

# Item 8

## Action Item

### Consideration of Budget Change Proposals for fiscal year 2016-17

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Item 8.1 describes the budget change proposals identified by staff.

**Recommended Action:** Approve the budget change proposals for submittal to the Department of Finance.

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# **California Student Aid Commission**

## **2016-17 Budget Narrative and Budget Change Proposals**

## Introduction

The Legislative Analyst's Office identified its best estimate of near-term economic conditions in its November 2014 fiscal outlook for California, projecting continued revenue surpluses through 2019-20, despite assumptions including a noticeable decline in capital gains tax receipts in 2015 due to a slightly declining stock market and a gradual future decline in capital gains taxes due to moderate economic growth.<sup>1, 2</sup> The Administration anticipated continued expansion of the economy, but warned against extending obligations in anticipation of inevitable contraction.<sup>3</sup>

The Cal Grant Program has consistently grown through economic contraction and expansion. Cal Grants quadrupled in General Fund expenditures, from \$485 million in 2001-02 to a projected \$2 billion in 2015-16, and grew from 149,000 recipients in 2001-02 to a projected 360,000 recipients in 2015-16. This period included the economic contraction following the bursting of the tech bubble in 2001 and the Great Recession following the global financial system collapse in 2007, as well as the ensuing economic expansions.

Higher education funding has improved for the past two years as a result, in part, of the temporary increases in General Fund revenues from Proposition 30. However, the percentage of total General Fund spending applied to higher education has remained fairly consistent at 11%-13% of General Fund revenue since 2011-12. Staff observes that while community college funding is protected by the constitutional Proposition 98 mandate, the Cal Grant Program and other financial aid programs administered by the Commission essentially compete with UC and CSU for funding from the portion of General Fund revenue targeted for higher education. Under this paradigm, even salutary increases in financial aid for *students*, including Entitlement awards and award amounts for private nonprofit and WASC-accredited for-profit institutions, in Cal Grant access award amounts, and in the number of Competitive Cal Grant awards, can be perceived as reducing funding for the *institutions*, UC and CSU.

Further, increasing General Fund revenue during economic recoveries does not directly lead to restoration of cuts in State department operating budgets made during years of budget deficits. For a number of years, CSAC had to make difficult choices among a number of high priority operational demands, often newly mandated, as operating budgets were cut. Recent gradual increases in operations budgets have related more to new programs or projects, rather than restoring former functions.

The following budget change proposals (BCPs) are recommended for approval based on the Legislative Analyst's likely scenario of moderate economic growth and continued revenue surpluses through 2019-20. Some of the BCPs relate to functions that were eliminated due to budget reductions and have not yet been restored.

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<sup>1</sup> Legislative Analyst's Office, *The 2015-16 Budget: California's Fiscal Outlook*, November 2014, pp. 11, 55-57.

<sup>2</sup> The Legislative Analyst also projected that surpluses would evaporate under a "slowdown scenario" based on a 20% drop in the stock market in 2016, i.e., the S&P 500 index dropping 350 points to the level it was in June 2013. *Id.* at pp. 57-59. The recent market losses and volatility following stock market upheaval in China have raised concerns about the effect on the global economy. The actual effect will take several months to identify, and will depend significantly on US economic policy.

<sup>3</sup> 2015-16 May Revision, p. 2, May 2015.

## Summary

The first group of BCPs is designed to reduce barriers to access and success. The BCPs include increasing the number or amount of Cal Grant awards and reinstating the APLE program; using innovation to close the access gap by implementing the Commission's program of partnerships to expand financial aid information, services and assistance to students and their families; advancing evidence-based decision-making by establishing a reliable cost of college attendance using the Student Expense and Resources Survey (SEARS); applying evidence-based analysis; and mitigating administrative concerns.

The second group involves strengthening information technology (IT) security and operations, including the continuation of the Grant Delivery System Modernization Project. These BCPs incorporate tasks required by the California Department of Technology and other tasks that are necessary to meet industry standards for projects.

The third group of BCPs would increase savings in and the efficiency of CSAC operations.

### BCP Group 1: Reduce Barriers to Access and Success (\$240 million)

This BCP group confronts not only the recognizable barriers to access and success created by the increasing costs of attending college and the deficiency of financial aid awareness in low-income communities, but also less apparent barriers, such as the need for data- and evidence-based analysis to support decision- and policy-making.

**1. Raise Cal Grant B access award amounts to \$3,000 to reduce barriers to college access and success created by the ever-increasing costs of attendance. (\$205 million)**

The access portion of Cal Grant B Awards assists the lowest-income Cal Grant students to pay for living expenses and expenses for meals, transportation, supplies and books while in college.

The current Cal Grant B access award amount of \$1,656 (which includes an \$8 supplement from the College Access Tax Credit Fund for 2015-16) is not aligned with current cost-of-living expenses for students. Excluding tuition and fees, the total cost of attendance can exceed \$14,000 per year at a community college campus, \$16,000 at a CSU campus, and \$18,000 at a UC campus.

The table below contains a few examples of current costs of transportation, books and supplies at public institutions. Room and board expenses could also add \$10,000-\$11,000 per academic year for rent and meal expenses, depending on the student's living arrangements.

	UC	CSU – Long Beach	CCC– Bakersfield College
Books and supplies	\$1,500	\$1,800	\$1,710
Transportation	\$2,400 - \$3,100	\$1,400 - \$1,500	\$1,500
Totals	\$3,900 - \$4,600	\$3,200 - \$3,300	\$3,210

Costs of attendance can require students to work while in college and prevent them from being able to attend full-time, thus, decreasing their chances for success at completing their educations. Increasing the Cal Grant B access award amount to \$3,000 will reduce some of this barrier. The estimated cost is \$205 million.

**2. Raise Cal Grant C award amounts for tuition, fees and training-related costs to \$5,472, and awards for books and supplies to \$1,500, to reduce barriers to college access and success created by the ever-increasing costs of attendance. (\$24 million)**

The Cal Grant C program assists students with tuition and training costs at occupational or vocational programs. The awards may be used for institutional fees, charges, tuition, as well as training-related costs such as special clothing, local transportation, required tools, equipment, supplies, and books. Funding is available for up to two years, depending on the length of the program.

The current Cal Grant C award amount of \$2,462 does not align with the costs associated in obtaining a career certificate or degree in any of the available occupational or vocational programs, and has not kept up with inflation in recent years. Nationwide, the average net prices for full-time students attending career and vocational programs (less than 2 years) who received grant or scholarship aid from federal, state or local governments, or the institution in 2012-13, ranged from \$1,500-\$17,000 at public institutions, to \$5,000-\$24,000 at nonprofit institutions.

Even at a public institution, the costs of attendance over and above tuition and fees can challenge low-income students. Raising the current Cal Grant C award for tuition and fees to \$5,472, the Cal Grant A/B award amount for the CSU system, would reduce some of that barrier to access and success. The estimated cost would be \$15 million.

In addition, one of the biggest challenges with the Cal Grant C program is the very low award amount provided for books and supplies. Students attending California community colleges are awarded \$547 for books and supplies. The 2006-07 Student Expense and Resources Survey (SEARS) identified the average cost of books and supplies by all undergraduates responding to the survey as \$795 per term. Adjusted for inflation, this would be about \$940 per term. However, because costs of college have increased more than the rate of inflation, this BCP would raise the Cal Grant C award amount for books and supplies to no less than \$1,500. The estimated cost would be \$9 million.

**3. Increase the number of Competitive Cal Grant Awards by 3,250 to reduce barriers to access and success. (\$8 million in awards, \$385,000 in personnel and related costs)**

Cal Grant Competitive Awards have been set at 22,500 awards since the program's inception in the 2001-02 academic year. The 2015-16 budget year included an increase of 3,250 awards, bringing the total number of awards to 25,750.

Year after year, the Commission is unable to serve thousands of disadvantaged students who apply for the competitive Cal Grant awards despite being financially eligible for the award. Due to the current limited number of competitive awards, only one in 17 eligible competitive students receives a Cal Grant. For the 2014-15 academic year alone, CSAC was unable to offer awards to 92% of approximately 300,000 students eligible for Competitive awards.

This BCP would increase the number of competitive awards by another 3,250, for a total of 29,000 awards for the 2016-17 academic year. The estimated cost is \$8 million in 2016-17, \$15 million in 2017-18, 22.4 million in 2018-19, and \$27 million in 2019-20.

This will require 4 additional staff resources to maintain the level of service provided in response to the very high volume of calls and number of appeals from students due to the specific requirements and the scoring matrix involved in the Competitive awarding process, and the institutions' requests for assistance with the management of the rosters for the Competitive student population. The estimated cost is \$385,000, including related rent and equipment.

**4. Reinstate the Assumption Program of Loans for Education (APLE) program at 1,000 new loan assumption agreements annually. (\$0 in award costs in first year; \$936,000 in personnel and related costs)**

California is facing a teacher shortage. Attracting and keeping quality teachers in classrooms is a constant challenge. According to the California Teachers Association, California needs to replace 106,000 teachers over the next ten years just to maintain current staffing levels. Furthermore, California's demand for new Math and Science teachers in the next 10 years is expected to be over 33,000. Yet, teacher recruitment in California is a problem and has reached crisis proportions in some areas and school districts. Districts face significant challenges in recruiting highly-qualified teachers in Math, Science and Special Education, and in high-poverty school districts.

The Assumption Program of Loans for Education (APLE) program was created to encourage participation among California teachers in critical teaching shortage areas throughout California and in certain subject areas. Over the program's years of operation, APLE program participants served in areas with teacher shortages and taught in subject areas such as mathematics, science and special education in which there were shortages of teachers.

New APLE Loan Assumption Agreements were prohibited beginning in the 2012-13 fiscal year. This BCP would restore 1,000 new APLE allocations annually.

APLE participants receive their loan assumption benefits after they complete their teacher credential programs and provide one full year of qualifying teaching service. Therefore, the cost of the new allocations would not have a fiscal impact in the year in which the awards are made. Those costs are projected in out-years after participants provide the teaching service. Thus, the first fiscal year affected by award payments is 2018-19, at an estimated cost of \$4 million. The 2019-20 estimated cost is \$8 million. Eight staff resources and related rent and equipment would be necessary to reinstate the program beginning in 2016-17, at an estimated cost of \$936,000.

**5. Using innovation to close the access gap – partnering with others to expand financial aid information, assistance and services to students and families. (\$924,000)**

Current efforts must continue and inventive ways must be developed to confront the continuing gap in college access for students who are first in their families to go to college and for students from low-income families. Commissioners have focused on the development of an innovative initiative to increase partnerships with non-profit organizations and others to expand information, assistance and services to those students and families.

This BCP would create a new California College & Career Connection Unit to develop partnerships with organizations and to apply for grants to do the following:

- 1) Coordinate efforts to increase awareness among secondary education students and their families about the availability of the \$2 billion in the State's student financial aid and about the financial aid application process;
- 2) Support regional community consortia and collaborative programs, which have not received increased funding despite the 200% increase in Cal Grant program eligibility; and,
- 3) Provide CSAC with the ability to expand, increase, and focus on the priority needs of improving the financial aid application rates, Cal Grant award offers, and Cal Grant award paid-rates, to ensure quality college access equity and affordability for low-income and first-generation Californians.

This will require 4 positions at an estimated cost of \$340,000, printing of financial aid education publications at a cost of \$350,000, plus related operational costs of \$234,000, including rent and equipment.

CSAC would continue to work in partnership with Cal-SOAP and Cash for College, public and private colleges and universities, California community colleges, proprietary educational institutions, community advocates, legislative district offices, media partners and others concerned with education beyond high school.

**6. Advance evidence-based decision-making by establishing a reliable cost of college attendance - Student Expense and Resources Survey. (\$222,000)**

To establish a baseline cost for college attendance and degree completion in California across the various educational segments in the state, CSAC historically undertook the *Student Expense and Resources Survey* (SEARS), a triennial survey conducted in cooperation with the segments. Many campuses rely on SEARS numbers to determine their costs of attendance, and the lack of updates accurately reflecting changes in college costs has very real effects on students' financial aid packages. The lack of accurate cost-of-attendance data can create inequities in financial aid by failing to account for regional differences in costs of housing, board and other living expenses, transportation, and technology.

Although published triennially, SEARS imposes on-going workload to design and distribute the survey, analyze the results, compile and publish the results and to work and coordinate with institutions. This will require 2 positions at the estimated cost of \$221,500, including related rent and equipment. Staff will recommend a BCP next year for funding to execute the actual survey in 2017-18.

**7. Apply evidence-based analysis to improve decision-making and reduce adverse effects on program administration. (\$192,000)**

Staff lacks the research and analytical resources to provide comprehensive and in-depth analysis of data from CSAC programs that is necessary to enhance the Commissioners' ability to make evidence-based decisions, and to increase the efficiency and effectiveness of the \$2-billion financial aid programs administered by the Commission.

The addition of these resources will also reduce inefficiencies in CSAC operations caused by requests for information from external parties that require immediate response. Staff must be redirected from other critical responsibilities to respond to these requests, resulting in delays in other program operations. Having staff who are not involved directly in program operations respond to these external data requests will reduce adverse effects on program administration.

This will require 2 positions at the estimated cost of \$191,500, including related rent and equipment.

## **BCP Group 2: Strengthening Information Technology (IT) Security and Operations (\$5.7 million)**

### **1. Grant Delivery System Modernization Project (\$3,296,000)**

The 2015 State Budget Act funded planning activities for the Grant Delivery System Modernization Project. This project is critical to the Commission's continued ability to administer Cal Grants, Middle Class Scholarships, the Chafee Foster Youth program and the other financial aid programs administered by the Commission.

Staff anticipates completing Stage 1 of the Department of Technology's project approval process, Business Analysis, in 2015-16.

Continuation of the planning and preparation for the Grant Delivery System Modernization Project in 2015-16 requires funding to comply with additional requirements mandated by the California Department of Technology and industry-recognized best practices for technology projects. The BCP for 2016-17 would fund CSAC activities in Stage 2, Alternatives Analysis, and Stage 3, Solution Development, in 2017-18. Stage 4, Project Readiness and Approval, is scheduled for 2017-18. The actual project would start in 2018-19. We will request funding for Stages 3 and 4 and for the project, itself, in BCPs for those future years. Since the Department of Technology has not yet finalized its requirements for these stages, we have no estimates of their costs at this time.

For 2016-17, the BCP for the Grant Delivery System Modernization Project would include the components described below. All are necessary for a successful project.

#### **a. Project Manager**

The Department of Technology requires a Project Manager for State IT projects. Using funds provided in the 2015 State Budget Act, CSAC has entered into a contract for a Project Manager who will lead the project team in the completion of planning activities and will provide oversight of the selected vendor throughout the project. This is a multi-year contract, but it is subject to the requirement that State Budget Acts appropriate the funding for each year. The estimated cost for 2016-17 is \$313,000.

#### **b. Market Research**

The Department of Technology requires agencies to perform market research to collect information and analyze the capabilities of vendors in the existing market, as part of Stage 2 of the project approval process. The Department of Technology originally approved CSAC's market research, but has since developed and prescribed a different method for how market research is to be performed, and now has required CSAC to redo its market research under the new method. CSAC does not have the expertise or resources required to complete this task, and will need a contractor to provide the necessary expertise and workforce. The estimated cost for 2016-17 is \$300,000.

c. RFP Contractor

The Department of Technology requires State department IT projects to develop solution requirements and a solution solicitation, in CSAC's case, a request for proposal (RFP), as part of Stage 3 of the project approval process. Staff has identified that it will need a contractor to provide the necessary expertise and workforce to complete this highly technical task, among which include RFP bidding requirements and conditions; outlining of proposed system and processes; method of cost presentation and evaluation; explaining how evaluation of the RFP bids will take place. The estimated cost is \$350,000.

d. Information Technology Project Oversight and Consulting Division of the Department of Technology (ITPOC)

The Department of Technology requires that state departments use its ITPOC for independent project oversight (IPO) services on information technology (IT) projects. An independent project oversight consultant reviews and provides feedback on project approval requests and project planning documents; provides project status reports; escalates project risks and issues; and assists customers in developing appropriate risk and issue mitigation strategies. The consultant also provides written reports at each project steering committee meeting to ensure that all parties responsible for management and oversight of the project are sufficiently informed concerning project status and progress. The estimated cost for 2016-17 is \$113,000 (\$9,380 per month).

e. Independent Verification and Validation (IV&V)

The Department of Technology requires independent verification and validation of the project. IV&V is performed by a third-party organization not involved in the development of the new system. This service provider ensures that a product, service, or system meets requirements and specifications and that it fulfills its intended purpose. The estimated cost for 2016-17 is \$201,000.

f. Data Governance

The Department of Technology requires data governance, which is an organizational function and control that ensures that the data entry by an operations team member or by an automated process meets precise standards, such as a business rule, a data definition and data integrity constraints in the data model. CSAC requires resources to assess, manage, improve, monitor, maintain and protect organization information. The resources must develop, establish and run the Data Governance function for the organization prior to the new Grant Delivery System, continuing throughout the project, after the project is completed, and throughout the life of the new Grant Delivery System. The estimated cost for 2016-17 is \$963,000, including contractor expertise and resources, as well as 3 positions that will require on-going funding at about \$363,000 per year.

g. Reporting/Business Intelligence

Reporting and Business Intelligence is a critical component of the Grant Delivery System Modernization Project and is a best practice for IT projects. Internal and external users of the Grant Delivery System have an ongoing need to extract data to make business decisions. CSAC must begin learning about business intelligence technologies that can support business objectives. Users must identify specific and measureable targets and key performance indicators. Research must be done and business intelligence products should be piloted before the project begins. CSAC staff lacks expertise in this area and requires a contractor to provide the necessary expertise and workforce. The estimated cost for 2016-17 is \$300,000.

#### h. Change Management

This is another critical component the Grant Delivery System Modernization Project and a best practice for IT projects. A Change Management team is needed to ensure that all stakeholders affected by the project, are familiar with, and become proficient in the new Grant Delivery System, which in turn will facilitate the realization of the desired results and outcomes of the project. CSAC needs to hire consultants to provide the workforce for change management. The estimated cost for 2016-17 is \$397,000.

#### i. Related operational costs

The 2016-17 estimated costs of additional space and equipment necessitated by the contractors and staff identified in the components of the Grant Delivery System Modernization Project are \$359,000, including an estimated \$117,000 in additional rent, \$224,000 in equipment, and \$18,000 in operating costs related to the three positions for the Data Governance component.

### **2. Strengthening IT Security and the IT Operations (\$2,437,000)**

The Information Technology Services Division (ITSD) takes preventive steps to protect CSAC's information technology systems, but faces a number of threats to security and operations brought about by system complexities, increasing demands and limited resources. Resources were cut in 2008 and have not been restored to adequately sustain CSAC's current IT operational needs, thus, necessitating the submission of the components to the BCP for 2016-17 described below.

#### a. Disaster Recovery/Business Continuity

State requirements for business continuity planning include a technology recovery plan for continuing operations after a disaster. State departments must establish an alternate storage site to permit the storage and recovery of backup IT information. CSAC has servers and network equipment located at CSAC headquarters and a California Department of Technology data center, both of which have backup systems and production servers. However, these two locations are in such close proximity that they can be considered to be a single location for disaster recovery/business continuity purposes. In the not unlikely event that both CSAC headquarters and Department of Technology data center were simultaneously affected by a disaster, CSAC would be unable to restore data and operations. Establishing an adequate disaster recovery site at another location is critical. The estimated cost is \$234,000, including rent and equipment.

#### b. IT Testing Team

Testing program coding is critical to reducing the risks to information security and to operations. Different types of testing should be undertaken, including unit testing, integration testing, system testing, and user acceptance testing. However, due to a lack of resources, CSAC has not been able to perform integration and system testing of software, which require special skills. Reducing the foreseeable risks to Cal Grants, the Middle Class Scholarship program, the Chafee Foster Youth program, and other financial aid programs is critical. An adequate testing team will require one manager and six staff, at an annual cost of \$843,000.

#### c. Database Administrator

CSAC maintains and supports one of its databases, SQL, with only a single staff member with skill in SQL. There is no back up to this staff member. CSAC requires an additional staff resource with SQL skills, at an annual cost of \$129,000, to minimize risk to the SQL database and CSAC operations.

**d. Web Services Team**

CSAC lacks the necessary expertise to design and build websites to support Commission priorities for communication with students, parents and institutions. CSAC has 10 web sites to maintain and support, some of which were developed by consultants using programming language in which CSAC IT staff is not trained. CSAC requires 2 senior web developers to design and build new and replacement websites, build custom templates and designs for business reusability, maintain and update web site content dynamically, and develop and maintain a new intranet site, at an estimated cost of \$247,000.

**e. Help Desk Support**

Until 2013, EdFund and ECMC provided staff for CSAC Tier 1 Helpdesk support by answering all Helpdesk calls for CSAC. EdFund/ECMC staff would refer to CSAC only those calls that they could not resolve.

Beginning in 2013, however, CSAC IT staff were required to assume that responsibility, in addition to existing Helpdesk and Desktop support duties. These existing duties included responding to requests for assistance in accessing CSAC web interfaces from 110 internal staff, 300 college campuses and over 4,495 high school campuses and hundreds of students. The CSAC Help Desk averages 28,000 requests for assistance per year, or over 100 requests per day. Calls from schools and students have increased each year. The workload from these requests has constrained the ability of assigned IT staff to complete other ongoing responsibilities. This workload is expected to increase as the current Grant Delivery System continues to age. An adequate solution will require 3 additional staff resources at an estimated cost of \$302,000.

**f. Audio/Video Support**

Additional staff resources are required to respond to the increasing needs for IT support of audio and video requirements and services. IT support is required for statutorily mandated live streaming of the Commission meetings at Commission headquarters and at locations throughout the State. IT staff also produce and develop training tools for students, parents, and provide technical support for CSAC laptops, camera and sound system at student outreach and education events such as the annual Feria Event at the Mexican Consulate, the Black College Expo in both the Bay Area and Los Angeles, and other financial aid events. For example, CSAC provides up to 50 laptops at outreach events to assist students in filling out their FAFSA or Dream Act applications. IT staff also provide technical support at the CASFAAA conference. CSAC has had to acquire specific equipment to adhere to the live streaming requirements. Two additional staff resources, with experience in audio and video recording, editing, streaming and related expertise, are needed, at an estimated cost of \$236,000.

**g. Storage Area Network upgrade**

CSAC needs to replace its storage area network. The current storage system's diminishing storage capacity has resulted in service interruptions in Webgrants, Webgrants for Students, Dream Act and other applications. Students and schools are intermittently unable to login and CSAC staff are unable to work at times. The current storage system is 7 years old and will reach its end-of-life in December 2016. The average lifespan of disks is 3-5 years. A replacement storage system will be adequate until the Grant Delivery System Modernization Project is completed. The estimated cost is \$210,000.

#### h. Contract Analyst

Currently, ITSD managers research vendors, negotiate contract terms, interview, hire and monitor the vendor's performance, in addition to their primary management responsibilities. With the addition of the Grant Delivery System Modernization Project, the management workload is anticipated to increase significantly.

CSAC requires a senior contract analyst, with experience in IT issues, to review contract terms and general conditions, anticipate problem areas, and work with CSAC legal to prepare amendments and approve/improve contractual language; negotiate contract terms and contract interpretations using moderate/high level of business judgment for closure of negotiated items; research vendors; conduct reference checks; manage and monitor active contracts; audit internal processes to ensure internal policies are being followed; and provide day-to-day oversight of all aspects of the most complex IT and non-IT acquisitions for goods and services obtained through purchase, rental, lease, and service contracts, for the Grant Delivery System Modernization Project and other IT purposes. It is anticipated that this work will not decrease post-project and that the position would be permanent, since managers would not be diverted from their management responsibilities for tasks that technical staff could complete. The estimated cost is \$108,000.

#### i. IT-Specific Administrative Support

In addition to regular information technology duties, the ITSD managers and technical staff specialists and management are overwhelmed with administrative and procurement duties that could be more efficiently accomplished by a lower-level staff position. These duties include: keeping records of actions for IT and Project Management Office meetings and preparing meeting minutes/notes; coordinating and scheduling IT training; tracking, organizing and procuring IT supplies, software, hardware and other procurement tasks; time keeping; and making travel arrangements and preparing travel claims;. In 2014-15 fiscal year 340 IT purchase documents were required to be processed. Adding this staff position, which requires some background in IT for responsibilities involving the Project Management Office and IT procurement, would increase the work capacity of managers and the technical staff specialists. One staff resource is required at an estimated cost of \$108,000.

#### j. Related operational costs

The 2016-17 estimated costs of additional space and equipment are \$357,000, including an estimated \$36,000 in additional rent, \$219,000 in equipment, and \$102,000 in operating costs related to seventeen positions.

### **BCP Group 3: Increase savings and improve efficiency in CSAC operations (\$245,000)**

#### **1. Equal Employment Opportunity (EEO) Officer (\$145,000)**

CSAC requires a dedicated EEO officer to fulfill the broad range of responsibilities attendant to the mandatory Equal Opportunity Program; Title VI (federally aided programs/external) and Title VII of the Civil Rights Act of 1964; California Fair Employment & Commission (FEHC) regulations and Fair Employment and Housing Act (FEHA); the federal Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973; and applicable state laws relating to equal access and employment opportunities. The position is also required to attend mandatory Civil Rights training and conferences.

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These responsibilities are currently assigned to CSAC's Personnel Manager, whose other responsibilities prevent full commitment of time and effort to EEO duties. As a consequence in FY 14-15 to date, over \$40k has been spent hiring contractors to perform EEO-related duties. A dedicated EEO officer would also improve efficiency through preventive training and full oversight of the EEO program.

This requires one staff resource at an estimated cost of \$145,000, including equipment and rent.

### **2. Training Officer (\$100,000)**

CSAC requires a dedicated training officer to take responsibility for drafting training standards, succession planning, upward mobility and career advancement planning required by the Government Code, and coordinating training programs and expenses, which can approach \$90,000 per year. Compliance with these requirements is challenging, as responsibilities are distributed, ad hoc, among various staff members throughout CSAC. A dedicated training officer will increase the efficiency of CSAC operations. This requires one staff resource at an estimated cost of \$100,000, including equipment and rent.