization of the division to dissolve the University Business Services (UBS) unit and reassign business units to other BAS Unit Heads
- Effective planning for and management of the FY 2010-11 budget reductions

Immediate Issues

Financial Affairs
- Dealing with the ongoing, significant operational risks resulting from several consecutive years of service and staffing reductions continues to be Financial Affairs’ biggest challenge. The risks are made greater due to other campus units with which Financial Affairs collaborates, such as Information Technology Services, also having to implement service reductions which has complicated efforts that require collaboration and coordination between units.
- Continued student enrollment levels materially exceeding planning estimates has seriously strained the ability of the SBS Office to provide a reasonably effective level of service

Internal Audit
- Internal Audit has a relatively small staff that is fully committed through FY 2011. Very little available time to take on new and emerging issues. Continuing concern is how to provide adequate coverage of campus risks.

Staff Human Resources (SHR)
- Due to lack of resources and staffing, some compliance functions are threatened. The project implementation of HCMS and CruzPay will stress current staffing levels.
- Revisions are being made to the Background Check Policy to streamline procedures and tighten control points in response to concerns about this area
- Increased demand for comprehensive benefits counseling due to changes to UC Benefits Programs
- Employee morale may be negatively impacted if changes in UC Benefits Programs result in a reduction in employee benefits

VC BAS/BAS Operations & Resource Mgmt. (BAS-ORM)
- Need to examine campus funding models
- Initiative to review and streamline processes for customer service or control purposes – strategic investments may be needed
- Representatives from Student Affairs, BAS, and ITS conducted a number of meetings to prioritize initiatives related to campus emergency preparedness and security needs. The resulting gap analysis indicates a significant amount of needed investment.

Longer Term Issues

Financial Affairs
- A large number of retirements and departures of key Financial Affairs directors and managers over the next two years will require a substantial amount of strategic succession planning. Specialized knowledge and expertise in a number of areas, including plant accounting, sponsored award financial administration, general ledger accounting, fiscal closing and financial reporting, will have to be replaced.

Internal Audit
- The UCSF internal audit program is of the smallest in terms of funding and staff size in the UC system.
- Nearly all staff members are at or close to retirement age
- Hiring experienced audit professionals at existing salary levels will present a difficult challenge

Staff Human Resources (SHR)
- The majority of the funding for the campus Benefits Office is provided by UCOP – continuation of this funding is uncertain beyond FY 2010-11
- The campus has not invested in training and developing our workforce. There are requests for expanded course offerings.
- Current Labor Relations climate is adversarial, exacerbated by plans to increase employee contributions to UCRP and health care premiums
- Campus funding will need to be secured for implementation of Career Compass – it is a critical to implementation of the HCMS
- The role of HR advisory services is changing and staffing levels are not sufficient to meet customer expectations – moving from transactional to strategic

VC BAS/BAS Operations & Resource Mgmt. (BAS-ORM)
- The challenge of sustaining the current level of crisis management in relation to protests and demonstrations
- A steady flow of new regulations and policies and the seemingly endless emergence of new operating risks affecting all areas of the campus makes the responsibility of maintaining an effective campus-wide compliance and control environment extremely challenging. Constructive dialog about risk and compliance issues between BAS and other campus units, combined with the timely, proactive management of significant risks is critical.