1. Support Services Report Template

Report Info
Name of the person completing this report: Darrell Haydon
Title of the person completing this report: Associate Vice President Financial
Supervisor/dean reviewing report: Brad Wells
Service: Assist campus community in spending available resources
Division/College: Administration & Finance

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Executive Order: Executive Order 775
Title 5: CA Code of Regulations
Campus Policy: CSU Policy Manual for Contracting and Procurement

Provide a brief explanation, if necessary, in < 60 words.
Procurement’s role is to acquire the goods and services needed by colleges and departments to support the University’s operational and educational mission. As a state entity, Procurement must abide by a large number of state laws, CSU mandates and campus-level directives and policies.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words
Acquisition of goods and services to meet campus operational needs.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Faculty: 10%
Administrators/staff: 40%
Colleges/departments: 40%
Students: 10%
Total: 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Processing travel expense claims for faculty, staff and students is a support role provided by accounts payable. Procurement leads the effort to procure the software and hardware necessary to run the University any interact with in-coming students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Processing payments for supplies and services used by students (i.e. shuttle bus service, classroom materials and entertainment artists). Also reimburse faculty, staff and students for travel expenses associated with educational conferences, staff development and class field trips.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Minimal activities such as IRS Tax Form 1099.</td>
</tr>
</tbody>
</table>

**Provide a brief narrative (<60 words each) explaining your selection for each area.**

**Link to Scoring Rubric**

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th></th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td></td>
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**Provide a brief narrative (<60 words each) explaining your choice.**

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</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>3 - Procurement helps the university to obtain all the materials used to recruit and retain students. Support of software and hardware purchases are relevant to all on-line functions of the campus, the campus would not be efficient or manageable in its on-line functions. Processing of travel expense claims for faculty, staff and students is a direct support role for AP.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>3 - Procurement provides support that directly impacts the quality of our students education and their overall university experience by providing the most of the services, materials, equipment and resources used in the classroom and to sustain the university operations, facilities and services used by students, staff and faculty.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>1 - Little or no impact.</td>
</tr>
</tbody>
</table>
2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with **any** of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>Provide classroom furniture, learning materials and other resources that directly impact the students learning environment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Purchase a wide range of educational materials and resources used to promote diversity and increase understanding and respect on campus.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and lifelong learner</td>
<td>Directly support for student clubs, activities, field trips and events.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Provide goods and services used that directly support Housing, Student Affairs and our competitive athletic teams.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Focused effort to purchase green products, lead campus recycling efforts and coordinate the donation/reuse program with local community organizations.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>The buying process makes sure that vendors are properly vetted, purchases are competitively bid and the public works projects are managed in an efficient and transparent manner. This helps to insure that student fees and state appropriations are spent as effectively as possible.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>Manage a program to reuse surplus university property (furniture, computers, etc.) to support local schools and other not-for-profit organizations.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>Continually seek out best practice methodologies to better serve our university customers and support campus innovation.</td>
</tr>
</tbody>
</table>

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

**Likely to increase**

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

With increased enrollment, there will continue to be an increase in public works projects as the campus maintains campus buildings, adds new student housing and modernizes older campus buildings. In addition, the increased workload from supporting ASI, the Foundation and the Educational Foundation will test the efficiency of Accounts Payable in the timely processing of invoices. The need for a procurement organization will remain high.

5. Quality of Service
Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

For procurement actions we require a review of contracts >$50K for business and legally sufficient documentation. As well the Director and Purchasing Manager perform reviews with buyer on the status of their assignments focusing on actions that are exceeding 30 days.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Generate reports on buyer workload, buyer placement of purchase orders and contracts. Report designed for shipping and receiving items due in the next 30 days. Out reach events to canvas the campus on procurement and accounts payable notably ASI and Foundation groups. Implemented ACH deposits for vendors and employees to expedite payments. Also established a p-Card purchasing solution and a campus travel agency to to make it easier and less expense for university to book work related travel.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Would seek to implement a “Balanced Scorecard” method for measuring performance. Performance measuring systems to include processing times(s) and customer satisfaction surveys for both purchasing and accounts payable groups.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Establish lead times for processing procurement and accounts payable actions. Establish/implement a Business 2 Business (B2B) approach for certain off the shelf low dollar value procurements.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Attend meetings with customer groups and/or individuals to determine priorities of their procurement actions, problems or issues etc.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

The results confirm that we need to improve in areas such as processing times, customer communication skills, and increase buyer knowledge. With improvement measures we have begun to implement we hope to increase the level of confidence in the service we provide across the campus community.
3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain

Yes we have established the policy of better communicating the status of procurement actions to the customer either by phone or email to keep them informed as much as possible.

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

No

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

This organization has informal service standards are currently being formalized and a reporting model is currently being developed.

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Target goal is placement of all contract and purchase orders by end of fiscal year for the Procurement function and end of year close for Accounts Payable.

6. Efficiency of Service (cost effectiveness)

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

1107175

Attach your allocated spreadsheet here.

2010-11 Expenses - Spending available resources - Financials.xlsx

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

753742
4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

2250

Attach your allocated spreadsheet here.

Space AF Finance.xlsx

Link to Scoring Rubric

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

We were successful in absorbing Foundation and ASI accounts payable functions into our Accounts Payable group without increasing staff costs but with increased output of processing invoices for payment.

Link to Scoring Rubric

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Procurement has launched an effort to proactively provide customer service. The first step of this effort is the development of a "How To" guide which will be followed up with quarterly meetings with campus customers to provide operational training, improve planning, shorten order turnaround time and better identify and meet customer needs. Procurement will also establish lead times for processing procurement actions and implement a Business 2 Business (B2B) approach for certain off the shelf low dollar value procurements.

Link to Scoring Rubric

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Going to a more structured B2B procurement process which would allow for sourcing of buyers to other areas of the department or reduction in staff. This would also reduce the need for the number of pcards issued out of Accounts Payable.

Link to Scoring Rubric

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Procurement is back-filling two open Buyer III / Contract Administrator positions that will enable the team to more efficiently award of public works and non-public works contracts.

Link to Scoring Rubric

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service
tickets resolved, people serviced, appointments, etc.) in <120 words.

Most recent fiscal year 2012/2013 quantities are: FY 2012/13 $Total: $50,571,913 Total P.O. Awarded: 4,272. For the AP group they processed 15,804 vouchers totaling $47,479,806.

7. Other

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Yes - This service requires a strong understanding and experience in procurement practices and policy and the same for accounts payable.

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Procurement is really a “science” in and unto itself. The proper application of related policies and procedures is important in providing sound business judgment to legally binding contracts and agreements. Accounts Payable also requires a strong understanding in basic accounting principles.