

Division: Finance and Support Services
Plan 2012-2017

I. Introduction

State your administrative department/unit/division mission statement.

The Finance and Support Services Division in support of the University's mission is dedicated to providing outstanding customer service and a challenging and satisfying work environment while ensuring the efficient and effective use of financial, human, and physical resources.

Outline briefly your “vision” for the 2012-2017 planning cycle.

The FSS Division Vision is: Outstanding Support and Service: Making a Difference at Texas State

During the 2012-2017 planning cycle the FSS Division will:

- Enhance our customer service focus by continuously reviewing our core processes and implementing new services.
- Protect the financial integrity of the university by safeguarding the university’s assets, ensuring efficient use of university resources and compliance with regulatory authorizes.
- Foster an inclusive and supportive environment that values students, faculty, and staff and their contributions to the Texas State community resulting in increased retention, diversity and improved employee morale.

Using University goals and initiatives as a guide; list and briefly describe your top five priorities for the 2012-2017 planning cycle and indicate the university initiative/goal to which the unit’s initiative is linked.

The following are priorities for the Division of Finance and Support Services but not presented in priority order:

Infrastructure - Growth has stressed several of the university’s key functions. Utility systems are out-dated and at-capacity in several areas. In addition, increased research effort has increased the need for reliable and redundant power.

- Facilities will support emerging research requirements, improve the condition and reliability of the physical plant and utilities infrastructure, and create redundancy to support essential building operating systems and utilities services. Goals 1.4, 1.9, 5.4 & 5.5

Transportation - One of the priority issues for the campus is implementing a more responsive and integrated transportation system, with a focus on getting students to class on time.

- Integrate the parking and transit systems under one unit called Transportation Services. Goal 5
- Transportation Services will evaluate the parking permit structure and make changes to support the budget.
- Transportation Services will post a Request for Proposals and award a new bus contract.
- Transportation Services will evaluate the bus fee structure and make changes to support the budget.
- Transportation Services will propose new legislation regarding the bus fee which currently sets the fee not to exceed \$100 per semester.
- Transportation Services will evaluate current routes and make improvements.
- Transportation will continue investigating the possibility of converting the bus system to a public system with the City of San Marcos.

Campus Master Plan - Since 2006, while adding new buildings, Texas State has focused on establishing a sense of place with purposeful attention to the landscape and elimination of traffic to the core of campus. The Campus Master Plan Update, approved by the Board in 2011, focuses on needs as a result of a number of changes impacting the campus such as enrollment growth, expanding faculty research, and the financial realities we face.

- Implement the 2012-2017 Campus Master Plan Update to ensure it meets the needs of the University. Goals 1.4, 5.4 & 5.5
- FSS Planning, Space Management and Real Estate will begin the next update of the Campus Master Plan in 2016. Goals 1 & 5
- Facilities will reduce Deferred Maintenance in existing buildings. Facilities will maintain a campus condition index (i.e., the ratio of deferred maintenance as a percentage of the plant replacement value) that is below 5%. Facilities will institutionalize a comprehensive maintenance, repair and renovation program that ensures equipment and building components are properly maintained thereby increasing reliability of services and minimizing unscheduled disruptions. Goal 5.8
- Auxiliary Services and Facilities will replace the current Jones Diner with a new 50,000 sq. ft. state of the art dining center. Goal 5

E-Business - FSS continues to leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business activities.

- Auxiliary Services will explore all reasonable and cost effective ways of providing learning materials through the University Bookstore to include but not limited to new/used books, Rental, E-books and fee based course materials. Goal 3
- Auxiliary Services will continue to enhance and expand the services offered in Print Services in the area of digital printing. Goal 5
- Budget Office will develop and deploy on-line training modules for budget-related processes, allowing account managers and their assistants to train or refresh from their desks. Goals 5.6 & 5.14
- Budget Office will automate Budget & Financial Analysis reporting. Goal 5.14
- Budget Office will implement strategic financial planning model. Goal 5.14
- Budget Office will restructure service department budgeting and pricing to make them compliant with Federal cost accounting standards. Goal 5.14
- Budget Office will utilize Business Objects software to improve Budget Development and PBF system. Goal 5.14
- Student Business Services will automate manual student business functions, and use workflow wherever possible. Goal 5
- Student Business Services will provide e commerce services at the department level. Goal 5
- The Treasurer will provide Deans/Department Heads the ability to pull endowment reports themselves on an ad-hoc basis. Goal 5
- Create meaningful student business and treasury dashboard reports for various levels of the organization and to fit individual requirements. Goal 5
- Student Business Services will develop meaningful training in areas of compliance (PCI, red flags) and cash management. Goal 5
- Financial Services will provide strategic sourcing and procurement compliance in the following manner: (Goals 4.5 & 5)

- Identify and negotiate Preferred Vendor contracts to lower or contain pricing of goods, materials, and services for all campuses, colleges, departments, and centers
- Increase the number of E-procurement purchase transactions by 10% and the number of catalogs by 2 per year in order to expedite and improve the efficiency of processing purchase requests, to reduce paper transactions, to increase the utilization of preferred vendors and contracts, and to reduce the total number of university vendors which will reduce the cost of goods, materials, and services.
- Negotiate improved pricing of goods, materials, and services by focusing on high priority areas of opportunity as identified by Texas State's research analytic's business partner, The Advisory Board.
- Establish additional HUB Mentor-Protégé' relationships which leverage proposed or existing preferred vendor contracts
- Financial Services will provide financial management decision support, reporting, and financial compliance in the following manner: (Goal 5.14)
 - Simplify Texas State's general ledger system Chart of Accounts in order to eliminate non- value added work due to an excessive number of expenditure object codes (general ledger accounts) and accounts (funds).
 - Explore possible additions to Business/Financial Management Information Dash Boards of key information for use by executive management and unit administrative officers.
- Financial Services will identify, design, develop, and establish new business processes with enabling electronic systems such as: (Goal 5.14)
 - Improve the efficiency and effectiveness of tracking and maintaining university equipment assets by completing the implementation of a Radio Frequency Identification asset monitoring and management system. Without additional personnel and financial resources, implementation goals will be substantially delayed.
 - Evaluate the current design and configuration of the SAP Financial System regarding its effectiveness and efficiency in order to meet the needs of Texas State's management team in the next five years.

Program Maintenance and Compliance

- FSS Planning, Space Management and Real Estate will review the current building and room database system to ensure inventoried building and room information satisfies the requirements related to *Facilities and Administrative Cost Recovery* and supports the Facilities Maintenance work order system. Goals 1 & 5
- Facilities will ensure regulatory compliance and the efficient use of energy and water. Attain and maintain 100% compliance with all applicable regulatory requirements and reduce electric consumption by 5% each year over the next 10 years. Goals 5.13 & 5.16
- Facilities will develop staff professionally and personally by offering training and professional development opportunities that enhance employees' abilities to provide exceptional customer service and improve the effectiveness and efficiency of the physical plant and utilities infrastructure. Facilities will develop a competency based career progression program with training, metrics and documentation that provides an internal candidate pool for career progression opportunities. Goal 5.6
- Reorganize the Human Resources Office to support the employee relations function. (requires one new position from reallocation or new funding)
- Human Resources proposed to assume responsibility for the university's staff organizational development function. Goals 5.2 & 5.6
- Human Resources will enhance recruiting and retention of highly competent faculty and staff with competitive salaries and benefits to include pay plan maintenance based on market data, securing continued funding and expansion of the university work life program, and continued efficient, service oriented management of the university insurance, retirement, and related benefits programs. Goals 1.1, 5.1 & 5.3
- Human Resources will maintain compliance with federal, state, accreditation, and other relevant regulatory authority regulations and requirements through development and implementation of human resources policies, procedures, and practices that comply with these regulations and requirements. Goals 5.9 & 5.13

- Develop human resources initiatives that support the university's emerging research institution status to include educational outreach to the research community and review of employment/compensation policies, procedures, and practices related to research activities and operations. Goals 1.4, 1.6 & 1.9
- Environmental Health, Safety and Risk Management will expand the Hazardous Waste pickup and disposal program consistent with the growth in enrollment and research. Goal 1.4
- Environmental Health, Safety and Risk Management will implement a compository training and tracking system for Texas State to comply with state and regulatory regulation. Goal 3.6
- Facilities and Environmental Health, Safety and Risk Management will implement the MS4 Storm Water Management Permit through Texas Commission on Environmental Quality (TECQ) when required. Goal 5.13
- Environmental Health, Safety and Risk Management will implement the Texas State Business Continuity Plan. Goal 5.16
- Financial Services will develop college and departmental business officer and new faculty education and training programs in the following manner: (Goal 5.6)
 - Design, develop, and implement a State Sales Tax policies and procedures training program.
 - Design enhanced contract and procurement training programs for departmental business officers and faculty.
 - Design, develop, and implement procurement and contract training programs to meet the needs of a comprehensive university with emerging research, graduate, and international programs. This effort requires gaining a better working understanding of the Federal Acquisition Regulations (FAR) procurement policies and procedures.
- Financial Services will establish a connection between Financial Services Departments and the Instructional Mission of Texas State. (Goals 3.1 & 3.9)
 - The General Accounting Office (GAO), working with the McCoy College of Business Department of Accounting, has established the first Student Co-op within Financial Services. Recruitment and hiring of an upper division accounting student is now under way.
 - The Contract and HUB Compliance, Payroll and Tax Compliance, and Financial Master Data Center Departments are developing similar student co-op positions for discussion and partnership with academic department chairs.

Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2012-2013 fiscal year and in the remaining 2-5 years.

2012-2013 – 2.5 positions

- Human Resources
 - Employee Relations Coordinator (will reallocate funds from vacant Assistant Director position if no new money is available) – duties for this position are currently being handled by the Director and Compensation Manager
- EHSRM
 - Part time Hazardous Waste Tech – needed as a result of increased hazardous waste generation due to increased research on campus (will reallocate funds within department or division if no new money is available)
- Purchasing
 - Senior Buyer (will reallocate funds from the Director of Contract Compliance vacant position if no new money is available)

2014-2017 – 11.5 positions

- Facilities
 - 6 Facilities Maintenance FTE - needed to support additional facilities being added to the campus
 - 4 Utilities Maintenance FTE - needed to support additional facilities being added to the campus
- Materials Management
 - 1.5 FTE Support positions to support the growing Round Rock Higher Education Center campus. This resource is essential to support receiving, equipment tagging and record keeping, surplus property disposition, moves and events support, and other Materials Management functions. (will reallocate contract funding of four porter positions from Trane Corp. agreement to support staffing, supplies and equipment if no new money is available)

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2012-2013 fiscal year and in the remaining 2-5 years.

2012-2013

- Human Resources
 - \$60,000-70,000 for Employee Relations Coordinator (will reallocate funds from vacant Assistant Director position if no new money is available)
- EHSRM
 - \$30,000 for part time Hazardous Waste Tech (will reallocate funds within department or division if no new money is available)
 - \$28,000 for software for compository training and tracking requirement required by SORM
- Purchasing
 - \$50,000 for Senior Buyer (will reallocate funds from the Director of Contract Compliance vacant position if no new money is available)
 - \$10,000 for operating and travel (will reallocate funds from the Director of Contract Compliance vacant position if no new money is available)

2014-2017

- FSS Planning – Hire a firm for next Campus Master Plan Update - \$750,000 - \$1,000,000
- Facilities:
 - \$3,973,253 million to support new staffing requirements, growth in operations, and maintenance budgets associated with the construction of new facilities, student enrollment growth, enhanced research support requirements in terms of reliability and redundancy, offset the lack of previous growth in resource requirements, planned changes in the utilization of existing buildings (Fri/Sat classes), commissioning of LEED certified buildings, the ability to maintain acceptable levels of custodial services, and the need to preserve/recapitalize the aging infrastructure and physical plant.
 - Staffing Facilities: $(4\text{FTE} \times \$38000/\text{FTE} \times 5\text{yrs}) = \$760,000$
 - M&O Facilities: $(\$1.00/\text{GSF} \times (8268) \times 5) + (\$1.0/\text{GSF} \times 71300 \times 4) + (1.00 \times 110000 \times 1) = \$463,540$ (unit price adjusted for new construction)
 - Staffing Utilities: $(4\text{FTE} \times \$37500/\text{FTE} \times 4\text{yrs}) = \$600,000$
 - M&O Utilities (chemicals and maintenance of chill plant and equipment): $(36000 + 80000) \times 5 = \$580,000$
 - Staffing Facilities (Fri/Sat classes): $(2\text{FTE} \times \$30000/\text{FTE} \times 5\text{yrs}) = \$300,000$

- Custodial M&O: $(\$0.95/\text{GSF} * 8268 \text{GSF} * 5) + (\$0.95/\text{GSF} * 180000 \text{GSF} * 5) + (0.95 * 71300 * 4) + (0.95 * 110000 * 1) = \$1,269,713$
 - \$1,765,686 to cover increased purchased utilities costs. $(\$3.63/\text{GSF} * (9975 + 8268) * 5) + (\$3.63/\text{GSF} * 71300 \text{GSF} * 4) + (3.63 * 110000 * 1)$
 - \$8.0 million to support replacement and modernization with energy efficient equipment and building components that will contribute to a 5% annual reduction of power consumption (will come from TSUS Bonds paid from energy savings)
 - One-time costs, \$145,000, for 4 additional vehicles and tools and equipment for new Facilities FTE
 - One-time costs, \$85,000, for 2 additional vehicles and tools and equipment for new Utilities FTE
 - Human Resources
 - \$65,000 operating funds for Employee Assistance Program to continue the program
 - EHSRM - \$12,000 maintenance fee for new compository training and track software (\$3,000 annually)
 - Budget - \$500,000 one-time to use Business Objects software to improve Budget Development and PBF system (from IT project funds)

State the facilities (e.g. offices, work space) that will be required for anticipated growth and new initiatives.

- Facilities – a Utilities Operation maintenance shop (included in the CIP for \$4M), a Facilities Maintenance Shop (included in the CMP Update), space for Custodial Operations in the new buildings
- Human Resources – office space for 1 staff position, space is available where the Master Data Center is currently located; however, renovation money is needed to create a private office
- Auxiliary Services – new dining facility to replace Jones Diner, on Capital Improvement Plan
- Materials Management – Purchase of the 5 acre lot behind the University Distribution Center (UDC) in the River Ridge Park for warehouse expansion. Design and develop an additional climate controlled storage on this lot to increase the size, functionality and capacity of the UDC.

II. Process



Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

Individual units (e.g., Accounting, Payroll, Custodial Services, Bookstore, etc...) under the Business Services Council (BSC) managers were asked to develop their unit plans working with their staff in their units. Those plans were forwarded to the BSC managers. Meetings and retreats were held BSC and their direct reports where discussions were held regarding the top strategic priorities for their areas. These discussions resulted in aggregated area plans (e.g., Auxiliary Services; Budget, Financial Planning and Analysis; Environmental Health, Safety and Risk Management; Facilities; Financial Services; FSS Planning, Space Management and Real Estate with Transportation Services; Human Resources; and Treasurer/Student Business Services) that were then forwarded to the Vice President for Finance and Support Services (VPFSS). The strategic priorities and needed resource requirements for the 2012-2017 planning period were reviewed by the VPFSS who selected the priorities to lift up in a division plan.

III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
Annual Facilities Maintenance and Operations of the Physical Plant	Four additional maintenance FTE and additional M&O funding to support growth in space and equipment due to completion of new buildings under construction and increased operating hours due to research activities and enrollment growth.	\$1,196,540	Provide minimally acceptable levels of service to accommodate: growth in maintenance work load associated with new facilities and research support requirements, extended operating hours, aging physical plant and equipment, enhanced maintenance requirements associated with LEED certified buildings, and enhanced support to improve the reliability and in some cases, the redundancy of equipment and building components.
Annual Utilities Maintenance and Operations of the Utilities Infrastructure	Four additional utilities FTE and additional M&O funding to support growth in space and equipment due to completion of south chill plant and infrastructure expansion.	\$1,180,000	Provide minimally acceptable levels of service to accommodate: new south chill plant, increasing preventive maintenance work load, extended operating hours, aging infrastructure, and enhanced support to improve the reliability and in some cases, the redundancy of infrastructure components.
Annual Custodial support to sustain cleanliness for all E&G buildings at a minimum of APPA Level 3 (Casual Inattention)	Additional annual M&O budget for custodial services to outsource the cleaning of new buildings, to adequately support existing buildings, to support enrollment growth and extended operating hours due to enhanced course offerings, and to reduce the average amount of space assigned to each custodian. Preserve ability to maintain cleanliness levels across campus at a minimum of APPA Level 3 (Casual Inattention).	\$1,269,713	<p>Preserve the ability to provide an acceptable level of custodial services to support increased square footage associated with new facilities and growth in student enrollment and enhanced levels of service. Custodians are currently assigned between 30,000 and 32,000 SF to clean and these resource levels allow for provision of a cleanliness level of APPA level 3 to level 4 in some spaces on a scale of 1-5. The cleanliness of our buildings will deteriorate causing a “domino” effect: hygiene and sanitation (health and safety) may be compromised, aesthetics and first impression areas will suffer adversely impacting our ability to attract and retain students and faculty and staff, and maintenance costs will increase.</p> <p>Level 1 – Orderly Spotlessness (Showroom!) Level 2 – Ordinary Tidiness Level 3 - Casual Inattention Level 4 – Moderate Dinginess Level 5 – Unkempt Neglect</p>
Comprehensive energy management and conservation program.	Annual requirements to continue the execution of a comprehensive strategy to reduce consumption of power.	\$8,000,000	Reduce electrical consumption 5% annually over the next 10 years as mandated by SB 898 (effective Sept 1, 2011).

Purchased Utilities	Annual growth in energy consumption due to new buildings and increased operating hours due to projected growth in research and academic activities.	\$1,765,686	Support net increases in consumption associated with additional facilities, growth in student population, increased operating hours due to Friday/Saturday classes and increased research requirements, as well as increased unit costs for purchased utilities.
Professional development, training and career progression program.	Develop a comprehensive training and professional development program to maintain licensed, certified, trained professionals to deliver exceptional customer service and improve the effectiveness and efficiency of the physical plant and utilities infrastructure. To have consistent documentation and evaluation matrices for employee performance appraisals, promotions, position audits, and overall Program Evaluation.	Noted in section IV	Comprehensive program to develop a consolidated training program for the entire Facilities staff to include all required licenses, certifications and corresponding CEU requirements and career training courses that encompass all trades, specialties and labor classes. This will allow us to collapse three current training programs into one, reallocate current staff and provide an overall better product for our staff individually, each shop, Facilities and the University. Without this resource we will be limited in efficiently and effectively providing a Career Enhancing and internal Professional Development program; we will continue to have difficulty replacing critical skill sets and incur costs due to time, labor and energy required to train new employees and we will build no “corporate” knowledge of our systems from within as our staff move on rather than staying w/ the university.
Facilities Maintenance and Operations of the Physical Plant	One-time M&O funding to provide 4 vehicles, tools and equipment for 6 additional staff.	\$ 145,000	Provide for the needs for 4 additional staff personnel.
Utilities Maintenance and Operations of the Utilities Infrastructure	One-time M&O funding to provide 2 vehicles, tools and equipment for 4 additional staff.	\$ 85,000	Provide for the needs for 4 additional staff personnel on different shifts.
Evaluate Parking Permit fees and parking garage fees annually	Enrollment growth and increased demand for parking	Fees increased for FY 13	Parking services will not operate with a deficit
Evaluate the Bus Fee in light of services and a new contract	Enrollment growth and increased demand for bus services	Fees increased for FY 15 and beyond	Bus services will not operate with a deficit
Hire part time hazardous waste tech	Enrollment growth, to support new labs and research on campus	\$40,000 annually	Properly handle additional waste stream to meet university growth

Software to assist in tracking, monitoring and updating of individual's training	State Office of Risk Management recommends Texas State have a compository training and tracking system	\$25,000 one-time plus \$3,000 annual maintenance fees	Maintain proper training to stay in compliance with staff and federal regulations
Continue to provide robust Employee Assistance Program. Renew Bobcat Balance in January 2015.	Provide competitive benefits package	\$65,000 annually	Recruiting and retention of highly competent faculty and staff.
Post a Request for Proposals and award a new bus contract	Current bus contract expires	No cost	Update fleet and provide additional service hours
Evaluate current routes and make improvements.	Improved routes for reliable service	No cost	To eliminate complaints and get students to class on time
Propose new legislation regarding the bus fee which currently sets the fee not to exceed \$100 per semester	New bus fee which will pay for upcoming new contract	No cost	To provide flexible use of the bus fee that students pay

V. Planning Categories

Dept.	Initiative	1 yr	2-5 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
Goal 1: Promote academic quality by building and supporting a distinguished faculty.								
Facilities	Repair, replace, modernize the utilities infrastructure and physical plant	X	X	Construction	Identified in Campus Master Plan	Method reserves, utility reserves, TSUS bond sale	Enhanced reliability and redundancy of services	1.4, 1.9
FSS Plng	Begin the next update of the Campus Master Plan		2016	Contracted Services	\$750,000 - \$1M	HEAF or Unexpended Plant	Approval of plan by Board of Regents and implementation	1.4, 5.4, 5.5
Goal 2: Provide opportunities for a public university education and contribute to economic and cultural development.								
Facilities	Increase staff to maintain support for Friday and Saturday course delivery	X	X	Two additional maintenance FTE	300,000		Satisfactory service in support of Friday and Saturday classes	2.8
Goal 3: Provide a premier student-centered, educational experience that fosters retention and success.								
Goal 4: Enrich our learning and working environment by attracting and supporting a more diverse faculty, staff, and student body.								
Goal 5: Develop and manage human, financial, physical and technological resources effectively, efficiently, and ethically to support the university's mission.								
Facilities	Enhance the professional development of the Facilities staff	x	x	One-time funding for a comprehensive program	150,000		Greater % of staff attend career progression training	5.6
Facilities	Maintain a premier setting and reduce deferred maintenance	x	x	Renovation	\$	HEAF	Campus condition index that is below 5%	5.4, 5.8, 5.16

Facilities	Regulatory compliance and efficient use of energy and water	x	x				100% compliance and 5% annual electrical usage reduction	5.13
FSS Plng/Trans Services	One of the priority issues for the campus is implementing a more responsive and integrated transportation system, with a focus on getting students to class on time.	X	X	Some of the positions currently supporting UPD are paid from the parking budget. Funds need to be provided to UPD to continue supporting their needs – computer system support and mechanic support. Additional positions for Transportation Services will be paid for from revenues from parking and bus.		Institutional Reserves	Parking and Bus merged under the FSS Division reporting to the Associate VP for Finance and Support Services Planning.	
FSS Plng	Implement the 2012-2017 Campus Master Plan Update to ensure it meets the needs of	x	X	Renovations and new construction	Outlined in Campus Master Plan Update	Outlined in Campus Master Plan Update	Completion of projects	5.4, 5.5

	the University.							
Aux Serv & Facilities	Replace the current Jones Diner with a new 50,000 sf state-of-the art dining center	x	x	New construction	\$23,671,000	TSUS Bonds and dining reserves	Completion of project	5.5
FSS Plng	Begin the next update of the Campus Master Plan		x	Contracted Services	\$750,000-\$1M	HEAF or Unexpended Plant	Approval of plan by Board of Regents and implementation	5.4, 5.5
FSS Plng	Review the current building and room database system to ensure inventoried building and room information satisfies the requirements related to <i>Facilities and Administrative Cost Recovery</i> and supports the Facilities Maintenance work order system.	x		New Software System	\$100,000 one-time	Method reserves	Implementation of new software system if determined it is needed	Leverage Enterprise Resource Planning (ERP) and other technology investments to continually improve campus business and instructional support activities.
BFP&A	Develop and deploy on-line training modules for budget-related processes	x	x				User satisfaction	5.6
BFP&A	Automate Budget and Financial Analysis reporting		x				VPFSS satisfaction	5.14
BFP&A	Implement strategic financial planning model		X		\$100,000 one- time	Method reserves	Circular A21 compliance	
BFP&A	Make service departments compliant with Federal cost accounting standards	X	x		\$20,000 one- time training and consulting	Method reserves	User satisfaction	5.14

BFP&A	Use Business Objects software to improve Budget Development and PBF system		X		\$500,000 one-time + prioritization	Method reserves	User satisfaction	5.14
HR	Continued funding and expansion of Bobcat Balance		X	1 FTE	\$60,000-\$70,000 salary and \$65,000 renewal fee		Renewed Bobcat Balance Program	5.3