

UC SANTA BARBARA
Administrative
Services Division



ANNUAL FINANCIAL REPORT

Fiscal Year 2017-18

October 2018

UC SANTA BARBARA

ADMINISTRATIVE SERVICES DIVISION

Fiscal Year 2017-18

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

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SANTA BARBARA • SANTA CRUZ

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ADMINISTRATIVE SERVICES
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October 17, 2018

UC Santa Barbara Campus Community

Re: Administrative Services Division Annual Financial Report, FY 2017-18

UC Santa Barbara Campus Community Members:

As another fall quarter begins, we look forward to the new academic year with a renewed sense of hope and anticipation for continued improvement of our campus. U.S. News & World Report magazine recently ranked UC Santa Barbara at number 5 in its 2019 list of "Top Public Schools National Universities". Princeton Review named UC Santa Barbara as the number 1 "Green School" among public universities in its 2015 Guide to Green Colleges. With six Nobel Laureates, ten National Institutes and Centers, 29 National Academy of Engineering members, 34 American Academy of the Arts and Sciences members, more than 60 Guggenheim Fellows, and more than 80 American Academy for the Advancement of Science members, UC Santa Barbara is truly an elite university.

On the operational front, staff in the Administrative Services Division strive to match the achievement of the academic and research components of the campus. Human Resources and other staff throughout our division partnered with Business and Financial Services, Academic Personnel, Enterprise Technology Services, and the UCPath Center to implement the new UC Payroll, Timekeeping, and Human Resources system. This work will continue throughout this fiscal year as we transition to this new system.

While we look forward to the new year, this financial report also provides us with a look back at last fiscal year, which included the significant response by campus emergency personnel, and faculty, staff, and students across our campus to aid those in our community affected by the Thomas Fire and Montecito Debris Flow disasters. Our hearts go out to those who were lost during these tragic events. In their memory, we plan for the next major disaster so we are prepared and can reduce the risk for loss of life to the maximum extent possible.

Sincerely,

A handwritten signature in black ink that reads "Garry Mac Pherson".

Garry Mac Pherson, Vice Chancellor
Administrative Services Division

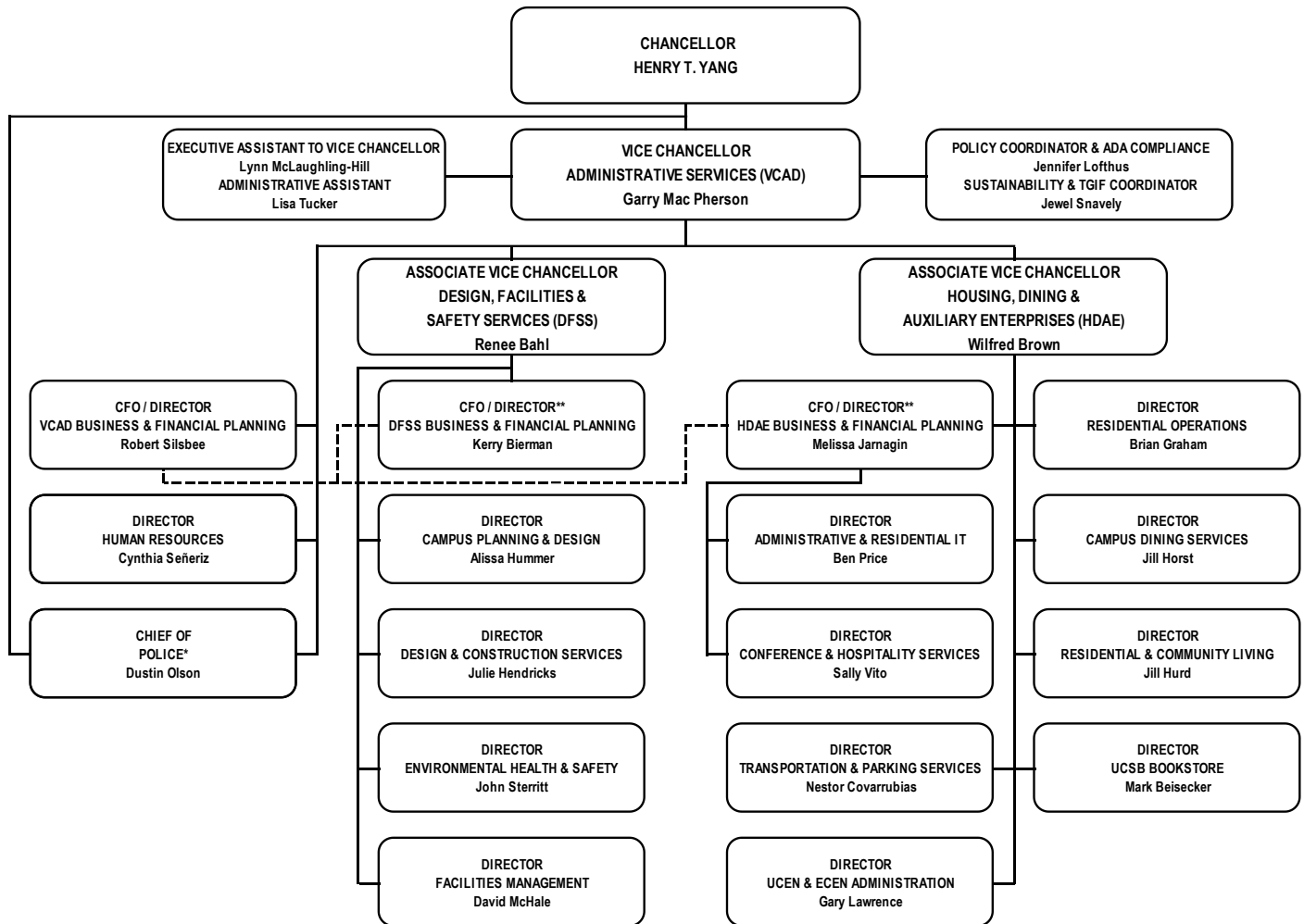
**Administrative Services Division
Annual Financial Report
Fiscal Year 2017-18**

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CURRENT DIVISION ORGANIZATION CHART

Effective August 2018



* Direct reporting to Chancellor Yang, Vice Chancellor Mac Pherson

** Indirect reporting to VCAD CFO Silsbee

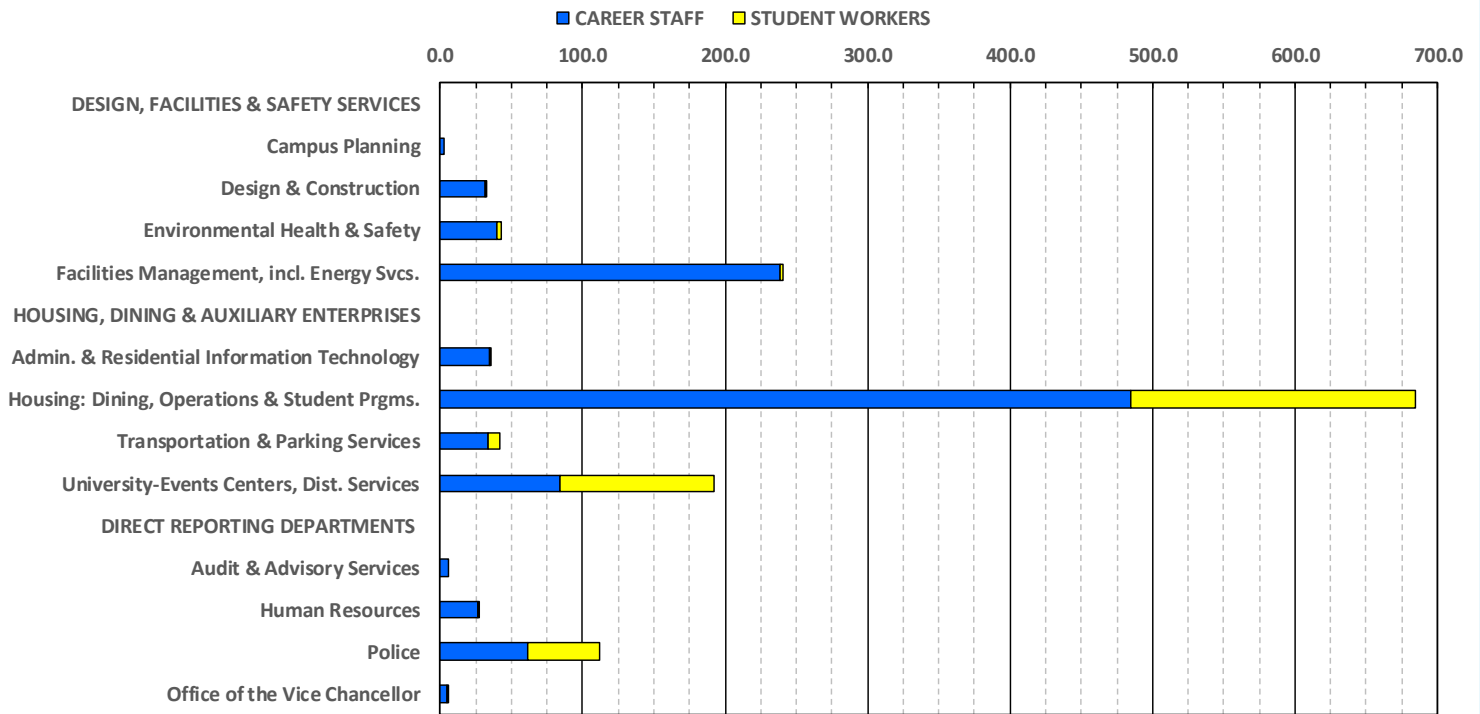
RECENT ORGANIZATIONAL CHANGES

As of July 1, 2018, the Audit & Advisory Services Director will no longer report to the Vice Chancellor of Administrative Services. The Audit & Advisory Services is now a part of Financial and Resource Management (FARM).

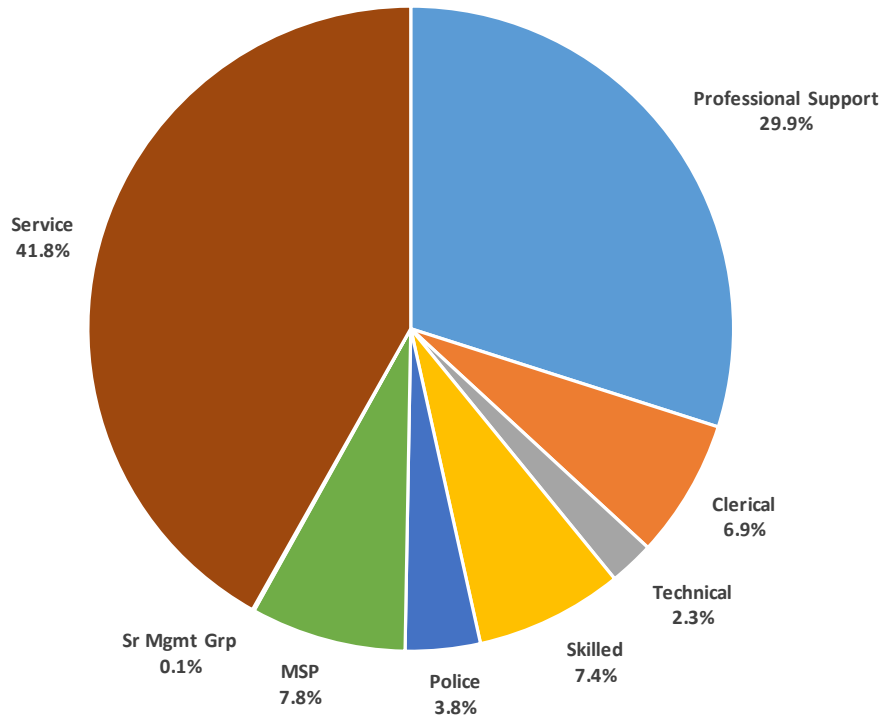
As of August 6, 2018, Garry Mac Pherson accepted the position of Vice Chancellor of the Administrative Services Division.

DIVISION STAFFING

**ADMINISTRATIVE SERVICES DIVISION STAFFING BY DEPARTMENT
(1,421 TOTAL FTE, INCL. 372 STUDENT FTE, MAY 2018)**



**ADMINISTRATIVE SERVICES DIVISION STAFF
(1,066 HEADCOUNT, EXCL. STUDENTS, APRIL, 2018)**



DIVISION TOTAL REVENUE & INCOME

ADMINISTRATIVE SERVICES DIVISION

TOTAL INCOME (EXCLUDING RECHARGES, FEES, AND OTHER INCOME)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
REVENUE - CORE FUNDS¹					
DFSS Associate Vice Chancellor's Office	\$1,294,319	\$1,241,996	\$1,462,736	\$1,741,060	\$1,905,435
Campus Planning & Design (including LRDP Accounts)	\$386,311	\$309,164	\$773,191	\$464,807	\$450,473
Design & Construction Services	\$439,508	\$511,549	\$250,104	\$301,612	\$367,325
Environmental Health & Safety	\$2,313,498	\$2,410,957	\$2,256,560	\$2,442,333	\$2,445,556
Facilities Management	\$17,982,008	\$19,334,554	\$20,013,931	\$21,833,078	\$21,756,615
Utilities & Refuse Disposal	\$10,517,031	\$10,516,696	\$10,727,782	\$10,852,480	\$9,932,289
Administrative & Residential Information Technology	\$713,003	\$830,512	\$1,241,762	\$936,662	\$1,105,133
Community Housing Office	\$268,321	\$275,753	\$277,076	\$282,492	\$414,142
Transportation Alternatives Program	\$0	\$270,824	\$269,768	\$291,313	\$293,571
Events Center	\$159,610	\$172,497	\$174,139	\$179,398	\$178,701
Distribution & Logistical Services	\$430,002	\$433,615	\$422,468	\$473,077	\$447,206
Audit & Advisory Services	\$671,642	\$697,632	\$847,160	\$925,378	\$737,187
Human Resources	\$1,599,079	\$1,658,716	\$1,552,313	\$2,306,143	\$2,239,905
Police	\$4,608,181	\$6,041,275	\$6,794,663	\$7,854,578	\$7,424,570
Vice Chancellor's Office	\$1,453,300	\$867,659	\$731,708	\$473,513	\$973,910
<u>Emergency+Staff Assembly+Sustainability+TGIF</u>	<u>(\$1,312)</u>	<u>\$72,267</u>	<u>\$53,936</u>	<u>\$257,060</u>	<u>(\$173,676)</u>
Total Revenue - Core	\$42,834,502	\$45,645,666	\$47,849,296	\$51,614,985	\$50,498,343
REVENUE AND INCOME - NON-CORE FUNDS¹					
DFSS Associate Vice Chancellor's Office	\$174	\$37,900	\$95,472	\$22,438	\$24,794
Design & Construction Services	(\$28,282)	(\$784)	(\$1,999)	\$248,374	\$189
Environmental Health & Safety	\$125,006	(\$185,719)	(\$121,708)	(\$41,666)	(\$434,166)
Facilities Management	\$1,919,722	\$2,299,524	\$3,142,291	\$2,532,500	\$3,179,885
Utilities & Refuse Disposal	\$803,398	\$1,012,495	\$740,358	\$241,978	\$724,820
HDAE Associate Vice Chancellor's Office	(\$829)	\$9,655	(\$11,671)	\$0	\$0
Administrative & Residential Information Technology	\$0	\$272,459	\$205,863	\$56,149	\$91,776
Housing: Dining, Operations & Student Programs	\$103,471,598	\$108,965,255	\$116,192,931	\$124,691,718	\$136,495,866
Transportation & Parking Services	\$6,282,742	\$6,161,681	\$6,180,279	\$6,244,092	\$7,060,115
University Center	\$19,719,693	\$19,700,538	\$21,196,191	\$21,147,769	\$24,633,514
Events Center	\$225,474	(\$1,734)	(\$752,011)	\$181,128	(\$25,919)
Distribution & Logistical Services	\$89,688	\$143,365	\$163,579	\$24,686	\$284,984
Human Resources	\$705,208	\$805,596	\$941,712	\$580,819	\$1,143,865
Police	\$231,310	\$281,910	\$268,246	\$241,828	\$222,970
Vice Chancellor's Office	\$173,168	(\$41,408)	(\$383,159)	(\$253,622)	(\$8,569)
<u>Emergency+Staff Assembly+Sustainability+TGIF</u>	<u>(\$136,665)</u>	<u>\$366,317</u>	<u>(\$126,377)</u>	<u>(\$154,769)</u>	<u>\$10,557</u>
Total Revenue - Non-Core	\$133,581,403	\$139,827,049	\$147,729,997	\$155,763,422	\$173,404,681
TOTAL OPERATING REVENUE AND INCOME¹	\$176,415,905	\$185,472,715	\$195,579,293	\$207,378,407	\$223,903,023

¹ Excludes Recharges, Fees, and Other Income from campus departments within and outside division.

DIVISION TOTAL REVENUE & INCOME

ADMINISTRATIVE SERVICES DIVISION

RECHARGES, FEES, OTHER INCOME (INTERNAL AND EXTERNAL TO DIVISION)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
REVENUE - CORE FUNDS¹					
DFSS Associate Vice Chancellor's Office	\$123,172	\$109,302	\$59,965	\$48,967	\$20,789
Campus Planning & Design	\$147,620	\$154,510	\$157,486	\$165,622	\$171,338
Design & Construction Services	\$0	\$0	\$0	\$0	\$0
Environmental Health & Safety	\$17,898	\$17,898	\$19,263	(\$241)	\$1,350
Facilities Management	\$4,968,006	\$5,001,571	\$4,543,268	\$3,848,524	\$5,128,067
Utilities & Refuse Disposal	\$3,636,177	\$3,792,902	\$3,858,931	\$3,553,882	\$4,053,388
Administrative & Residential Information Technology	\$0	\$0	\$0	\$0	\$0
Community Housing Office	\$0	\$0	\$0	\$0	\$0
Transportation Alternatives Program	\$0	\$0	\$0	\$0	\$0
Events Center	\$0	\$0	\$0	\$0	\$0
Distribution & Logistical Services	\$392,090	\$452,092	\$346,819	\$314,094	\$268,561
Audit & Advisory Services	\$0	\$0	\$0	\$0	\$0
Human Resources	\$342,835	\$342,835	\$342,835	\$0	\$0
Police	\$2,033,365	\$2,588,606	\$2,657,583	\$2,154,037	\$2,278,797
Vice Chancellor's Office	\$0	\$0	\$0	\$0	\$0
<u>Emergency+Staff Assembly+Sustainability+TGIF</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Revenue - Core	\$11,661,164	\$12,459,716	\$11,986,150	\$10,084,884	\$11,922,291
REVENUE AND INCOME - NON-CORE FUNDS¹					
DFSS Associate Vice Chancellor's Office	\$0	\$0	\$0	\$0	\$0
Design & Construction Services	\$5,285,356	\$5,925,738	\$6,046,069	\$5,428,506	\$3,965,180
Environmental Health & Safety	\$2,088,732	\$2,078,618	\$3,139,327	\$2,915,183	\$3,570,644
Facilities Management	\$4,493,099	\$4,604,246	\$4,722,038	\$4,317,265	\$4,335,059
Utilities & Refuse Disposal	\$326,535	\$516,774	\$295,429	\$293,419	\$394,972
HDAE Associate Vice Chancellor's Office	\$0	\$0	\$282,392	\$644,339	\$163,020
Administrative & Residential Information Technology	\$0	\$0	\$0	\$3,630,469	\$4,047,894
Housing: Dining, Operations & Student Programs	\$2,197,710	\$2,530,534	\$2,326,515	\$2,841,350	\$3,743,257
Transportation & Parking Services	\$3,390,162	\$3,541,806	\$3,810,944	\$3,703,194	\$3,800,804
University Center	\$0	\$0	\$0	\$0	\$0
Events Center	\$484,452	\$534,288	\$531,451	\$570,861	\$589,162
Distribution & Logistical Services	\$654,345	\$764,750	\$728,487	\$767,748	\$568,246
Human Resources	\$278,149	\$280,568	\$320,696	\$235,045	\$378,933
Police	\$169,293	\$219,719	\$158,366	\$99,244	\$119,078
Vice Chancellor's Office	\$1,612,627	\$1,581,179	\$1,363,532	\$828,032	\$880,722
<u>Emergency+Staff Assembly+Sustainability+TGIF</u>	<u>\$186,316</u>	<u>\$193,183</u>	<u>\$195,214</u>	<u>\$203,569</u>	<u>\$210,259</u>
Total Revenue - Non-Core	\$21,166,776	\$22,771,403	\$23,920,461	\$26,478,224	\$26,767,229
TOTAL OPERATING REVENUE AND INCOME¹	\$32,827,940	\$35,231,119	\$35,906,611	\$36,563,108	\$38,689,520

¹ Includes Recharges, Fees, and Other Income from campus departments within and outside division.

DIVISION TOTAL REVENUE & INCOME

ADMINISTRATIVE SERVICES DIVISION

TOTAL INCOME (INCLUDING RECHARGES, FEES, AND OTHER INCOME)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
REVENUE - CORE FUNDS¹					
DFSS Associate Vice Chancellor's Office	\$1,417,490	\$1,351,298	\$1,522,701	\$1,790,028	\$1,926,224
Campus Planning & Design (including LRDP Accounts)	\$533,931	\$463,675	\$930,676	\$630,429	\$621,811
Design & Construction Services	\$439,508	\$511,549	\$250,104	\$301,612	\$367,325
Environmental Health & Safety	\$2,331,396	\$2,428,855	\$2,275,823	\$2,442,092	\$2,446,906
Facilities Management	\$22,950,014	\$24,336,125	\$24,557,199	\$25,681,602	\$26,884,682
Utilities & Refuse Disposal	\$14,153,208	\$14,309,598	\$14,586,713	\$14,406,362	\$13,985,678
Administrative & Residential Information Technology	\$713,003	\$830,512	\$1,241,762	\$936,662	\$1,105,133
Community Housing Office	\$268,321	\$275,753	\$277,076	\$282,492	\$414,142
Transportation Alternatives Program	\$0	\$270,824	\$269,768	\$291,313	\$293,571
Events Center	\$159,610	\$172,497	\$174,139	\$179,398	\$178,701
Distribution & Logistical Services	\$822,092	\$885,707	\$769,287	\$787,171	\$715,767
Audit & Advisory Services	\$671,642	\$697,632	\$847,160	\$925,378	\$737,187
Human Resources	\$1,941,914	\$2,001,551	\$1,895,148	\$2,306,143	\$2,239,905
Police	\$6,641,547	\$8,629,881	\$9,452,245	\$10,008,615	\$9,703,367
Vice Chancellor's Office	\$1,453,300	\$867,659	\$731,708	\$473,513	\$973,910
<u>Emergency+Staff Assembly+Sustainability+TGIF</u>	<u>(\$1,312)</u>	<u>\$72,267</u>	<u>\$53,936</u>	<u>\$257,060</u>	<u>(\$173,676)</u>
Total Revenue - Core	\$54,495,665	\$58,105,382	\$59,835,445	\$61,699,869	\$62,420,633
REVENUE AND INCOME - NON-CORE FUNDS¹					
DFSS Associate Vice Chancellor's Office	\$174	\$37,900	\$95,472	\$22,438	\$24,794
Design & Construction Services	\$5,257,074	\$5,924,953	\$6,044,070	\$5,676,879	\$3,965,369
Environmental Health & Safety	\$2,213,738	\$1,892,899	\$3,017,619	\$2,873,516	\$3,136,478
Facilities Management	\$6,412,821	\$6,903,770	\$7,864,329	\$6,849,765	\$7,514,944
Utilities & Refuse Disposal	\$1,129,933	\$1,529,270	\$1,035,788	\$535,397	\$1,119,792
HDAE Associate Vice Chancellor's Office	(\$829)	\$9,655	\$270,721	\$644,339	\$163,020
Administrative & Residential Information Technology	\$0	\$272,459	\$205,863	\$3,686,618	\$4,139,670
Housing: Dining, Operations & Student Programs	\$105,669,308	\$111,495,789	\$118,519,446	\$127,533,068	\$140,239,123
Transportation & Parking Services	\$9,672,904	\$9,703,488	\$9,991,223	\$9,947,286	\$10,860,919
University Center	\$19,719,693	\$19,700,538	\$21,196,191	\$21,147,769	\$24,633,514
Events Center	\$709,926	\$532,554	(\$220,560)	\$751,990	\$563,243
Distribution & Logistical Services	\$744,033	\$908,115	\$892,066	\$792,434	\$853,230
Human Resources	\$983,358	\$1,086,164	\$1,262,409	\$815,864	\$1,522,798
Police	\$400,603	\$501,628	\$426,612	\$341,072	\$342,047
Vice Chancellor's Office	\$1,785,795	\$1,539,771	\$980,373	\$574,410	\$872,153
<u>Emergency+Staff Assembly+Sustainability+TGIF</u>	<u>\$49,651</u>	<u>\$559,501</u>	<u>\$68,838</u>	<u>\$48,800</u>	<u>\$220,815</u>
Total Revenue - Non-Core	\$154,748,180	\$162,598,452	\$171,650,458	\$182,241,646	\$200,171,910
TOTAL OPERATING REVENUE AND INCOME¹	\$209,243,845	\$220,703,834	\$231,485,904	\$243,941,515	\$262,592,543

¹ Includes Recharges, Fees, and Other Income from campus departments within and outside division.

STATEMENT OF OPERATIONS SUMMARY BY DEPARTMENT

FY 2013-14
through
FY 2017-18

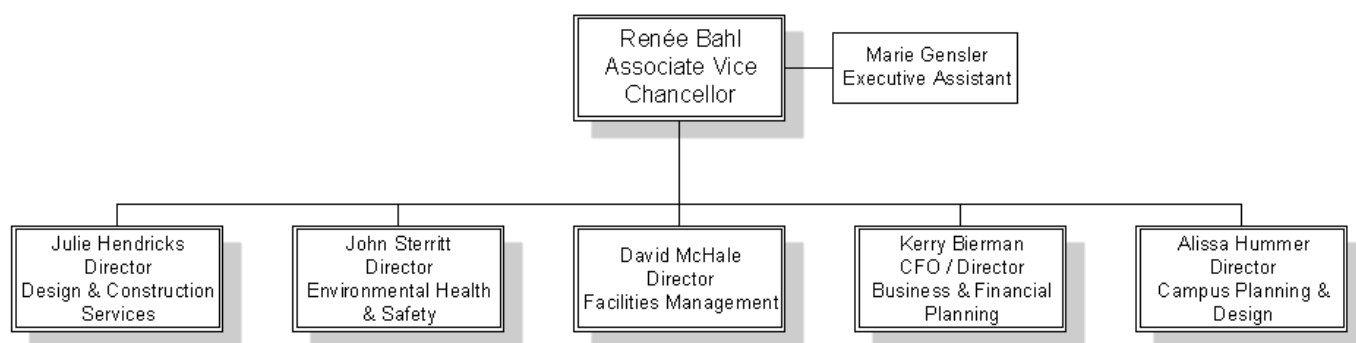
DESIGN, FACILITIES & SAFETY SERVICES (DFSS)

UC SANTA BARBARA

Design, Facilities and Safety Services

MISSION STATEMENT

Design, build, operate, maintain, and renew a safe and healthy physical environment required to support the University's instructional, research, and public service mission, and to assure UCSB is at the forefront of world class universities.



SERVICES PROVIDED

- ◆ Supports the UC Santa Barbara commitment to higher education and research by operating, maintaining, and improving physical assets of the campus while promoting sustainability and stewardship.
- ◆ Delivers UCSB's \$600 million major and minor capital improvement program, and the contractual administrative oversight of all UCSB construction projects.
- ◆ Drives world class environmental health, safety, risk, and emergency management solutions to support a safe living, learning, research, and working environment.
- ◆ Assists academic, housing, recreation, and open space development through physical and environmental planning, and helps move people to and across campus in varied and safe ways.
- ◆ Manages approximately 70 different fund sources, including \$32 million of campus Operations and Maintenance funds.

DFSS ASSOCIATE VICE CHANCELLOR'S OFFICE

ABOUT US

In Design, Facilities & Safety Services, our 300-plus member team works to ensure your learning and working environments are clean, safe, and efficient. We perform the behind the scenes work that you both appreciate, and come to expect, to make your campus experience a positive one.

Our AVC office provides support to all the arms of DFSS and sets consistent policies and practices for the division to ensure the highest quality customer service. Specifically, we provide the financial, human resources, and information technology foundation for the entire DFSS team.

We also provide leadership or staff support to a number of campus committees, including the Chancellor's Sustainability Committee, Design Review Committee, Small Projects Committee, Lab Safety Committee, Emergency Planning Committee, Associated Students Bike Committee, and the Landscape Committee.

BY THE NUMBERS

- ◆ Managed approximately **90** capital projects valued at over **\$600 million** in total project budgets.
- ◆ Executed almost **700** contracts totaling **\$20 million**.
- ◆ Procurement of **\$18 million** in purchases annually.
- ◆ Perpetual inventory of almost **200,000** items.
- ◆ Inspected **960** Laboratories annually for safety.
- ◆ Clean **97** classrooms with **8,000** seats, in the middle of the night.
- ◆ Maintain **260** acres of grounds with over **10,000** trees.
- ◆ **32,000** daily bike trips.
- ◆ **6,600** scientific dives.
- ◆ **1,800** annual hazardous waste pickups.
- ◆ Completed approximately **18,000** maintenance work requests.
- ◆ Clean **6,000+** offices weekly and **600** restrooms daily.

KEY COMPLETED PROJECTS

- ◆ Pauley Track.
- ◆ Wilcox New Venture Incubator.
- ◆ Fly Neuroscience Lab.
- ◆ Seawater Lab.
- ◆ Scanning Tunneling Microscopy Lab.
- ◆ Coal Oil Point Reserve Management Plan.
- ◆ El Centro.
- ◆ Replaced multiple roofs.
- ◆ Replaced multiple fire alarms.



DEPARTMENT FINANCIAL INFORMATION

Office of the DFSS Associate Vice Chancellor¹

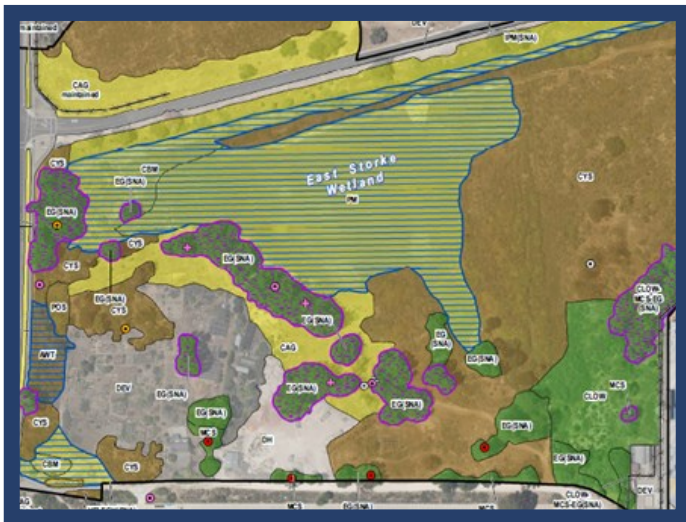
	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$1,163,346	\$1,037,941	\$1,068,516	\$1,182,536	\$1,254,429
Monthly Benefits Allocations	\$341,429	\$427,780	\$447,739	\$541,582	\$641,250
Recharges, Fees, Other Income	\$123,172	\$109,302	\$59,965	\$48,967	\$20,789
<u>All Other Budget Allocations</u>	<u>(\$210,457)</u>	<u>(\$223,725)</u>	<u>(\$53,519)</u>	<u>\$16,942</u>	<u>\$9,756</u>
Total Revenue - Core	\$1,417,490	\$1,351,298	\$1,522,701	\$1,790,028	\$1,926,224
EXPENSES - CORE FUNDS					
Salaries	\$818,978	\$901,346	\$1,046,417	\$1,253,531	\$1,428,118
Benefits	\$341,525	\$427,780	\$447,739	\$541,582	\$641,250
<u>Non-Salary Expenses</u>	<u>\$262,484</u>	<u>\$227,964</u>	<u>\$181,981</u>	<u>(\$3,066)</u>	<u>\$14,480</u>
Total Expenses - Core	\$1,422,988	\$1,557,090	\$1,676,137	\$1,792,047	\$2,083,849
NET OPERATING REVENUE / (DEFICIT) - CORE	(\$5,497)	(\$205,792)	(\$153,436)	(\$2,019)	(\$157,624)
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$174</u>	<u>\$37,900</u>	<u>\$95,472</u>	<u>\$22,438</u>	<u>\$24,794</u>
Total Revenue - Non-Core	\$174	\$37,900	\$95,472	\$22,438	\$24,794
EXPENSES - NON-CORE FUNDS					
Salaries	\$174	\$0	\$0	\$16,815	\$19,304
Benefits	\$0	\$0	\$0	\$5,523	\$5,333
<u>Non-Salary Expenses</u>	<u>\$0</u>	<u>\$11</u>	<u>\$32,918</u>	<u>\$68,569</u>	<u>\$130</u>
Total Expenses - Non-Core	\$174	\$11	\$32,918	\$90,906	\$24,767
NET OPERATING REVENUE - NON-CORE	\$0	\$37,889	\$62,554	(\$68,468)	\$28
TOTAL NET OPERATING REVENUE / (DEFICIT)	(\$5,497)	(\$167,903)	(\$90,882)	(\$70,486)	(\$157,597)
CARRYFORWARD-FY BEGIN	\$366,844	\$361,347	\$193,444	\$102,562	\$32,076
CARRYFORWARD-FY END	\$361,347	\$193,444	\$102,562	\$32,076	(\$125,521)

¹ Includes accounts 661515, 640100-19900, subaccounts -1, -2, and -6, and 640200.

MISSION STATEMENT

CEQA & COASTAL COMMISSION PERMITTING APPROVALS

-
- A photograph of a forest scene. In the foreground, there are several tall, slender trees with dark trunks and dense green foliage. The trees are of varying heights and are clustered together. In the background, a body of water is visible, reflecting the light. The sky is a pale blue, and the overall scene is peaceful and natural.



- ◆ Catalog resources on all 350 acres of land designated as Open Space.
- ◆ Develop a long-term restoration and management plan for these areas.

An aerial photograph of a coastal city, likely Christchurch, New Zealand. The city is built on a hillside that drops sharply to a sandy beach and the ocean. The water is a deep blue-green color. In the background, there are more hills and mountains under a clear blue sky. The city features a mix of residential houses and larger commercial buildings. A prominent white building with a central tower is visible in the middle ground. The overall scene is a wide, panoramic view of the city and its coastline.

DEPARTMENT FINANCIAL INFORMATION

Campus Planning & Design

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$252,572	\$269,944	\$269,944	\$291,538	\$292,192
Monthly Benefits Allocations	\$126,812	\$145,414	\$162,047	\$172,615	\$153,697
Recharges, Fees, Other Income	\$147,620	\$154,510	\$157,486	\$165,622	\$171,338
<u>All Other Budget Allocations¹</u>	<u>\$3,228</u>	<u>(\$110,974)</u>	<u>(\$737)</u>	<u>\$12,281</u>	<u>\$4,584</u>
Total Revenue - Core	\$530,232	\$458,895	\$588,740	\$642,056	\$621,811
EXPENSES - CORE FUNDS					
Salaries	\$348,173	\$367,430	\$401,246	\$397,993	\$351,906
Benefits	\$126,812	\$145,414	\$162,047	\$172,615	\$153,697
<u>Non-Salary Expenses</u>	<u>\$14,538</u>	<u>\$11,875</u>	<u>\$34,101</u>	<u>\$11,952</u>	<u>\$6,648</u>
Total Expenses - Core	\$489,524	\$524,719	\$597,395	\$582,560	\$512,251
NET OPERATING REVENUE / (DEFICIT) - CORE	\$40,708	(\$65,824)	(\$8,655)	\$59,496	\$109,560
CARRYFORWARD-FY BEGIN	\$65,831	\$106,539	\$40,715	\$32,060	\$91,556
CARRYFORWARD-FY END	\$106,539	\$40,715	\$32,060	\$91,556	\$201,117

¹ A one-time allocation of \$105,575 was made from Campus Planning and Design to Design and Construction Services (DCS) in FY 2014-15 to assist in covering a portion of the DCS deficit.

Campus Long Range Development Plan Accounts

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - ALL FUNDS					
July 1 Budget	\$4,878	\$4,878	\$4,878	\$4,878	\$0
Monthly Benefits Allocations	\$0	(\$334)	\$0	\$0	\$0
<u>All Other Budget Allocations²</u>	<u>(\$1,179)</u>	<u>\$236</u>	<u>\$337,058</u>	<u>(\$16,505)</u>	<u>\$0</u>
Total Revenue	\$3,699	\$4,780	\$341,936	(\$11,627)	\$0
EXPENSES - ALL FUNDS					
<u>Non-Salary Expenses</u>	<u>\$122,639</u>	<u>\$88,651</u>	<u>\$18,624</u>	<u>(\$598)</u>	<u>(\$7)</u>
Total Expenses	\$122,639	\$88,651	\$18,624	(\$598)	(\$7)
NET OPERATING REVENUE / (DEFICIT)	(\$118,940)	(\$83,871)	\$323,313	(\$11,029)	\$7
CARRYFORWARD-FY BEGIN	(\$109,480)	(\$228,420)	(\$312,291)	\$11,022	(\$7)
CARRYFORWARD-FY END	(\$228,420)	(\$312,291)	\$11,022	(\$7)	\$0

² An allocation of \$317,058 was received in FY 2015-16 to cover campus LRDP expenses incurred during previous FY's.

DESIGN & CONSTRUCTION SERVICES

MISSION STATEMENT

Administers UCSB's \$600 million capital programs, and maintains contractual administrative oversight of all construction projects.

ACCOMPLISHMENTS

- ♦ Execution of almost 700 contracts totaling nearly \$20 million.
- ♦ Development of a strategic roadmap focusing on client communications, client education, improved project closeout and development of campus design standards.
- ♦ Completion of the Governor's Office of Emergency Services - Safety Assessment Program Evaluator Training by DCS Project Managers and Inspectors.

CURRENT MAJOR PROJECTS

- ♦ On-going design of \$97 million Classroom Building.
- ♦ Current construction of \$56 million Jeff and Judy Henley Hall (Institute for Energy Efficiency-IEE).
- ♦ Ongoing \$10 million grading and habitat restoration project of the North Campus Open Space.
- ♦ Completion of \$2.9 million Pauley Track.
- ♦ Completion of \$2.1 million Seawater Lab.
- ♦ Completion of \$2.4 million Scanning Tunneling Microscopy Lab.
- ♦ Completion of \$1.45 million Fly Neuroscience Lab.
- ♦ Current construction of \$7.8 million Boiler Replacement Project.

LOOKING AHEAD

- ♦ Implementation of new program management software for more streamlined project management processes and improved client interface.
- ♦ Replacement of boiler plants in 16 buildings to meet emission requirements of Santa Barbara County Air Pollution Control District Rule 361.

JEFF AND JUDY HENLEY HALL (IEE)



DEPARTMENT FINANCIAL INFORMATION

Design & Construction Services

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$214,218	\$228,901	\$228,901	\$236,785	\$182,541
Monthly Benefits Allocations	\$151,483	\$139,651	\$68,893	\$64,827	\$61,586
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$73,808</u>	<u>\$142,997</u>	<u>(\$47,690)</u>	<u>\$0</u>	<u>\$123,198</u>
Total Revenue - Core	\$439,508	\$511,549	\$250,104	\$301,612	\$367,325
EXPENSES - CORE FUNDS					
Salaries	\$402,269	\$371,003	\$203,707	\$167,813	\$169,728
Benefits	\$151,483	\$139,651	\$68,893	\$64,827	\$61,586
<u>Non-Salary Expenses</u>	<u>(\$114,243)</u>	<u>\$894</u>	<u>\$65,731</u>	<u>(\$18,656)</u>	<u>\$846</u>
Total Expenses - Core	\$439,508	\$511,549	\$338,331	\$213,984	\$232,160
NET OPERATING REVENUE / (DEFICIT) - CORE	\$0	\$0	(\$88,228)	\$87,628	\$135,165
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Recharges, Fees, Other Income	\$5,285,356	\$5,925,738	\$6,046,069	\$5,428,506	\$3,965,180
<u>All Other Budget Allocations</u>	<u>(\$28,282)</u>	<u>(\$784)</u>	<u>(\$1,999)</u>	<u>\$248,374</u>	<u>\$189</u>
Total Revenue - Non-Core	\$5,257,074	\$5,924,953	\$6,044,070	\$5,676,879	\$3,965,369
EXPENSES - NON-CORE FUNDS					
Salaries	\$3,413,601	\$3,996,462	\$4,117,757	\$4,028,589	\$3,035,645
Benefits	\$1,263,208	\$1,710,728	\$1,758,932	\$1,710,992	\$1,299,711
<u>Non-Salary Expenses</u>	<u>\$710,526</u>	<u>\$347,823</u>	<u>\$226,682</u>	<u>\$262,120</u>	<u>\$296,736</u>
Total Expenses - Non-Core	\$5,387,335	\$6,055,012	\$6,103,371	\$6,001,702	\$4,632,093
NET OPERATING REVENUE - NON-CORE	(\$130,262)	(\$130,059)	(\$59,301)	(\$324,823)	(\$666,724)
TOTAL NET OPERATING REVENUE / (DEFICIT)	(\$130,262)	(\$130,059)	(\$147,529)	(\$237,195)	(\$531,559)
CARRYFORWARD-FY BEGIN	\$401,032	\$270,770	\$140,711	(\$6,218)	(\$243,413)
CARRYFORWARD-FY END	\$270,770	\$140,711	(\$6,818)	(\$243,413)	(\$774,972)
Equip. Replacement Reserve (75030), FY-Begin	\$249,604	\$255,810	\$249,658	\$248,736	\$0
<u>Net Contributions / (Expenses)²</u>	<u>\$6,206</u>	<u>(\$6,152)</u>	<u>(\$922)</u>	<u>(\$248,736)</u>	<u>\$0</u>
Equip. Replacement Reserve (75030), FY-End	\$255,810	\$249,658	\$248,736	\$0	\$0
TOTAL CAMPUS CONSTRUCTION EXPENSES¹	\$91,767,632	\$138,918,230	\$163,819,681	\$128,284,841	\$50,570,094
RECHARGES AS % OF TOTAL CONSTRUCTION	5.8%	4.3%	3.7%	4.2%	7.8%

¹ Includes major and minor capital construction projects; excludes expenses under work orders for small construction projects.

² The Equipment Replacement Reserve balance of \$248,736 was used to cover FY 2016-17 operating expenses to reduce the Total Net Operating Deficit.

Additional information is available at: <https://www.facilities.ucsb.edu/departments/design-construction-services>

ENVIRONMENTAL HEALTH & SAFETY

MISSION STATEMENT

To promote a safe and healthful environment for students, researchers, faculty, staff, and the campus community. Through education, auditing, monitoring, technical consultation, and the provision of direct services, staff assists the campus in reducing organizational risks and meeting its obligations for compliance with University of California, local, state, and federal health, safety, and environmental requirements.

ACCOMPLISHMENTS

- ◆ Successfully managed three large-scale campus emergency events: Whittier Fire, Thomas Fire, and Montecito Debris Flow. For Thomas Fire, managed event in accordance with industry best practices; activated and managed the UCSB call center and activated a Red Cross Shelter at UCSB Recreation Center. In addition, working with various campus departments, initiated FEMA and insurance claims to recover up to \$1.4 million in emergency-related campus expenses.
- ◆ Working with Facilities Management, HDAE Operations, and EH&S, General Safety staff developed and released safety training matrices, which outline required safety and environmental training for FM and HDAE housekeeping, grounds, and trades staff.
- ◆ For calendar year (CY) 2017, provided Dive Safety support for 6,596 dives, totaling 5,670 hours of total dive time.
- ◆ Implemented the UCINSPECT Application for UCSB Laboratory Safety Inspections. The team conducted inspections at 300 laboratories. Team also conducted 60 comprehensive laboratory audits.
- ◆ Established a Campus emissions credit bank. Secured emission offset credits from the Venoco bankruptcy. Secured over 4 tons at well below market rate.
- ◆ For CY 2017, processed 134 tons of chemical waste and conducted 1,772 hazardous waste pick-ups on campus.
- ◆ Developed a procedure to better manage laboratory clean-outs. Piloted program and completed 7 total laboratory clean outs, resulting in removal of 5,545 old/outdated chemicals.
- ◆ Implemented Fire Systems Quarterly Scorecard Program, working with FM and HDAE to develop a program to monitor mandatory system inspection requirements.
- ◆ Campus-wide implementation of online Employee First Report of Injury software. Began with 6-month rollout and beta test within FM and HDAE, then implemented across campus.



DEPARTMENT FINANCIAL INFORMATION

Environmental Health & Safety

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$1,179,353	\$1,248,974	\$1,253,328	\$1,321,724	\$1,256,011
Monthly Benefits Allocations	\$487,446	\$571,297	\$592,841	\$655,830	\$640,837
Recharges, Fees, Other Income	\$17,898	\$17,898	\$19,263	(\$241)	\$1,350
<u>All Other Budget Allocations</u>	<u>\$646,699</u>	<u>\$590,687</u>	<u>\$410,391</u>	<u>\$464,779</u>	<u>\$548,708</u>
Total Revenue - Core	\$2,331,396	\$2,428,855	\$2,275,823	\$2,442,092	\$2,446,906
EXPENSES - CORE FUNDS					
Salaries					
Research Hazardous Waste Program	\$480,787	\$547,822	\$561,365	\$579,507	\$587,255
Technical Support	\$267,837	\$304,261	\$286,093	\$307,834	\$276,426
<u>Health/Safety Programs and Administration</u>	<u>\$447,649</u>	<u>\$409,123</u>	<u>\$488,598</u>	<u>\$602,512</u>	<u>\$590,702</u>
Total Salaries	\$1,196,273	\$1,261,206	\$1,336,056	\$1,489,854	\$1,454,383
Benefits					
Research Hazardous Waste Program	\$189,597	\$240,918	\$247,832	\$256,215	\$250,617
Technical Support	\$119,651	\$150,396	\$126,314	\$141,069	\$132,425
<u>Health/Safety Programs and Administration</u>	<u>\$178,198</u>	<u>\$179,983</u>	<u>\$218,695</u>	<u>\$258,545</u>	<u>\$257,796</u>
Total Benefits	\$487,446	\$571,297	\$592,841	\$655,830	\$640,837
Non-Salary Expenses					
Research Hazardous Waste Program	\$278,794	\$238,240	\$295,802	\$309,895	\$230,200
Technical Support	\$20,381	\$27,729	\$27,971	\$24,438	\$25,572
<u>Health/Safety Programs and Administration</u>	<u>\$272,073</u>	<u>\$245,874</u>	<u>\$83,391</u>	<u>\$97,599</u>	<u>\$83,691</u>
Total Non-Salary Expenses	\$571,248	\$511,842	\$407,164	\$431,931	\$339,463
Total Expenses - Core	\$2,254,967	\$2,344,345	\$2,336,060	\$2,577,615	\$2,434,683
NET OPERATING REVENUE / (DEFICIT) - CORE	\$76,429	\$84,510	(\$60,237)	(\$135,523)	\$12,223
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Recharges, Fees, Other Income	\$2,088,732	\$2,078,618	\$3,139,327	\$2,915,183	\$3,570,644
<u>All Other Budget Allocations¹</u>	<u>\$125,006</u>	<u>(\$185,719)</u>	<u>(\$121,708)</u>	<u>(\$41,666)</u>	<u>(\$434,166)</u>
Total Revenue - Non-Core	\$2,213,738	\$1,892,899	\$3,017,619	\$2,873,516	\$3,136,478
EXPENSES - NON-CORE FUNDS					
Salaries					
Campus/Community Hazardous Waste Program	\$373,125	\$364,894	\$390,665	\$411,114	\$408,170
Employee Safety Programs	\$928,090	\$1,009,580	\$1,131,013	\$1,166,208	\$1,289,402
<u>Plan Review/Other Safety Programs</u>	<u>\$164,481</u>	<u>\$133,820</u>	<u>\$164,237</u>	<u>\$99,132</u>	<u>\$99,325</u>
Total Salaries	\$1,465,695	\$1,508,294	\$1,685,915	\$1,676,455	\$1,796,898
Benefits					
Campus/Community Hazardous Waste Program	\$126,043	\$149,582	\$144,594	\$145,581	\$164,527
Employee Safety Programs	\$387,255	\$474,991	\$554,863	\$574,828	\$629,251
<u>Plan Review/Other Safety Programs</u>	<u>\$64,105</u>	<u>\$67,616</u>	<u>\$80,321</u>	<u>\$50,710</u>	<u>\$52,914</u>
Total Benefits	\$577,403	\$692,189	\$779,778	\$771,119	\$846,692
Non-Salary Expenses					
Campus/Community Hazardous Waste Program	\$88,986	\$125,879	\$112,701	\$109,268	\$127,570
Employee Safety Programs	\$140,342	\$112,213	\$176,408	\$217,066	\$161,106
<u>Plan Review/Other Safety Programs</u>	<u>\$88,794</u>	<u>\$105,972</u>	<u>\$152,556</u>	<u>\$108,203</u>	<u>\$224,241</u>
Total Non-Salary Expenses	\$318,122	\$344,064	\$441,665	\$434,538	\$512,917
Total Expenses - Non-Core	\$2,361,221	\$2,544,547	\$2,907,357	\$2,882,112	\$3,156,507
NET OPERATING REVENUE - NON-CORE	(\$147,482)	(\$651,648)	\$110,261	(\$8,595)	(\$20,029)
TOTAL NET OPERATING REVENUE	(\$71,053)	(\$567,138)	\$50,024	(\$144,118)	(\$7,806)
CARRYFORWARD-FY BEGIN	\$955,526	\$884,472	\$315,642	\$464,359	\$223,241
CARRYFORWARD-FY END	\$884,472	\$317,335	\$365,666	\$320,241	\$215,435

¹ Excludes a \$97,000 accounting error in account 8-721510-75520-3 in FY 2015-16, which was corrected in FY 2016-17.

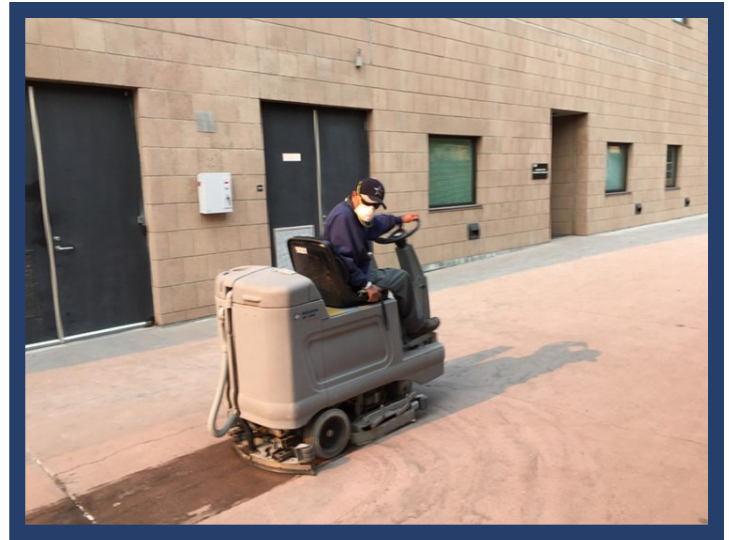
FACILITIES MANAGEMENT

MISSION STATEMENT

Facilities Management supports UCSB's commitment to higher education and research and provides the highest quality campus environment by operating, maintaining, and improving physical assets of the campus in a professional manner, while promoting sustainability and stewardship.

THOMAS FIRE & DEBRIS FLOW CAMPUS RESPONSE

Through the unfortunate events of the Thomas Fire and subsequent Montecito Debris Flow, dedicated staff displayed a steadfast commitment to campus safety by keeping critical utility infrastructure and buildings open and operational. Crews worked around the clock to keep the campus clean, including ash removal to air filter replacement.

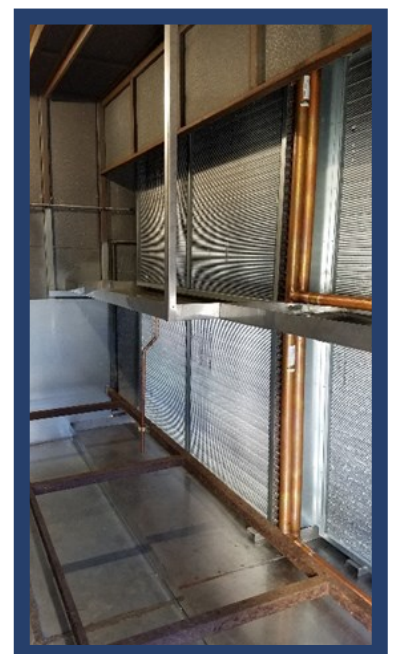


Facilities Management Grounds crews repurposed rocks and boulders transported from the Debris Flow to construct a landscape wall along Pardall Corridor. This created an inviting place for students, staff, faculty, and visitors to stop, sit, and enjoy the natural beauty of the campus that surrounds them.



PSB NORTH ENERGY CONSERVATION & COOLING ADDITION

Utilizing combined funding from Deferred Maintenance and the Utility Conservation Reinvestment program, Facilities Management upgraded major mechanical systems at PSB-North, resulting in improved thermal control, comfort, and laboratory environmental conditions. Scope included rebuilding air handling units, adding air conditioning for floors 1 and 2, rebalancing building airflows, new networked thermostats in all zones, and LED lighting upgrades. The project will save \$280,000 annually in operating costs and pay for itself in less than two years.



DEPARTMENT FINANCIAL INFORMATION

Facilities Management¹

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$11,967,083	\$13,482,297	\$13,612,322	\$14,453,868	\$14,525,542
Monthly Benefits Allocations	\$5,106,682	\$5,650,910	\$5,811,223	\$6,128,608	\$6,477,950
Recharges, Fees, Other Income	\$4,968,006	\$5,001,571	\$4,543,268	\$3,848,524	\$5,128,067
<u>All Other Budget Allocations</u>	<u>\$908,243.50</u>	<u>\$201,347</u>	<u>\$590,386</u>	<u>\$1,250,602</u>	<u>\$753,123</u>
Total Revenue - Core	\$22,950,014	\$24,336,125	\$24,557,199	\$25,681,602	\$26,884,682
EXPENSES - CORE FUNDS					
Salaries	\$10,188,298	\$10,735,740	\$11,020,431	\$11,187,959	\$11,806,991
Benefits	\$5,106,682	\$5,650,910	\$5,811,223	\$6,128,608	\$6,477,950
<u>Non-Salary Expenses</u>	<u>\$8,266,100</u>	<u>\$8,868,221</u>	<u>\$8,762,181</u>	<u>\$8,156,224</u>	<u>\$8,497,993</u>
Total Expenses - Core	\$23,561,080	\$25,254,871	\$25,593,835	\$25,472,790	\$26,782,934
NET OPERATING REVENUE / (DEFICIT) - CORE	(\$611,066)	(\$918,746)	(\$1,036,636)	\$208,812	\$101,748
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	(\$789)	(\$789)	\$0	\$999,455
Recharges, Fees, Other Income	\$4,493,099	\$4,604,246	\$4,722,038	\$4,317,265	\$4,335,059
<u>All Other Budget Allocations</u>	<u>\$1,919,722</u>	<u>\$2,300,313</u>	<u>\$3,143,080</u>	<u>\$2,532,500</u>	<u>\$2,180,430</u>
Total Revenue - Non-Core	\$6,412,821	\$6,903,770	\$7,864,329	\$6,849,765	\$7,514,944
EXPENSES - NON-CORE FUNDS					
Salaries	\$2,149,193	\$2,363,440	\$2,270,805	\$2,340,833	\$2,175,627
Benefits	\$1,023,932	\$1,191,378	\$1,130,847	\$1,180,855	\$1,110,401
<u>Non-Salary Expenses</u>	<u>\$3,384,956</u>	<u>\$3,957,234</u>	<u>\$4,020,434</u>	<u>\$3,418,494</u>	<u>\$3,993,319</u>
Total Expenses - Non-Core	\$6,558,081	\$7,512,052	\$7,422,085	\$6,940,182	\$7,279,346
NET OPERATING REVENUE / (DEFICIT) - NON-CORE	(\$145,260)	(\$608,282)	\$442,244	(\$90,417)	\$235,597
TOTAL NET OPERATING REVENUE	(\$756,325)	(\$1,527,028)	(\$594,393)	\$118,394	\$337,345
CARRYFORWARD-FY BEGIN	\$4,213,437	\$3,457,112	\$1,930,084	\$1,335,691	\$1,436,457
CARRYFORWARD-FY END	\$3,457,112	\$1,930,084	\$1,335,691	\$1,454,085	\$1,773,802
Equipment Replacement Reserve Fund (75020), FY-Begin	\$264,794	\$287,349	\$285,030	\$266,126	\$248,201
Budget Adjustments	\$22,555	(\$2,319)	\$0	\$0	(\$1,107)
<u>(less) Expenses from Reserve</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$18,904)</u>	<u>(\$17,925)</u>	<u>(\$61,932)</u>
Equipment Replacement Reserve Fund (75020), FY-End	\$287,349	\$285,030	\$266,126	\$248,201	\$185,162

¹ Excludes deferred maintenance project accounts 644520, 644525, 644530, 644540, 644570, and fund 19933; pass-through accounts: 642510-66990, 642510-67770, and 642590-66990; plant service internal recharge accounts: 642500-66991, 642500-66992, 642530-66990, 642550-66991, and 642600-66992; and all capital plant construction accounts 98xxxx.

SELECTED PROJECT PHOTOS



SCANNING TUNNELING MICROSCOPY LAB



NORTH CAMPUS OPEN SPACE



WILCOX NEW VENTURE INCUBATOR



PAULEY TRACK



FLY NEUROSCIENCE LAB



SEAWATER LAB

DEFERRED MAINTENANCE PROJECTS FY 2017-18

Deferred Maintenance Projects for FY 2017-18

<u>Projects</u>	<u>Building #</u>	<u>State and Campus Funding</u>
Building Structure Repairs / Replacement		
El Centro Renovation	406	\$ 826,917
Marine Biotech Structural Evaluation	555	34,500
Harder Stadium Foundation Study	580	35,000
Multiple Location Roof Drain Studies	800	3,467
Fire Department Roof Replacement	574	161,300
Biology II Brow Investigation	571	61,360
South Hall 1400 Wing Roof Replacement	528	138,780
Theater & Dance Scene Shop Roof Replacement	554	261,135
Fire Station Locker Room Renovation**	574	390,000
Woodhouse Roof Replacement	546	332,990
Subtotal		\$ 2,245,449
Elevator Repairs		
Theater & Dance Elevator Jack Replacement	554	\$ 187,500
Theater & Dance Stage Lift Elevator Renewal	554	350,000
Subtotal		\$ 537,500
Fire / Safety / Access Controls		
Life Science Fire Alarm and Damper Actuator Replacement	235	\$ 256,250
SAASB Fire Alarm Replacement	568	425,000
Subtotal		\$ 681,250
Mechanical / Electrical / Plumbing Replacement		
CNSI Boiler Replacement**	266	\$ 148,269
Arts Egress Lighting Replacement	534	42,000
Multi-locations Eye Wash Regulatory Retrofits - Phase 1	800	25,000
Multi-Locations Chiller Gas Detection Replacements	800	25,000
Biology Bio-Hazard Suite HVAC	571	80,010
Visitor Center Lighting Control Replacement	568	26,250
PSB South Lab 1702 Chilled Water Coils Installation	672	31,808
Psychology East Sump Pump Replacement	251	32,000
Chemistry Chiller Renewal	557	218,750
Broida External De-watering Sump Pump Replacement	572	30,000
Seawater Sand Filter #1 Replacement	205	33,550
Art Museum Chiller and Humidifiers Replacement	534	93,500
Cheadle Air Handler Rehab	552	13,398
Biology II Chiller Compressor Replacement	571	57,500
Chemistry Replace AH #6, Renew AH's 1-5, Chiller	557	618,750
Biology II Cooling Tower Renewal	571	325,000
PSB North Air Handler 5 Replacement	657	156,250
Kerr Hall Chiller Replacement	591	375,000
Marine Biology Boiler and Fan Coil Replacement	555	230,000
Broida Hall Chiller and Cooling Tower Renewal	572	512,500
Main Sewer Lift Renewal	529	200,000
Phelps Hall Chiller Replacement	560	100,000
HSSB Chiller Replacement	515	500,000
Woodhouse DX Package Unit Replacement	546	100,000
Broida Hall Compressor Replacement	572	90,000
Subtotal		\$ 3,974,535
Special Projects		
Pothole Repairs	800	\$ 75,000
Lagoon Weir Repair and Replacement	800	70,000
Subtotal		\$ 145,000
**Total project cost includes additional sources of funding		
TOTAL FY 2017-18		\$ 7,583,734

DEFERRED MAINTENANCE — ICAMP

UC Santa Barbara's current deferred maintenance backlog exceeds \$600 million. UCOP is leading the system-wide Integrated Capital Asset Management Program (ICAMP) which provides a visual inspection of building systems and components on a multi-year schedule. ICAMP does not evaluate the condition of systems and components within ceilings, walls, floor spaces, the age of systems, or building renewal. The ICAMP assessment is scheduled for completion by the end of FY 2019-20.

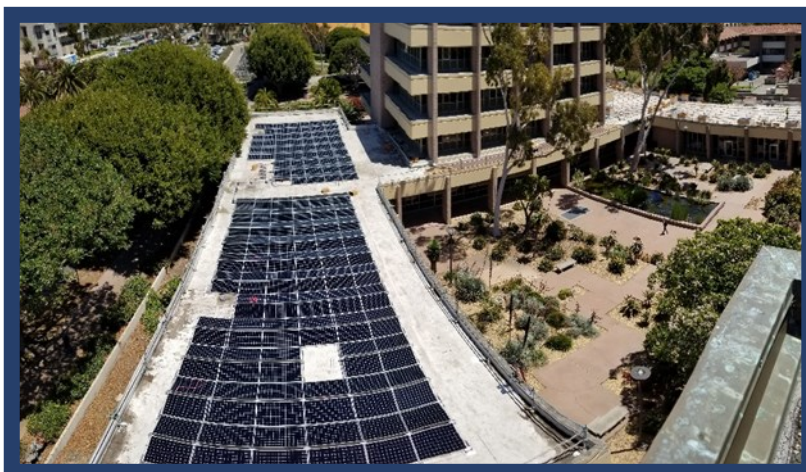
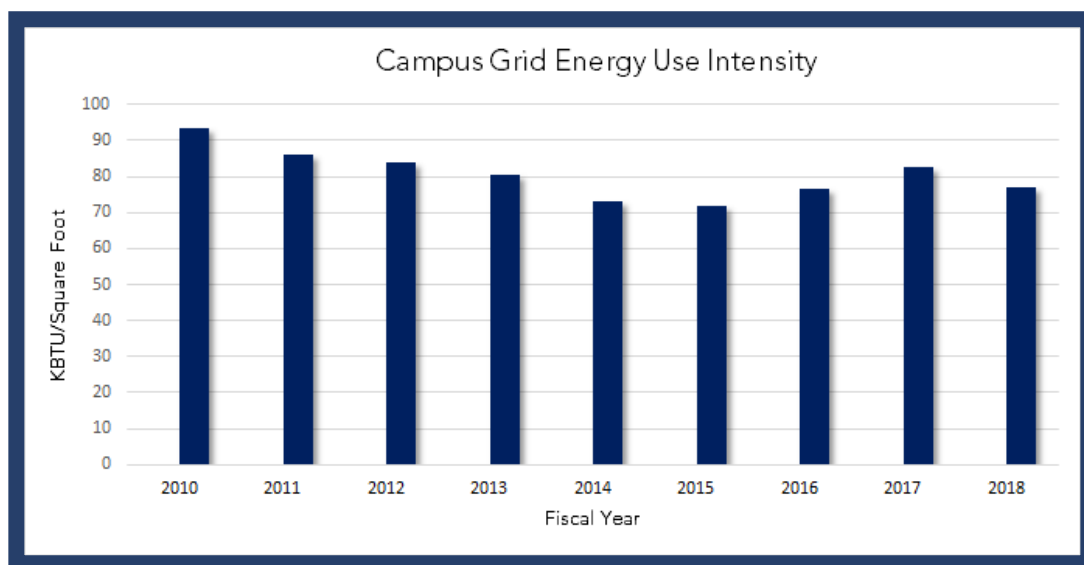
UTILITY & ENERGY SERVICES

MISSION STATEMENT

Utility & Energy Services provides the UC Santa Barbara campus with support in several functional areas, including building automation, engineering review, energy conservation, renewable energy project development, utility operations, and Leadership in Energy & Environmental Design (LEED) project coordination. In addition to the daily operations of the campus, this unit evaluates and implements strategic initiatives as they relate to campus growth, operational readiness, regulatory requirements, and educational programs in support of UC Santa Barbara's academic mission.

UTILITY ACCOUNTING & BILLING SYSTEM UPGRADE

Utility & Energy Services and Business & Financial Planning partnered with Enterprise Technology Services and Business & Financial Services to integrate the new campus utility bill management software—EnergyCAP—with the central campus financial system. This project will eliminate redundant manual utility bill data entry and enable automated paperless utility billing and campus recharge processing.



CAMPUS SOLAR PROJECT NEARS COMPLETION

In addition to the five solar photovoltaic (PV) installations added on campus in 2017, seven PV systems were installed in 2018, bringing the total onsite renewable generation capacity at UCSB to 6.5 megawatts. The final installation will be powered on during Fall quarter 2018, at which point the campus will generate approximately 15% of its electricity needs onsite at a significant cost savings compared to grid-supplied energy.

DEPARTMENT FINANCIAL INFORMATION

Utility & Energy Services

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$9,991,482	\$10,524,493	\$10,524,493	\$10,833,331	\$10,833,331
Recharges, Fees, Other Income	\$3,636,177	\$3,792,902	\$3,858,931	\$3,553,882	\$4,053,388
<u>All Other Budget Allocations</u>	<u>\$525,549</u>	<u>(\$7,797)</u>	<u>\$203,289</u>	<u>\$19,149</u>	<u>(\$901,042)</u>
Total Revenue - Core	\$14,153,208	\$14,309,598	\$14,586,713	\$14,406,362	\$13,985,678
EXPENSES - CORE FUNDS					
Non-Salary Expenses					
Refuse Disposal	\$487,618	\$560,282	\$479,053	\$525,877	\$479,272
Utilities Conservation Program	\$6,054	(\$7,479)	\$0	(\$163,701)	\$0
<u>Purchased Utilities</u>	<u>\$11,996,771</u>	<u>\$12,501,430</u>	<u>\$12,152,746</u>	<u>\$11,834,581</u>	<u>\$13,875,614</u>
Total Non-Salary Expenses	\$12,490,443	\$13,054,233	\$12,631,799	\$12,196,757	\$14,354,885
Total Expenses - Core	\$12,490,443	\$13,054,233	\$12,631,799	\$12,196,757	\$14,354,885
NET OPERATING REVENUE / (DEFICIT) - CORE	\$1,662,765	\$1,255,365	\$1,954,914	\$2,209,605	(\$369,207)
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$24,940
Recharges, Fees, Other Income	\$326,535	\$516,774	\$295,429	\$293,419	\$394,972
<u>All Other Budget Allocations</u>	<u>\$803,398</u>	<u>\$1,012,495</u>	<u>\$740,358</u>	<u>\$241,978</u>	<u>\$699,880</u>
Total Revenue - Non-Core	\$1,129,933	\$1,529,270	\$1,035,788	\$535,397	\$1,119,792
EXPENSES - NON-CORE FUNDS					
Salaries-Electrical Systems	\$2,749	\$72,958	\$96,470	\$99,750	\$104,072
Benefits-Electrical Systems	\$1,069	\$42,641	\$45,578	\$53,921	\$54,312
Non-Salary Expenses					
Refuse Disposal	\$49,981	\$52,978	\$49,523	\$50,815	\$62,901
Electrical Systems and Utilities Support	\$87,951	\$64,750	\$92,152	\$72,157	\$29,317
Utilities Conservation Program	\$16,264	\$305,933	\$88,195	\$18,450	\$193,080
<u>Purchased Utilities</u>	<u>\$788,793</u>	<u>\$806,768</u>	<u>\$670,131</u>	<u>\$609,623</u>	<u>\$791,435</u>
Non-Salary Expenses	\$942,989	\$1,230,429	\$900,002	\$751,045	\$1,076,733
Total Expenses - Non-Core	\$946,807	\$1,346,028	\$1,042,050	\$904,715	\$1,235,118
NET OPERATING REVENUE - NON-CORE	\$183,125	\$183,242	(\$6,262)	(\$369,318)	(\$115,326)
TOTAL NET OPERATING REVENUE / (DEFICIT)	\$1,845,890	\$1,438,607	\$1,948,652	\$1,840,287	(\$484,533)
CARRYFORWARD-FY BEGIN	(\$2,129,892)	(\$284,002)	\$1,154,605	\$3,103,256	\$4,943,543
CARRYFORWARD-FY END	(\$284,002)	\$1,154,605	\$3,103,256	\$4,943,543	\$4,459,010
Reserve Fund (75751) + Accumulated Earnings, FY-Begin	\$2,580,535	\$2,961,175	\$2,765,393	\$1,456,060	\$1,839,421
July 1 Budget for Utilities Debt	\$1,370,654	\$1,370,654	\$1,370,654	\$1,370,654	\$1,370,654
(less) Debt Payments	(\$936,095)	(\$1,629,593)	(\$2,622,075)	(\$1,032,307)	(\$1,031,195)
<u>(less) Expenses from Reserve</u>	<u>(\$53,920)</u>	<u>\$63,157</u>	<u>(\$57,912)</u>	<u>\$45,013</u>	<u>(\$209,718)</u>
Reserve Fund (75751) + Accumulated Earnings, FY-End	\$2,961,175	\$2,765,393	\$1,456,060	\$1,839,421	\$1,969,162
Reserve-to-Debt Service Ratio	3.16	1.70	0.56	1.78	1.91

STATEMENT OF OPERATIONS SUMMARY BY DEPARTMENT

FY 2013-14
through
FY 2017-18

HOUSING, DINING & AUXILIARY ENTERPRISES (HDAE)

UC SANTA BARBARA

Housing, Dining & Auxiliary Enterprises

As an integral component of one of the world's top public research universities, Housing, Dining & Auxiliary Enterprises operates on a 24-hour daily basis throughout the year. HDAE touches nearly every aspect of the UC Santa Barbara campus by providing support and auxiliary services to UCSB students, faculty, staff, the community, and guests. The scope of the services offered can be compared to those of operating a city and the business of HDAE involves the entire range of services associated with the administration of that city. HDAE delivers a quality experience in all its endeavors by following a core set of values that guides all business practices and decisions.

BUSINESS UNITS

- ◆ Administrative & Residential Information Technology (ARIT)
- ◆ Business & Financial Planning
- ◆ Conference & Hospitality Services
- ◆ Distribution & Logistical Services
- ◆ Events Center
- ◆ Residential & Community Living
- ◆ Residential Dining Services
- ◆ Residential Operations
- ◆ The Club & Guest House
- ◆ Transportation & Parking Services
- ◆ UCSB Campus Store
- ◆ University Center
- ◆ University Center Dining Services

WE ARE ABOUT

- ◆ Exceptional service to those we serve
- ◆ Continuous learning and growth
- ◆ Respecting and understanding individual differences
- ◆ Building partnerships and helping others succeed
- ◆ Preserving the environment
- ◆ Having fun and being passionate about our work
- ◆ Striving to be the best!

2018-19 STRATEGIC PRIORITIES

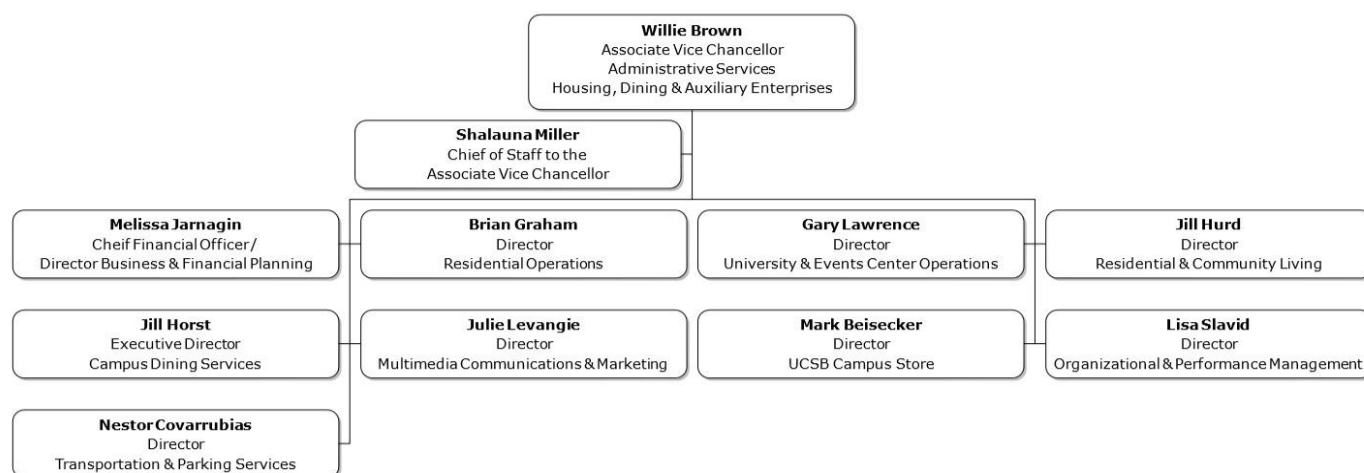
- ◆ The Educational Experience of our Students
- ◆ Developmental Opportunities for Staff
- ◆ Managing Budgetary Challenges
- ◆ Shifting Priorities for Success
- ◆ Managing Enrollment Growth
- ◆ Diversity and Social Justice
- ◆ Continuing to Lead in Sustainable Practices
- ◆ Partnering and Outreach
- ◆ Technology Management
- ◆ Asset Management and Facility Renewal

BY THE NUMBERS

- ◆ **10,000** student residents
- ◆ **650** full-time employees
- ◆ **1,800** student employees
- ◆ **\$160 million** annual operating budget
- ◆ **3 million** square feet of buildings
- ◆ **250** acres of grounds and landscaping
- ◆ **21,000** customers served daily
- ◆ **150,000** conference and meeting guests annually
- ◆ **\$1 billion** in physical plant facilities

HDAE ASSOCIATE VICE CHANCELLOR'S OFFICE

The Office of the Associate Vice Chancellor provides the overall direction, financial support, technical expertise, and strategic planning in support of the thirteen departments and service units within the HDAE division. The AVC's office ensures that HDAE's goal to deliver outstanding service to the UCSB community is accomplished.



COMMUNICATION, MULTIMEDIA & MARKETING

Success of any organizations begins with clear communication. In HDAE we have many audiences that must be considered when sharing information, therefore, we have developed a multi-faceted approach to communication that spans across print and digital media. Our Facebook, Instagram, Snapchat, and Twitter accounts are followed by thousands of students and, along with digital signage in the residence halls and dining commons, are our primary ways of communicating messages to students.

ORGANIZATIONAL & PERFORMANCE MANAGEMENT

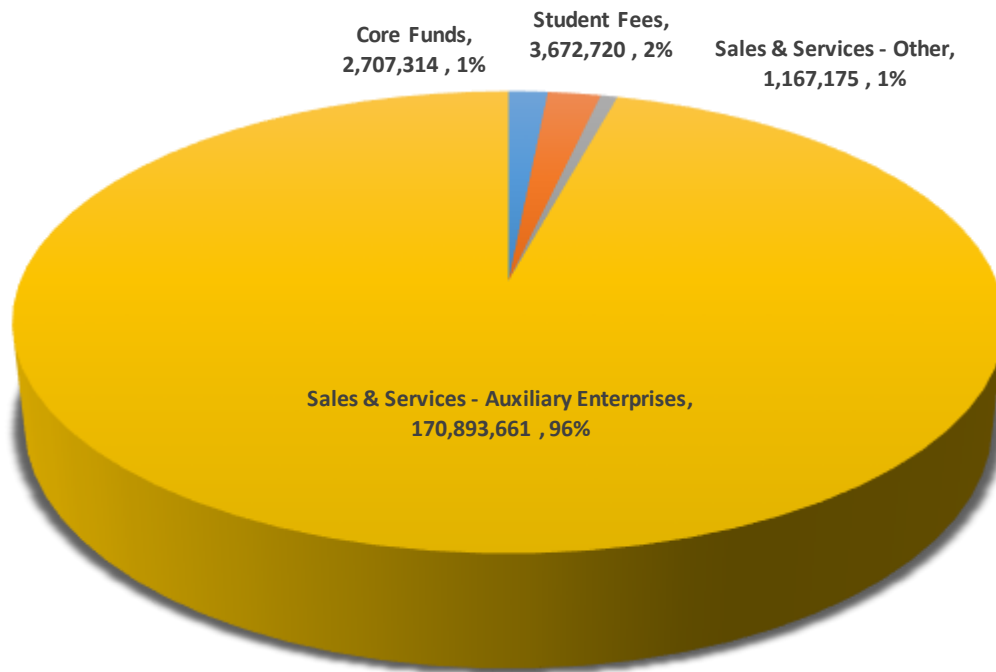
The most valuable resources of HDAE are the people who work here. As such, HDAE is committed to providing professional and personal development opportunities for its staff. Because our workforce is richly diverse, we put together a wide range of programs that reflect the different needs of our staff. Whether they are interested in acquiring new skills, sharpening those they already have, or advancing their leadership potential, we design programs to help staff achieve their professional goals and personal aspirations.

ACCOMPLISHMENTS

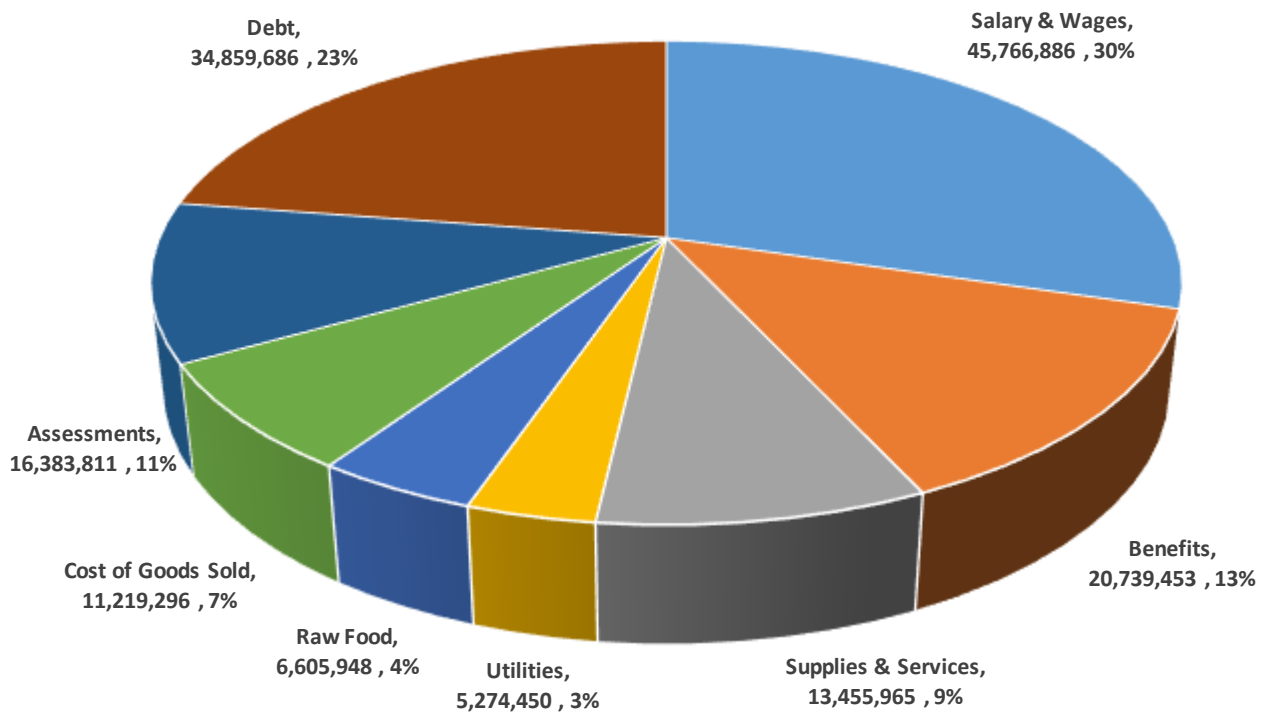
- ◆ Successful full opening of San Joaquin Villages and Portola Dining Commons, the first newly constructed dining commons since 1968.
- ◆ Awarded LEED (Leadership in Energy and Environmental Design) Platinum for San Joaquin Villages and Portola Dining Commons, and LEED Silver for The Club & Guest House.
- ◆ In response to the Thomas Fire/Flood, housed over 100 members of the National Guard and California Highway Patrol at The Club & Guest House; provided meals for campus emergency responders; shuttled 271 staff to and from the Goleta Amtrak station and harbor ferry; re-assigned student apartment/room placements to accommodate late start for winter quarter; utilized social media to keep student and parents informed of latest updates from campus.

HDAE FINANCIAL INFORMATION

HDAE Revenue



HDAE Expense



HDAE FINANCIAL INFORMATION

University of California, Santa Barbara Housing, Dining & Auxiliary Enterprises Income Statement as of June 30, 2018

Revenue	FY 2017-18
Core Funds	
ARIT	1,105,133
Mail Services	715,767
Transporation Alternative Programs	293,571
University Community Housing	414,142
Events Center	178,701
Subtotal Core Funds	2,707,314
Student Fees	
Events Center	514,901
Transportation & Parking	227,596
University Center	2,930,223
Subtotal Student Fees	3,672,720
Sales & Services - Other	
Distribution & Logistical Services	38,293
Events Center	48,342
Transporation & Parking	883,034
The University Center	171,514
University Community Housing	25,992
Subtotal Sales & Services - Other	1,167,175
Sales & Services - Auxiliary Enterprises	
Campus Dining	1,421,629
Conference & Hospitality Services	6,586,057
Faculty/Staff Residental	763,890
Interest Income	1,178,324
Other	873,992
Recharge	8,099,933
Residential Living - Room & Board	123,451,475
The Campus Store	10,696,231
The Club & Guest House	1,037,100
Transporation & Parking	5,949,485
UCEN Dining	9,287,818
University Center	1,547,728
Subtotal Sales & Services - Auxiliary Enterprises	170,893,661
Total HDAE Revenue	178,440,871

HDAE FINANCIAL INFORMATION

University of California, Santa Barbara Housing, Dining & Auxiliary Enterprises Income Statement as of June 30, 2018

Expense	FY 2017-18
Operating Expense	
Salary & Wages	45,766,886
Benefits	20,739,453
Supplies & Services	13,455,965
Utilities	5,274,450
Raw Food	6,605,948
Cost of Goods Sold	11,219,296
Subtotal Operating Expense	103,061,998
Non-Operating Expense	
Assessments	16,383,811
Debt	34,859,686
Subtotal Non Operating Expense	51,243,496
Total HDAE Expense	154,305,494
Net Income/(Deficit)	24,135,376

*Revenue for Core Funds includes recharges.

ADMINISTRATIVE & RESIDENTIAL INFORMATION TECHNOLOGY

MISSION STATEMENT

Administrative & Residential Information Technology (ARIT) is responsible for the planning, development, implementation, and overall administration for information systems and related technologies for all departments of the UCSB Administrative Services Division. Each department has very unique and critical services provided to the campus and with that very unique IT requirements and support needs. ARIT has developed a support model to closely align with each department's business priorities.

ACCOMPLISHMENTS

ARIT has an extensive list of recent accomplishments, several of which are highlighted below:

- ◆ Using [isDesk](#) (ServiceNow), ARIT successfully closed 7,120 incidents and service requests.
- ◆ Successful launch of WebTMA, the new work request system, for Residential Operations, while preparing for DFSS Go-Live.
- ◆ Migration of HomeBase (Housing SharePoint) to SharePoint Online.
- ◆ Deployment of new Windows 10 workstations for all of Administrative Services 1,000+ staff.
- ◆ Continued migration of all remaining Administrative Services department servers and databases to the North Hall Data Center.
- ◆ Expanded portfolio of supported Administrative Services line of business applications to 212 vendor and custom developed.
- ◆ Consolidations of all campus and ResNet Wireless (802.11ac) using "eduroam" and "UCSB Wireless Web" across all of Housing and campus.
- ◆ Migration to Aruba ClearPass for resident authentication and authorization to wireless and wired network.
- ◆ Preparation for new UCPATH EmployeeID Conversion and new Access Card creation for system Go-Live in Sept. 2018.
- ◆ Deployment of a new primary hyperconverged storage, Datrium DVX, for all Administrative Services production data in North Hall Data Center (NHDC).

LOOKING AHEAD

- ◆ Expanded functionality and user interface enhancements for [isDesk](#) (ServiceNow).
- ◆ WebTMA Go-live for DFSS in first quarter of 2019.
- ◆ Introduce new business and process automations using DocuSign.
- ◆ Expand use of multi-factor authentication across critical Administrative Services Division applications & services.
- ◆ UCPATH, Parking, and Human Resources interfaces Go-Live.

UCSB HOUSING: DINING, OPERATIONS & STUDENT PROGRAMS

MISSION STATEMENT

UCSB is a distinguished university recognized for its leadership by state, national, and world academic communities. UCSB Housing exists as an integral part of the educational program and academic services of UCSB. Inherent in the operation of UCSB Housing is the formation and support of an atmosphere that is conducive to living and learning for our residents and for those who use our services. UCSB Housing promotes the academic mission of UCSB and creates through support services and developmental programs a sense of community among students, faculty, and staff. UCSB Housing's mission is based on the following:

- ◆ Learning is a continuous process
- ◆ A community is positively served by responsible social behavior
- ◆ Staff members serve as role models for the larger community
- ◆ People learn from diversity
- ◆ Environment affects behavior: A positive environment promotes positive behavior
- ◆ Community action and involvement are key ingredients in the democratic process
- ◆ Proper nourishment is equally important to a students' intellectual development.

RESIDENTIAL & COMMUNITY LIVING

Residential & Community Living serves our 11,500 residents living in University owned and operated residence halls and apartments by providing an array of student life services. Students' first contact is through our Housing Services unit for contracts, assignments, and community rental services. Once students have moved in, our department provides opportunities for growth and engagement through programs and activities, and student government. Additionally, safety and security measures are established through our conduct office, emergency assistance, 24/7/365 on-call staff, and counseling referrals. Our department accomplishes this through 62 dedicated staff and more than 300 student staff.

RESIDENTIAL DINING

Residential Dining is committed to satisfying diverse tastes and appetites by serving a wide variety of delicious, fresh, healthy, and high-quality food. Dining serves a student population of more than 5,800 residents, with visitors, conferees, and guests during the summer months, and clients at catering and athletic events year round. Dining takes strides to protect, preserve, and regenerate environmental resources by practicing "earth-friendly" dining. Our department employs more than 200 career staff and 600 student employees providing 2.7 million meals annually.

RESIDENTIAL OPERATIONS

Residential Operations is responsible for administration and management of all physical plant operations for HDAE facilities which encompass more than 212 acres of grounds and 3.1 million square feet of campus buildings. The department employs more than 220 career and limited staff, and more than 180 student employees to provide maintenance, custodial, landscaping, customer service, project management, and energy conservation programs to supporting 10,000 residents living on campus as well as retail and dining operations that serve over 21,000 customers daily.

TRANSPORTATION & PARKING SERVICES



MISSION STATEMENT

Transportation & Parking Services, an innovative and self-sustaining department, supports the UCSB mission by providing safe and reliable parking, fleet services, and transportation alternatives to our campus community.

NUMBERS & POINTS OF PRIDE

- ◆ **427** fleet vehicles, **1.75 million** miles driven, **122,000** gallons of gasoline pumped.
- ◆ Alternative fuel vehicles: **9%** electric vehicle (EV), **4%** hybrid, **4%** compressed natural gas.
- ◆ **9,599** parking stalls in campus lots and structures.
- ◆ **30** career staff and **50** student employees.
- ◆ **2,300+** members in the Transportation Alternatives Program.
- ◆ **34** EV charging stalls.
- ◆ **900** bikes in the Bike Share program.
- ◆ **350+** Events coordinated by Guest Services.
- ◆ Community Support—Thomas Fire/Debris Flow.
- ◆ **72** Permit dispensers upgraded to latest credit card security standards.
- ◆ Developed last-mile Pacific Surfliner train solution and incentives.
- ◆ Installed Car/Stall counter in Parking Structure 10
- ◆ Renewed Parking offices and lots: 23, 37, and 38.

LOOKING AHEAD

- ◆ Continue to develop more EV charging with grant funds.
- ◆ Continue improving signage throughout campus.
- ◆ Continue to partner on expansion of the Campus Bike Share Program.
- ◆ Addition of parking stall counters in Mesa Structure 18
- ◆ Fleet vehicle replacements— including more alternative fuel vehicles.
- ◆ Enhance Staff professional development.
- ◆ Continue life-cycle renewal of lots and structures.



UNIVERSITY CENTER

SERVICES PROVIDED

University Center Operated Services:

UCSB Bookstore; UCen Conference Services; UCen Post Office ACCESS Card Center/Information Desk; UCen Dining Services, including: Romaine's, Coral Tree Café, Courtyard Café, Nicoletti's, Nic's SRB, Nic's NW, Corner Store, The Arbor, The Store at Buchanan, root 217, UCen Catering, Summit Café @ Library.

University Center Leased Operations:

Jamba Juice, Panda Express, Santorini Island Grill, Subway UCen, Wahoo's, Wahoo's Cart @ Arbor, Subway Arbor, Woodstock's Arbor, Die Bretzel Cart @ Arbor, Yoshinoya @ CYC, Kaplan Testing, SBprinter.com, Wells Fargo ATM, Bank of America ATM, Golden One ATM, Union Bank ATM, AS Publications.

University Center Departmental Tenant Space:

Associated Students; Graduate Students Association; MultiCultural Center and Theater; Community Housing Office.

S.U.R.F.

a concept that represents our core philosophy

Service

Be Positive at Work
Exceed Customers' Expectations
"Recover" When Something Goes Wrong

Unity

Share Information
Provide Honest Feedback to Other Staff
Help Co-Workers—Be a Team Member

Responsibility

Show Up for Work and Know Your Job
Do What You Say You'll Do
Take Responsibility — Don't Blame Others

Fun

Choose to Have Fun at Work
Include Customers in Your Fun
Participate in UCen Staff Events

KEY FACTS

UCEN Administration

- ◆ Corwin A/C Replacement Project.
- ◆ Integration of UCen Project Management into HDAE; UCen Grounds already integrated.
- ◆ Upper Food Court Furniture Replacement Project: all furniture replaced by September 2017.
- ◆ AS Food Bank Expansion.
- ◆ More than 100 Hub Events.
- ◆ 3,003 total meeting reservations; 186,697 attendees.
- ◆ 11,333 ACCESS cards produced.

UCEN Dining

- ◆ Expanded the Food, Nutrition, and Basic Skills Program to include cooking demonstrations at off-campus locations; Santa Ynez apartments, West Campus family housing, and Sierra Madre apartments.
- ◆ The program aims to reduce food insecurity of students and staff by teaching basic cooking skills with an emphasis on healthy and inexpensive.
- ◆ Welcomed and served 1,687,314 retail customers.
- ◆ Provided more than 2,460 campus catered events.
- ◆ Hosted first annual Summit for Convenience Store Operators; more than 30 participants from UC, Cal State, and private universities attended 2.5 day event.
- ◆ Attendees participated in meeting peers, networking, problem solving, and sharing best practices.
- ◆ UCen Dining employs more than 400 students; a ratio of 16 students to each career staff member; students are involved with everything from merchandising, food production, budgeting, and supervising, to store management; we strive to promote students to positions of greater responsibility and provide them with skills that transfer to their first career job.
- ◆ The Soup Guy prepared 85 gallons (850 servings) of fresh, local, organic vegan, vegetarian, or meat soup daily; along with local and organic ingredients, only free range and humanely raised meats are used.
- ◆ Partners with Pathpoint to employ 11 intellectually challenged employees in six units across campus; we provide positions to build confidence and increase skill set with this staff; employing the disabled adds to the diversity of our staff.

EVENTS CENTER

MISSION STATEMENT

The UCSB Events Center strives to provide a clean, safe, well-equipped venue where students, staff, faculty, and community members can enjoy participating in athletic, academic, recreational, or special events.

SERVICES PROVIDED

The UC Santa Barbara Events Center, also known as the Thunderdome, is a multi-purpose facility that is the home court of Men's and Women's Basketball, Women's Volleyball, Intramurals, and numerous special events, including Associated Students Program Board concerts, Arts & Lectures shows, and Career Fairs. In FY 2017-18, the Events Center hosted several major events including the Halloween Delirium concert, The Warm Up concert, the Harlem Globetrotters and, the Career Services Career Fair. The wood floor was replaced using financial reserves during Summer 2016.



KEY ACCOMPLISHMENTS

In FY 2017-18, the Thunderdome hosted the following events:

- ◆ 20 Intercollegiate Volleyball Games
- ◆ 28 Intercollegiate Basketball Games
- ◆ Cleveland Cavaliers Pre-Season Camp
- ◆ Harlem Globetrotters
- ◆ Career Services Fall Career Fair
- ◆ Career Services Spring Career Fair
- ◆ Delirium Halloween Concert with YG
- ◆ Warm Up Deltopia Concert featuring RL Grime + Destructo
- ◆ More than 100,000 people attended events including intercollegiate athletics, concerts, student org events, career fair, summer camps and youth basketball tournaments
- ◆ Building Manager Donnell Dixon was featured in a video for Take Ten in the July 2016 UCSB Current.

DISTRIBUTION & LOGISTICAL SERVICES

MISSION STATEMENT

Mail Services: Provide mail and package processing for the UCSB community with efficiency, on-time performance, accountability and commitment to service, quality and excellence.

Furniture Services and Surplus: Serve campus departments promptly with quality and care.

SERVICES PROVIDED

Mail Services: Daily collection, sorting, and distribution of U.S. mail and parcels, and intra-campus mail to campus departments and San Clemente Villages; post outbound U.S. mail for campus departments; and coordinate handling and submission of bulk mail through a contracted presort service bureau, and advise UCSB departments on USPS rules, regulations, and requirements.

Furniture Services and Surplus: Installation, removal, and modification of office systems, furniture, and accessories for campus departments; logistics, planning, and set-up for campus special events; annual set-up, on-site logistics, and dismantling for Commencement; surplus sale of discarded furniture, office equipment, vehicles, laboratory equipment, and other items; recycling of used electronics, toner, metals, plastics, and natural materials; consulting services to guide customers in evaluating their needs.

KEY FACTS

Mail Services:

6 employees

3,528 hours by work-study students

5 service vehicles in use on campus

Inbound U.S. mail volume = 1,150,895

Outbound U.S. mail volume = 601,250

Inbound parcel volume = 18,925

Outbound parcel volume = 3,125

Furniture Services and Surplus:

5 full-time employees

10 work study students

4 service vehicles in use

Occupied work space = 4,500 sf

Active monitoring of compliance with CA recycling standards/goals

ACCOMPLISHMENTS

Distribution & Logistical Services (DLS)

- ◆ Completed comprehensive overhaul to service yard supporting Furniture Services, Mail Services, and Surplus Sales.
- ◆ Some of the areas of improvement include: replacement of chain-link fencing with new on three sides of yard; addition of wrought iron fence in front, south side of yard, including an electronic, remote controlled gate for truck access; repaving of the entire yard; structural improvement of existing steel frame shed.

Furniture Services

- ◆ In FY 2017-18, Furniture Services increased revenue by \$5,000 over the previous record-setting fiscal year.
- ◆ Completed another successful Commencement effort

in 2018 with just five career staff, managing 23 student assistants over two weekend days and six ceremonies; this effort included five days of setup and four days of tear down.

Surplus Sales

- ◆ Adjusted inside space in Furniture Services to expand display area and product selection.
- ◆ Worked in partnership with Refuse, Recycling & Water Efficiency office to reduce volume directed to landfill and discover “alternative uses” for surplus designated items.
- ◆ Surplus Sales established presence within various social media outlets increasing walk-in traffic by 50% during last half of FY 2017-18.
- ◆ Added in Spring 2018 credit and debit card processing for Surplus Sales transactions.

STATEMENT OF OPERATIONS SUMMARY BY DEPARTMENT

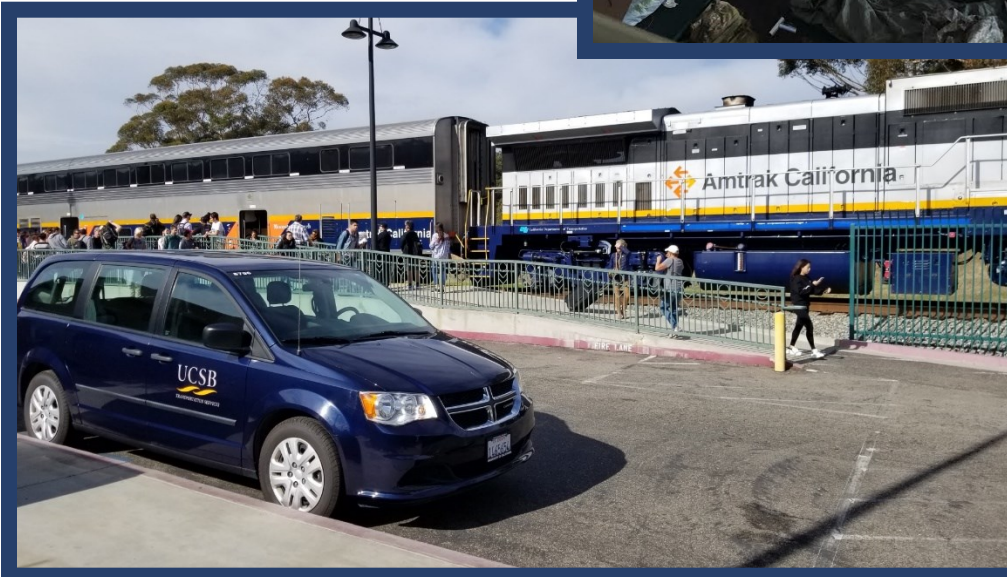
FY 2013-14
through
FY 2017-18

DIRECT REPORTING DEPARTMENTS:

AUDIT & ADVISORY SERVICES
HUMAN RESOURCES
CAMPUS POLICE
VICE CHANCELLOR'S OFFICE

CAMPUS ACTIVITY DURING THOMAS FIRE & MONTECITO DEBRIS FLOW

**FIRST RESPONDERS
HOUSED ON CAMPUS
AT THE CLUB &
GUESTHOUSE**



**CAMPUS STAFF USING
TRAIN SERVICE TO GET
TO/FROM WORK DURING
U.S. 101 CLOSURE**

**RED CROSS COMMUNITY
EMERGENCY SHELTER
ON CAMPUS IN THE MAC**



AUDIT & ADVISORY SERVICES

MISSION STATEMENT

Audit and Advisory Services provides independent, objective assurance and consulting services designed to add value and improve UC Santa Barbara operations. The department helps the campus accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance.

ACCOMPLISHMENTS

During FY 2017-18, Audit and Advisory Services:

- ◆ Focused our efforts on audits and advisory service projects that addressed high risk areas and assisted in management initiatives to increase campus efficiency and effectiveness.
- ◆ Completed 20 of the 22 projects, or 90%, of our amended audit services plan, and finalized and issued one project from the prior year's plan.
- ◆ Provided investigative services and served as campus administrator for the UC Whistleblower Program.
- ◆ Issued audit and advisory service reports that resulted in management commitments to a total of 10 corrective actions designed to address risk areas and add value through improved operations.
- ◆ Continued outreach efforts on the subjects of ethics, accountability, and fraud through a series of presentations to staff in the Office of Research's Sponsored Projects Training for Administrators in Research (STAR), PPS (Personnel and Payroll System) Basics, and other groups.
- ◆ Continued to emphasize training, coaching, and mentoring of staff, resulting in continued improvement in the quality of our audit and advisory service work and reports.
- ◆ Made progress on our objective to use data mining and analytical software for audits, external audit support, and support for new enterprise systems development.

LOOKING AHEAD

The FY 2018-19 audit services plan reflects a continued emphasis on supporting management initiatives to increase campus efficiency and effectiveness, including audits and advisory projects designed to support the implementation of new enterprise systems. As part of our commitment to help the campus comply with the requirements of its federal and other research sponsors, the plan also includes sufficient coverage of research-related areas, as well as coverage of areas of immediate concern by senior leadership and other stakeholders. We have also included hours for outreach and presentations, including our ongoing ethics and fraud training, and for external audit coordination.

Other goals and initiatives for FY 2018-19 include:

- ◆ Audit Plan Completion - Complete 80-90% or more of the FY 2018-19 audit services plan by the end of the fiscal year.
- ◆ Organizational Development – Continue to devote the necessary time and resources for staff training and development.
- ◆ Outreach and Training – Continue to promote awareness of ethics as an essential element of the organization's internal control structure.
- ◆ Data Mining and Analytics - Continue progress towards more technology-driven audit approaches by successfully using data mining and analytical software for FY 2018-19 audits and advisory projects.

DEPARTMENT FINANCIAL INFORMATION

Audit & Advisory Services

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$483,355	\$505,194	\$506,572	\$699,974	\$692,846
Monthly Benefits Allocations	\$138,111	\$196,310	\$216,630	\$232,532	\$229,902
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$50,176</u>	<u>(\$3,873)</u>	<u>\$123,958</u>	<u>(\$7,128)</u>	<u>(\$185,561)</u>
Total Revenue - Core	\$671,642	\$697,632	\$847,160	\$925,378	\$737,187
EXPENSES - CORE FUNDS					
Salaries	\$415,658	\$545,049	\$584,390	\$593,766	\$571,874
Benefits	\$138,111	\$196,310	\$216,630	\$232,532	\$229,902
<u>Non-Salary Expenses</u>	<u>\$98,775</u>	<u>\$89,522</u>	<u>\$14,612</u>	<u>\$24,913</u>	<u>\$27,032</u>
Total Expenses - Core	\$652,544	\$830,882	\$815,632	\$851,210	\$828,808
NET OPERATING REVENUE / (DEFICIT) - CORE	\$19,098	(\$133,250)	\$31,528	\$74,168	(\$91,621)
CARRYFORWARD-FY BEGIN	\$334,603	\$353,701	\$220,451	\$251,979	\$326,147
CARRYFORWARD-FY END	\$353,701	\$220,451	\$251,979	\$326,147	\$234,526

¹ A one-time allocation of \$234,525 was made from Audit & Advisory Services to the VCAD Support & Initiatives account in FY 2017-18.

ORGANIZATIONAL CHANGES

Former Acting Audit & Advisory Services Director, Jessie Masek, left UC Santa Barbara in mid-January, 2018. We thank Jessie for her service and leadership at UCSB, managing the new campus financial system implementation from 2012 to 2016, and as Acting Director of Audit & Advisory Services from 2016 to 2018.

We also welcome new Director of Audit & Advisory Services, Ashley Andersen. As of July 1, 2018, the Audit & Advisory Services department will report to Financial and Resource Management.

HUMAN RESOURCES

MISSION STATEMENT

To provide a dynamic service environment that assists the UCSB community in adopting the best Human Resources practices for their departments.

ACCOMPLISHMENTS

◆ UCPATH Preparation

- ✓ Launched a pilot program for centralized Leave Administration with select campus departments to obtain feedback on process design, training, website and forms necessary for full campus implementation.
- ✓ Partnered in the launch of the UCPATH Knowledge Transfer Series to strengthen understanding for change management on campus, in conjunction with UCSB Program Management Office, Academic Personnel, and Business & Financial Services leadership.

◆ Career Tracks Implementation

- ✓ Rolled out the final training activities in April 2018, with formal implementation effective May 2018 for 2,100 policy-covered employees; the 2018 implementation capped three years of extensive planning with divisional control points.

◆ Employee Development

- ✓ HR offered three well-attended seminars for our Summer 2017 Gaucho Growth Lecture Series.
- ✓ HR redesigned its Training/Career webpages in response to campus feedback.
- ✓ Launched My UC Career, a new online portal available to all UC employees interested in career advancement.

◆ Employee Engagement

- ✓ Launched the inaugural Service Milestone Reception to honor UCSB staff who reached service milestones in 2017-2018.
- ✓ Performance evaluation completion rate ~99%.

BY THE NUMBERS

- ◆ **17,055** Job Applicants (**15,789** career job applicants) for **657** Hires (**601** career hires).
- ◆ **529** staff attended **36** Training & Development instructor-led classes.
- ◆ **260+** attended the Gaucho Growth Speaker Series
- ◆ **107** UC People Management Certificates awarded and **21** attended the UC People Management Conference.
- ◆ **14** Supervisory Certificates awarded, **18** Management Development Program graduates, **6** Management Skills Assessment Program graduates, and **9** Dilling Yang Scholarships granted.
- ◆ **917** Lynda.com courses completed and **4,807** hours of Lynda.com videos viewed.
- ◆ **1,500+** job descriptions were dual-classified in the legacy system and Career Tracks.
- ◆ **103** Equity cases, **114** Temporary Stipend cases, **225** Reclassification cases, and **2,233** new and updated job descriptions reviewed.
- ◆ **40+** Career Tracks training workshops were attended by **1,000+** managers and employees.
- ◆ **100+** meetings were held to advise managers and employees on Career Tracks mapping.
- ◆ **40** UCPATH Knowledge Transfer Sessions hosted for **177+** business officers and administrative leaders to equip them with information to prepare for the UCPATH changes.

DEPARTMENT FINANCIAL INFORMATION

Human Resources

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$1,045,542	\$1,115,009	\$1,117,714	\$1,193,422	\$1,468,392
Monthly Benefits Allocations	\$510,035	\$554,015	\$580,782	\$663,114	\$695,643
Recharges, Fees, Other Income ¹	\$342,835	\$342,835	\$342,835	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$43,502</u>	<u>(\$10,308)</u>	<u>(\$146,183)</u>	<u>\$449,608</u>	<u>\$75,869</u>
Total Revenue - Core	\$1,941,914	\$2,001,551	\$1,895,148	\$2,306,143	\$2,239,905
EXPENSES - CORE FUNDS					
Salaries	\$1,356,077	\$1,275,639	\$1,326,827	\$1,457,218	\$1,510,214
Benefits	\$510,035	\$554,015	\$580,782	\$663,114	\$695,643
<u>Non-Salary Expenses</u>	<u>\$167,684</u>	<u>\$92,480</u>	<u>\$81,912</u>	<u>\$72,347</u>	<u>\$83,075</u>
Total Expenses - Core	\$2,033,796	\$1,922,134	\$1,989,521	\$2,192,679	\$2,288,932
NET OPERATING REVENUE / (DEFICIT) - CORE	(\$91,883)	\$79,418	(\$94,373)	\$113,465	(\$49,027)
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$4,321	\$4,321	\$4,321	\$4,321	\$4,321
Recharges, Fees, Other Income	\$278,149	\$280,568	\$320,696	\$235,045	\$378,933
<u>All Other Budget Allocations</u>	<u>\$700,887</u>	<u>\$801,275</u>	<u>\$937,391</u>	<u>\$576,498</u>	<u>\$1,139,544</u>
Total Revenue - Non-Core	\$983,358	\$1,086,164	\$1,262,409	\$815,864	\$1,522,798
EXPENSES - NON-CORE FUNDS					
Salaries	\$548,103	\$566,274	\$537,050	\$516,493	\$647,644
Benefits	\$228,589	\$262,172	\$261,762	\$244,447	\$334,441
<u>Non-Salary Expenses</u>	<u>\$343,140</u>	<u>\$219,585</u>	<u>\$370,843</u>	<u>\$290,118</u>	<u>\$319,256</u>
Total Expenses - Non-Core	\$1,119,832	\$1,048,031	\$1,169,656	\$1,051,059	\$1,301,341
NET OPERATING REVENUE - NON-CORE	(\$136,474)	\$38,133	\$92,753	(\$235,195)	\$221,457
TOTAL NET OPERATING REVENUE / (DEFICIT)	(\$228,357)	\$117,551	(\$1,620)	(\$121,730)	\$172,430
CARRYFORWARD-FY BEGIN	\$539,232	\$310,876	\$428,426	\$426,806	\$305,076
CARRYFORWARD-FY END	\$310,876	\$428,426	\$426,806	\$305,076	\$477,506

¹ Core Funds Recharges, Fees, Other Income is from Non-State-Funded Administrative Support (NSFAS) fees.

LOOKING AHEAD

The campus-wide service milestone reception for staff held on June 5th, 2018 was enthusiastically received and planning for the 2019 event has already begun to build on the successes of the inaugural event. In preparation for the UCPATH September 2018 go-live, HR consulted with campus constituents to thoughtfully implement several significant changes in HR service delivery, including centralized leave administration and the deployment of HR ServiceNow. The months following UCPATH go-live will be used to evaluate the effectiveness of the new business processes and ServiceNow utilization. HR continues to plan to transition to a third party vendor to implement a web-based background check process for positions designated as critical. This change is expected to result in significant time savings for campus departments. Employee engagement continues to be an important topic and HR looks forward to adding two new positions that were allocated under the Chancellor's Staff Expansion Program that will support activities related to staff engagement.

CAMPUS POLICE

MISSION STATEMENT

The University of California Santa Barbara Police Department provides traditional and non-traditional police and public safety services. Our department provides for the peace, safety, and security of persons and facilities within the university community. Our efforts are directed toward creating an environment where research, education, and public service flourish.



SERVICES PROVIDED

- ◆ Patrol Division
- ◆ Problem Solving Unit (PSU)
- ◆ Clery Act Division
- ◆ Community Outreach Services
- ◆ Records Division
- ◆ Communications Division
- ◆ Community Service Organization
- ◆ Property Unit
- ◆ Isla Vista Foot Patrol Division
- ◆ Bike Safety Class

ACCOMPLISHMENTS

- ◆ New department addition: Clery Act Division providing annual campus security reports.
- ◆ Hosted UCSB Annual Lighting and Safety Walk.
- ◆ Founding member of the Campus Community Council to promote an inclusive and respectful campus community.
- ◆ Continued Police involvement with reducing sexual violence and assault (SVSA).
- ◆ Rape Aggression Defense Program (RAD) offered to students, staff, and faculty.
- ◆ Campus safety talks with students and parents.
- ◆ KCSB radio interviews in Spanish and English.
- ◆ Participation in many outreach events within the Isla Vista and campus communities such as: Pizza with Police, Coffee with a Cop, Day of the Child, Trick or Trunk, Bike to School Day IV Elementary.
- ◆ Provided mutual aid for UC Regents meetings and other UC Campus events.
- ◆ Active Shooter, Aggressive Customer, and Campus Office Space Safety presentations.

KEY FACTS

1,326	CSO Escorts	414	Public Assistance
5,780	911 Calls	77	Active Shooter Presentations
22	RAD Training Participants	1,820	Bike Registration
12	Pizza/Coffee with a COP events		



LOOKING AHEAD

The Campus Police will continue to form strong partnerships and Community Policing practices within the campus and the Isla Vista community. With these collaborative partnerships, we serve to develop solutions to identified problems, as well as develop and evaluate effective responses while increasing trust in law enforcement. Our goal is to maintain the welfare and safety of our students, staff, faculty, and community members, both on campus and within our adjacent communities.

DEPARTMENT FINANCIAL INFORMATION

Police

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$2,455,361	\$2,833,337	\$3,475,785	\$4,626,573	\$4,596,057
Monthly Benefits Allocations	\$1,309,328	\$1,682,910	\$1,955,793	\$2,045,905	\$2,317,532
Recharges, Fees, Other Income	\$2,033,365	\$2,588,606	\$2,657,583	\$2,154,037	\$2,278,797
<u>All Other Budget Allocations</u>	<u>\$843,492</u>	<u>\$1,525,029</u>	<u>\$1,363,085</u>	<u>\$1,182,100</u>	<u>\$510,981</u>
Total Revenue - Core	\$6,641,547	\$8,629,881	\$9,452,245	\$10,008,615	\$9,703,367
EXPENSES - CORE FUNDS					
Salaries					
Police	\$3,907,981	\$4,531,859	\$5,282,646	\$5,469,218	\$6,227,753
Community Service Organization	\$675,955	\$770,645	\$775,271	\$656,299	\$813,187
<u>Isla Vista Saturation Patrol</u>	<u>\$0</u>	<u>\$214,611</u>	<u>\$356,229</u>	<u>\$0</u>	<u>\$0</u>
Total Salaries	\$4,583,935	\$5,517,115	\$6,414,146	\$6,125,517	\$7,040,940
Benefits					
Police	\$1,206,747	\$1,552,802	\$1,837,917	\$1,970,718	\$2,241,976
Community Service Organization	\$102,580	\$123,057	\$105,910	\$75,187	\$75,556
<u>Isla Vista Saturation Patrol</u>	<u>\$0</u>	<u>\$7,051</u>	<u>\$11,966</u>	<u>\$0</u>	<u>\$0</u>
Total Benefits	\$1,309,328	\$1,682,910	\$1,955,793	\$2,045,905	\$2,317,532
Non-Salary Expenses					
Police	\$1,209,671	\$1,149,037	\$1,192,293	\$925,638	\$760,416
Community Service Organization	(\$20,189)	(\$39,986)	(\$26,649)	(\$185,219)	(\$190,786)
<u>Isla Vista Saturation Patrol</u>	<u>\$0</u>	<u>\$996,374</u>	<u>\$491,959</u>	<u>\$239,332</u>	<u>\$17,023</u>
Total Non-Salary Expenses	\$1,189,481	\$2,105,425	\$1,657,602	\$979,751	\$586,653
Total Expenses - Core	\$7,082,744	\$9,305,450	\$10,027,541	\$9,151,174	\$9,945,124
NET OPERATING REVENUE / (DEFICIT) - CORE	(\$441,198)	(\$675,568)	(\$575,296)	\$857,441	(\$241,757)
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Recharges, Fees, Other Income	\$169,293	\$219,719	\$158,366	\$99,244	\$119,078
<u>All Other Budget Allocations</u>	<u>\$231,310</u>	<u>\$281,910</u>	<u>\$268,246</u>	<u>\$241,828</u>	<u>\$222,970</u>
Total Revenue - Non-Core	\$400,603	\$501,628	\$426,612	\$341,072	\$342,047
EXPENSES - NON-CORE FUNDS					
Salaries					
Police	\$842	\$0	\$0	\$0	\$0
<u>Community Service Organization</u>	<u>\$9,151</u>	<u>\$8,842</u>	<u>\$12,361</u>	<u>\$6,921</u>	<u>\$6,377</u>
Total Salaries	\$9,993	\$8,842	\$12,361	\$6,921	\$6,377
Non-Salary Expenses					
Police	\$59,081	\$129,204	\$344,521	\$122,768	\$64,691
<u>Community Service Organization</u>	<u>\$164,387</u>	<u>\$230,909</u>	<u>\$164,300</u>	<u>\$223,569</u>	<u>\$229,276</u>
Total Non-Salary Expenses	\$223,469	\$360,113	\$508,821	\$346,337	\$293,968
Total Expenses - Non-Core	\$233,462	\$368,955	\$521,182	\$353,258	\$300,345
NET OPERATING REVENUE - NON-CORE	\$167,141	\$132,673	(\$94,571)	(\$12,186)	\$41,702
TOTAL NET OPERATING REVENUE / (DEFICIT)¹	(\$274,056)	(\$542,895)	(\$669,867)	\$845,254	(\$200,055)
CARRYFORWARD-FY BEGIN	\$483,097	\$209,041	(\$333,854)	(\$1,003,721)	(\$156,716)
CARRYFORWARD-FY END	\$209,041	(\$333,854)	(\$1,003,721)	(\$158,466)	(\$356,771)

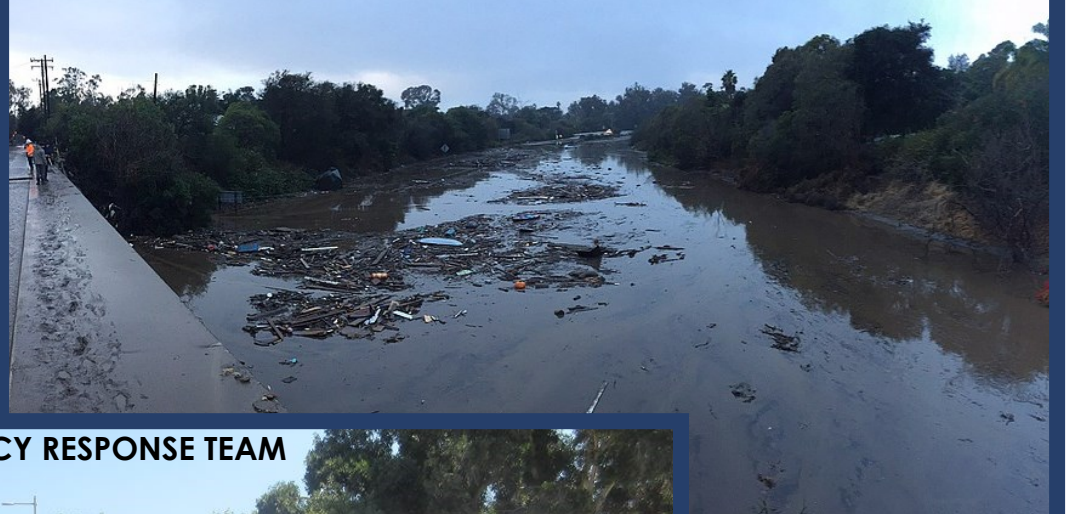
¹ An allocation of \$833,412 was received in FY 2015-16 to cover major unfunded expenses incurred during FY's 2014-15 and 2015-16. An allocation of \$942,568 was received in FY 2016-17 to cover major unfunded expenses incurred during FY 2015-16.

VICE CHANCELLOR'S OFFICE

MISSION STATEMENT

The mission of all Administrative Services units is to provide essential services supporting UC Santa Barbara in its pursuit of excellence in teaching, research, and public service.

U.S. 101 FREEWAY AFTER DEBRIS FLOW—JANUARY, 2018



COMMUNITY EMERGENCY RESPONSE TEAM



LOOKING AHEAD

Just after the conclusion of FY 2017-18, we welcomed new Vice Chancellor Garry Mac Pherson to UC Santa Barbara in early-August, 2018. Garry joined us from UC San Diego where he served as Associate Vice Chancellor of Environmental and Building Services since 2009.

We thank UC Santa Barbara Professor Emeritus Joel Michaelsen for serving as Interim Vice Chancellor during the 12 months while the search was underway.

The Administrative Services Division has embraced the new fiscal year with several large systems implementations, including UCPATH and WebTMA, both presently underway. At least 14 new staff will be hired in the Division over the coming months with funding from the Chancellor's new Staff Expansion Program.

DEPARTMENT FINANCIAL INFORMATION

Office of the Vice Chancellor¹

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$702,370	\$718,234	\$761,702	\$723,424	\$717,748
Monthly Benefits Allocations	\$197,079	\$146,351	\$130,974	\$159,924	\$130,054
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$553,850</u>	<u>\$3,074</u>	<u>(\$160,968)</u>	<u>(\$409,834)</u>	<u>\$126,108</u>
Total Revenue - Core	\$1,453,300	\$867,659	\$731,708	\$473,513	\$973,910
EXPENSES - CORE FUNDS					
Salaries	\$514,546	\$347,415	\$355,022	\$377,630	\$334,029
Benefits	\$197,079	\$146,351	\$130,974	\$159,924	\$130,054
<u>Non-Salary Expenses</u>	<u>\$529,437</u>	<u>\$535,749</u>	<u>\$225,249</u>	<u>\$40,559</u>	<u>\$175,435</u>
Total Expenses - Core	\$1,241,063	\$1,029,514	\$711,245	\$578,113	\$639,518
NET OPERATING REVENUE - CORE	\$212,237	(\$161,855)	\$20,463	(\$104,599)	\$334,392
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Recharges, Fees, Other Income ²	\$1,612,627	\$1,581,179	\$1,363,532	\$828,032	\$880,722
<u>All Other Budget Allocations</u>	<u>\$173,168</u>	<u>(\$41,408)</u>	<u>(\$383,159)</u>	<u>(\$253,622)</u>	<u>(\$8,569)</u>
Total Revenue - Non-Core	\$1,785,795	\$1,539,771	\$980,373	\$574,410	\$872,153
EXPENSES - NON-CORE FUNDS					
Salaries	\$214,751	\$446,360	\$309,728	\$319,573	\$241,469
Benefits	\$52,768	\$162,866	\$100,280	\$118,838	\$77,827
<u>Non-Salary Expenses</u>	<u>\$1,408,524</u>	<u>\$805,976</u>	<u>\$553,530</u>	<u>\$604,644</u>	<u>\$456,338</u>
Total Expenses - Non-Core	\$1,676,043	\$1,415,202	\$963,538	\$1,043,055	\$775,633
NET OPERATING REVENUE - NON-CORE	\$109,752	\$124,569	\$16,835	(\$468,644)	\$96,520
TOTAL NET OPERATING REVENUE	\$321,989	(\$37,286)	\$37,298	(\$573,244)	\$430,912
CARRYFORWARD-FY BEGIN	\$790,713	\$1,112,702	\$1,075,416	\$1,112,714	\$539,470
CARRYFORWARD-FY END³	\$1,112,702	\$1,075,416	\$1,112,714	\$539,470	\$970,382

¹ Excludes Emergency, Staff Assembly, Sustainability, and The Green Initiative Fund, all shown on the following pages, and excludes North Campus Planning account.

² Recharges, Fees, Other Income includes Auxiliary Enterprise Administrative (AUXE) and Support & Initiatives (S&I) Assessments.

³ Carryforward-FY 2017-18-End includes: \$192,231 of ADA funds; \$163,567 of West Devereux Income funds; \$99,063 of AUXE funds; \$26,296 of BSAS funds; and other funds.

EMERGENCY FINANCIAL INFORMATION

Emergency¹

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Monthly Benefits Allocations	\$0	\$0	\$0	\$0	\$92
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$0</u>	<u>\$94,165</u>	<u>\$14,261</u>	<u>\$0</u>	<u>\$10,023</u>
Total Revenue - Core	\$0	\$94,165	\$14,261	\$0	\$10,115
EXPENSES - CORE FUNDS					
Salaries	\$0	\$0	\$0	\$0	\$4,952
Benefits	\$0	\$0	\$0	\$0	\$92
<u>Non-Salary Expenses</u>	<u>\$0</u>	<u>\$94,437</u>	<u>\$13,324</u>	<u>\$10,115</u>	<u>\$477,480</u>
Total Expenses - Core	\$0	\$94,437	\$13,324	\$10,115	\$482,524
NET OPERATING REVENUE / (DEFICIT) - CORE	\$0	(\$273)	\$936	(\$10,115)	(\$472,409)
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$0</u>	<u>\$430,170</u>	<u>\$14,417</u>	<u>(\$13,583)</u>	<u>\$59,442</u>
Total Revenue - Non-Core	\$0	\$430,170	\$14,417	(\$13,583)	\$59,442
EXPENSES - NON-CORE FUNDS					
Salaries	\$0	\$0	\$0	\$0	\$0
Benefits	\$0	\$0	\$0	\$0	\$0
<u>Non-Salary Expenses</u>	<u>\$154,145</u>	<u>\$270,846</u>	<u>\$19,596</u>	<u>\$25,726</u>	<u>\$38,459</u>
Total Expenses - Non-Core	\$154,145	\$270,846	\$19,596	\$25,726	\$38,459
NET OPERATING REVENUE - NON-CORE	(\$154,145)	\$159,324	(\$5,179)	(\$39,309)	\$20,983
TOTAL NET OPERATING REVENUE / (DEFICIT)	(\$154,145)	\$159,051	(\$4,243)	(\$49,424)	(\$451,426)
CARRYFORWARD-FY BEGIN	\$0	(\$154,145)	\$4,907	\$664	(\$48,760)
CARRYFORWARD-FY END	(\$154,145)	\$4,907	\$664	(\$48,760)	(\$500,186)

¹ Six new accounts were created within the Division between 2014 and 2018 to assist with financial tracking of the following: 1) a memorial event following the shooting deaths of six UCSB students in Isla Vista; 2) a check fraud incident response notification; 3) campus safety and security; 4) an oil spill response affecting campus beaches; 5) erosion protection for the campus east bluffs; and 6) Thomas Fire, Montecito debris flows, and related US 101 closure.

STAFF ASSEMBLY FINANCIAL INFORMATION

Staff Assembly¹

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$8,457	\$9,482	\$9,482	\$9,482	\$9,482
Monthly Benefits Allocations	\$3	\$0	\$0	\$0	\$0
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$1,025</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Revenue - Core	\$9,485	\$9,482	\$9,482	\$9,482	\$9,482
EXPENSES - CORE FUNDS					
Salaries	\$0	\$0	\$0	\$0	\$0
Benefits	\$3	\$0	\$0	\$0	\$0
<u>Non-Salary Expenses</u>	<u>\$4,109</u>	<u>\$2,078</u>	<u>\$1,349</u>	<u>\$3,636</u>	<u>\$4,804</u>
Total Expenses - Core	\$4,111	\$2,078	\$1,349	\$3,636	\$4,804
NET OPERATING REVENUE / (DEFICIT) - CORE	\$5,373	\$7,404	\$8,133	\$5,846	\$4,678
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$3,000</u>	<u>\$3,000</u>	<u>\$2,982</u>	<u>\$3,000</u>	<u>\$3,000</u>
Total Revenue - Non-Core	\$3,000	\$3,000	\$2,982	\$3,000	\$3,000
EXPENSES - NON-CORE FUNDS					
Salaries	\$0	\$0	\$0	\$0	\$0
Benefits	\$0	\$0	\$0	\$0	\$0
<u>Non-Salary Expenses</u>	<u>\$391</u>	<u>\$1,970</u>	<u>\$9,704</u>	<u>\$1,669</u>	<u>\$404</u>
Total Expenses - Non-Core	\$391	\$1,970	\$9,704	\$1,669	\$404
NET OPERATING REVENUE - NON-CORE	\$2,609	\$1,030	(\$6,722)	\$1,331	\$2,596
TOTAL NET OPERATING REVENUE / (DEFICIT)	\$7,982	\$8,435	\$1,411	\$7,177	\$7,274
CARRYFORWARD-FY BEGIN	(\$711)	\$7,271	\$15,706	\$17,117	\$24,294
CARRYFORWARD-FY END	\$7,271	\$15,706	\$17,117	\$24,294	\$31,568

¹ Staff Assembly funds are tracked separately within the Vice Chancellor's Office accounts.

SUSTAINABILITY FINANCIAL INFORMATION

Sustainability¹

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Monthly Benefits Allocations	\$0	\$0	\$0	\$30,855	\$40,421
Recharges, Fees, Other Income	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>(\$11,410)</u>	<u>(\$29,061)</u>	<u>(\$2,952)</u>	<u>\$209,188</u>	<u>\$143,117</u>
Total Revenue - Core	(\$11,410)	(\$29,061)	(\$2,952)	\$240,043	\$183,539
EXPENSES - CORE FUNDS					
Salaries	\$0	\$0	\$0	\$161,025	\$174,348
Benefits	\$0	\$0	\$0	\$30,855	\$40,421
<u>Non-Salary Expenses</u>	<u>\$22,569</u>	<u>\$1,470</u>	<u>\$964</u>	<u>\$10,796</u>	<u>\$14,177</u>
Total Expenses - Core	\$22,569	\$1,470	\$964	\$202,676	\$228,947
NET OPERATING REVENUE - CORE	(\$33,979)	(\$30,532)	(\$3,916)	\$37,367	(\$45,408)
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
<u>All Other Budget Allocations</u>	<u>\$46,037</u>	<u>\$34,212</u>	<u>\$4,969</u>	<u>\$41,733</u>	<u>\$52,660</u>
Total Revenue - Non-Core	\$46,037	\$34,212	\$4,969	\$41,733	\$52,660
EXPENSES - NON-CORE FUNDS					
Salaries	\$600	\$0	\$5,268	\$0	\$27,053
Benefits	\$58	\$0	\$181	\$0	\$84
<u>Non-Salary Expenses</u>	<u>\$3,829</u>	<u>\$40,459</u>	<u>\$36,857</u>	<u>\$28,557</u>	<u>\$36,918</u>
Total Expenses - Non-Core	\$4,487	\$40,459	\$42,306	\$28,557	\$64,055
NET OPERATING REVENUE - NON-CORE	\$41,550	(\$6,247)	(\$37,337)	\$13,176	(\$11,394)
TOTAL NET OPERATING REVENUE	\$7,571	(\$36,779)	(\$41,253)	\$50,543	(\$56,802)
CARRYFORWARD-FY BEGIN	\$104,912	\$112,482	\$75,703	\$34,450	\$84,994
CARRYFORWARD-FY END²	\$112,482	\$75,703	\$34,450	\$84,994	\$28,191

¹ Beginning in June 2017, all direct Sustainability expenses are posted and monitored by the Vice Chancellor's Office.

THE GREEN INITIATIVE FUND (TGIF) FINANCIAL INFORMATION

The Green Initiative Fund (TGIF)

	2013-14	2014-15	2015-16	2016-17	2017-18
REVENUE - NON-CORE FUNDS					
July 1 Budget	\$0	\$0	\$0	\$0	\$0
Student Fee Income	\$186,316	\$193,183	\$195,214	\$203,569	\$210,259
<u>All Budget Allocations, incl. TGIF Awards¹</u>	<u>(\$185,702)</u>	<u>(\$101,065)</u>	<u>(\$148,745)</u>	<u>(\$185,919)</u>	<u>(\$104,546)</u>
Total Revenue - Non-Core	\$614	\$92,119	\$46,470	\$17,650	\$105,712
EXPENSES - NON-CORE FUNDS					
Salaries	\$17,178	\$26,568	\$26,749	\$27,685	\$29,700
Benefits	\$7,128	\$12,164	\$11,956	\$12,121	\$16,285
<u>Non-Salary Expenses¹</u>	<u>\$8,711</u>	<u>(\$3,430)</u>	<u>\$7,980</u>	<u>\$26,130</u>	<u>\$8,309</u>
Total Expenses - Non-Core	\$33,017	\$35,303	\$46,684	\$65,936	\$54,294
TOTAL NET OPERATING REVENUE	(\$32,403)	\$56,816	(\$214)	(\$48,286)	\$51,419
CARRYFORWARD-FY BEGIN	\$37,355	\$4,952	\$61,767	\$61,553	\$13,267
CARRYFORWARD-FY END²	\$4,952	\$61,767	\$61,553	\$13,267	\$64,686

¹ Most TGIF Awards are transferred as a Budget Allocation to other campus departments, although some TGIF Awards are included as Non-Salary Expenses.

² Carryforward-FY 2017-18-End includes: \$68,572 of Undergraduate TGIF funds; (\$4,055) of Graduate TGIF funds; and \$170 of TGIF donor funds.

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