

# 2017-2018 FINANCE AND ADMINISTRATION



## ANNUAL REPORT AND ASSESSMENT UPDATE 2017-2018 FISCAL YEAR

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION  
**MICHAEL D. METZGER**





Vice President for Finance and Administration

December 17, 2018

To: The Campus Community

On behalf of the entire division, I'm pleased to present the 2017-2018 Finance and Administration Annual Report and Assessment Update. The Finance and Administration division is comprised of nine departments, which include 39 distinct operating units and 342 employees. This is the 21<sup>st</sup> year that this report has been issued. The purpose of the report is to provide an annual update to the campus on the operation of each of these units within the division, and to report on the various assessment activities that each unit has undertaken.

The strength of Fredonia and the Finance and Administration division continues to be the hard-working, dedicated employees that perform a wide range of services throughout the campus. For the past 16 years, the Finance and Administration division has recognized individuals from within the division who have demonstrated a solid team effort in their everyday actions, an outstanding Fredonia service attitude, creativity and resourcefulness in improving services, and a positive attitude in working with students, faculty, and staff. The Outstanding Administrative Services Awards annually recognize outstanding performance within Finance and Administration. Awards are presented in the following five areas:

1. Secretarial/Clerical
2. Custodial Services
3. Professional Trades
4. FSA Operational Services
5. Professional Staff (FSA and University)

The front cover of the 2017-2018 Annual Report and Assessment Update features the five winners of the 2018 Outstanding Administrative Services Awards. Beginning at the top left and going clockwise are:

**Linda Kurgan Monaco—Outstanding Administrative Services Award—FSA Operational**

Linda, who is currently an Office Clerk in the Faculty Student Association (FSA) Catering Office, began at Fredonia in September 1998 with FSA. Linda resides in Fredonia, NY.

**Rodney Hayes—Outstanding Administrative Services Award—Professional Trades**

Rodney began his career at Fredonia in September 2013 as an Electrician in Facilities Services, and is currently in the same position. Rodney resides in Forestville, NY.

**Jody Myers—Outstanding Administrative Services Award—Secretarial/Clerical**

Jody has been employed at Fredonia since June 2013 when she began as a Keyboard Specialist 1. She is currently an Office Assistant 2 in the University Services Office. Jody is a resident of Westfield, NY.

**Linda Nixon—Outstanding Administrative Services Award—Custodial Services**

Linda is a Cleaner in Custodial Services, and has been employed at Fredonia in Custodial Services since October 2006. Linda resides in Brocton, NY.

**Jennifer Costa—Outstanding Administrative Services Award—Professional Staff**

Jennifer, who is the Assistant Director of Human Resources, has been employed at Fredonia since July 2000 when she began as the Internal Control Coordinator. Jennifer is a resident of Dunkirk, NY.

Thank you to everyone in the Finance and Administration division who contributed to the preparation of the 2017-2018 Annual Report and Assessment Update, and congratulations to all of the 2018 Outstanding Administrative Service Award winners. A summary of the Outstanding Administrative Service Awards winners from the past 14 years is presented on the inside of the back cover of this report. The Finance and Administration division welcomes your comments and suggestions on the presentation and content of this annual report. We look forward to working with everyone throughout the University during the 2018-2019 academic year, and to continually assess and improve our delivery of services to the University.

Sincerely,



Michael D. Metzger  
Vice President for Finance and Administration



**State University of New York at Fredonia**  
**Finance and Administration**

**Annual Report and**  
**Assessment Statement**

**July 1, 2017 – June 30, 2018**



STATE UNIVERSITY OF NEW YORK AT FREDONIA

**Finance and Administration  
Annual Report and Assessment Statement**

July 1, 2017 – June 30, 2018

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## **Acknowledgements**

## **Administrative Award Winners**



## INTRODUCTION

This 2017-2018 edition of the ***Finance and Administration Annual Report and Assessment Update*** represents the 21<sup>st</sup> year that this report has been presented. This report is intended to provide an overview of the finance and administrative services provided to the State University of New York at Fredonia campus, and an update of the status of assessment activity undertaken by each unit within the Finance and Administration Division.

Finance and Administration employees serve as stewards of Fredonia's human, financial, and physical resources while providing quality customer service and support to students, faculty, staff and campus visitors.

The over-arching goal of the Finance and Administration Division is to support the Fredonia Vision Statement by:

- *Assuring strong financial management practice and services*
- *Providing a safe and supportive educational environment*
- *Providing outstanding service to all customers of the Fredonia campus*
- *Assuring well-maintained buildings and grounds*
- *Supporting the region's economic and educational development*

A copy of the complete Fredonia Vision Statement is included in Appendix B.

The Finance and Administration Division is comprised of nine departments with 342 employees. A brief summary of the responsibilities of the nine departments included within the Finance and Administration Division is presented below.

### **1. Vice President for Finance and Administration**

This department includes the Office of the Vice President for Finance and Administration. Responsibilities of this office include the overall supervision and coordination of various financial and administrative departments within the division. This office also interfaces with the other divisions on the Fredonia campus, SUNY System Administration, and other New York State agencies including the SUNY Construction Fund (SUCF), the Dormitory Authority State of New York (DASNY), and the Office of the New York State Comptroller (OSC).

### **2. Associate Vice President for Finance and Administration (Financial Services)**

This department is responsible for all financial operations on campus. The unit consists of the offices of University Accounting, Purchasing, Student Accounting and Revenue Accounting; the Budget function, and University Payroll Services.



*From left to right: Judy Langworthy, Mike Metzger, and Becky Nalepa*

### **3. Environmental Health and Safety and Sustainability**

This department is responsible for all environmental and safety training as well as compliance oversight. The Environmental Health and Safety and Sustainability Office serves as campus liaison with all environmental and safety regulatory organizations. This office also plays a major role in the coordination of the campus sustainability program.

### **4. Facilities Planning**

This department is responsible for all major capital facilities project development, coordination, and oversight. The Facilities Planning Office serves as a liaison with the SUNY Construction Fund and the Dormitory Authority State of New York.

### **5. Facilities Services**

This department is responsible for all campus maintenance functions and many smaller sized construction projects. The department is comprised of five units which include: the Capital Projects, Energy and HVAC unit which consists of Building Automation Systems, HVAC/R (Heating Services / Refrigeration / Air Conditioning) and Project Management; the Custodial Services unit; the Facilities Trades Services unit which consists of Electrical, Plumbing, Grounds and Landscaping, and Structural Trades; Office Operations; and the Technical Services unit.

### **6. Faculty Student Association (FSA)**

The Faculty Student Association is responsible for providing auxiliary services to the University. This department consists of seven units that include: Faculty Student Association Corporate operations, Food Service operations, Bookstore operations, Human Resource services, Support Services operations, Information Technology services and Special Events, Marketing and Licensing services.

### **7. Human Resources Office**

This department is responsible for all employment and personnel related issues on campus. The department includes: Employee Relations, new employee Orientation, Employee Benefits, Employee Assistance Program (EAP), position classification, SUNY Human Resources system, employee compensation, ethics compliance, workers' compensation and retirement counseling.

### **8. Internal Control**

This department is responsible for campus compliance with New York State and SUNY Internal Control and E-Discovery programs. This office also provides campus-wide training on internal controls, conducts internal controls reviews, coordinates Freedom of Information responses, and provides leadership and coordination of the campus TouchNet Marketplace.

### **9. University Services**

This department is responsible for many of the support services provided on campus. The department consists of ten units that include: University Services Office, Automotive and Fleet Services, Central Receiving, Campus Storehouse and Mechanical Storehouse operations, Contract Services, Campus Photocopy services, Campus Mail services, Property Control, University Telecommunication services, and the campus Park and Ride express bus service.

Presented below is a summary of all staffing in the nine departments that comprise the Finance and Administration Division. Staffing in this chart reflects budgeted FTE positions for the fiscal year July 1, 2017 to June 30, 2018. Individual department narratives which follow in this report may reflect actual filled positions and temporary employees, as opposed to the budgeted personal service FTE positions reflected in this chart.

**FREDONIA**  
**Finance and Administration Division**  
**2017-2018 Departmental Staffing by Funding Source**

<b>Administrative Office</b>	<b>State</b>	<b>DIFR</b>	<b>IFR</b>	<b>SUCF</b>	<b>FSA</b>	<b>Total</b>
Finance and Administration			3.00			3.00
Environ. Health & Safety & Sustainability	0.63	0.37				1.00
Facilities Planning	.50	1.50		2.00		4.00
Facilities Services	69.00	63.50	6.50			139.00
Faculty Student Association					160.00	160.00
Financial Services	14.25	2.25	4.00			20.50
Human Resources Office	4.50	1.00	1.00			6.50
Internal Control	1.00					1.00
University Services	6.00	1.00				7.00
	<b>95.88</b>	<b>69.62</b>	<b>14.50</b>	<b>2.00</b>	<b>160.00</b>	<b>342.00</b>

**Notes:**

- a) The FSA employment number includes 74 full-time and 86 part-time employees.
- b) Student Assistants are not included in this Departmental Staffing by Funding Source table.

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# **Finance and Administration**



## VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

### Introduction

The Vice President for Finance and Administration serves as the Chief Financial Officer on campus and supervises the Finance and Administration Division. This division includes nine departments with 342 employees. The nine Administrative Departments included in this 2017-2018 Annual Report are:

1. Vice President for Finance and Administration
2. Associate Vice President for Finance and Administration
3. Environmental Health and Safety and Sustainability
4. Facilities Planning
5. Facilities Services
6. Faculty Student Association
7. Human Resources
8. Internal Control
9. University Services



*Mike Metzger*

### Mission Statement

The Vice President for Finance and Administration works collaboratively with the campus community to ensure the fiscal stability and integrity of the campus. The Vice President provides leadership and coordinates the administrative, financial, auxiliary, capital and facility services, and assures that these services are of the highest quality for Fredonia's students, faculty, and staff and are provided in the most cost effective manner possible.

Finance and Administration employees serve as stewards of Fredonia's human, financial, and physical resources while providing quality customer service and support to students, faculty, staff and campus visitors.

## Annual Report

On July 3, 2017, Michael D. Metzger assumed the position of Vice President for Finance and Administration.

The College was facing a depletion of all Strategic Reserves in the 2018-2019 fiscal year. Declines in enrollment, no increase in New York State annual support, and many unfunded mandates produced Structural Deficits over the last ten years. It was imperative to implement a Cost Reduction Program and review all staffing and services. This resulted in approximately \$3.8 million in cost reductions across all divisions in the 2018-2019 Budget.

During the 2017-2018 fiscal year, the Vice President's office provided coordination and leadership across the division. The accomplishments and initiatives of each operating area are summarized in the following sections of this report.

### Significant Accomplishments

- Prepared and gave multiple presentations regarding the University's financial situation. The presentations included historical information, projections for future fiscal years and suggestions for appropriate actions.
- Participated on the University's Strategic Enrollment Management Committee.
- Conducted several meetings with Fredonia leadership and State University Construction Fund representatives designed to revise the campus' Facilities Master Plan.
- Dealt with several highly sensitive employee relation issues.
- Generated \$600 thousand in Cost Reduction in Finance and Administration.
- Properly aligned expenses to divisions and fees.
- Investigated alternative revenue opportunities.
- Reinstated the Space Management Committee.
- Implemented Low Mow Zones.

Assessment remains an important process throughout the Finance and Administration Division. The completion and publishing of this Annual Report reflects the division's culture of customer service and assessment. Tracking measures of output, the use of benchmark data and customer surveys are also part of this discipline. The assessment activities of each department are also summarized in the following sections of the Annual Report. A review of these sections provides a good summary of the division's accomplishments and assessments for 2017-2018.



## **Associate Vice President for Finance and Administration**

- **Budget Office**
- **Payroll Services**
- **Purchasing**
- **Student Accounts**
- **University Accounting**



## ASSOCIATE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

### Introduction

The financial services offices, under the leadership of the Associate Vice President for Finance and Administration (AVPF&A), are responsible for all campus financial operations. This unit includes the offices of Budget, Payroll Services, Purchasing, Student Accounts, and University Accounting. Together these areas provide the data, service and reporting necessary to:

- Provide valid and credible budget and revenue information to allow for effective planning and development of academic programs and student services.
- Direct all state funded payroll efforts to ensure that every employee is paid accurately and timely.
- Monitor the source and method of collection utilized for all revenue to ensure compliance with State and SUNY accounting policies.
- Expedite the purchase of supplies and equipment for campus constituents ensuring compliance with State guidelines.
- Ensure prompt payment of all expenses incurred by the University and its employees in conducting University related business.
- Monitor expenditures to ensure compliance with State and SUNY regulations and ensure spending is kept within budget.
- Prepare timely and accurate tuition, fee, housing and food service billing for every registered student to maximize collections and minimize year-end receivable balances.



*Judy Langworthy*

These areas work with fellow staff and SUNY colleagues to coordinate and streamline procedures, and test and develop new technologies in order to maximize limited resources and increase operating efficiency. Each of these areas strives to provide a supportive environment to faculty so as not to burden them in their performance of routine administrative functions, allowing them to focus their energies on the teaching and learning process.

The offices under the Associate Vice President for Finance and Administration most directly affect the education of students through employment and internship opportunities. Students are provided hands-on working experience that benefits them when they enter the job market upon completion of their formal education.

### Mission Statement

The departments encompassed by the office of the Associate Vice President for Finance and Administration strive to provide accurate and timely financial data to both our internal constituents (faculty, staff and students) as well as our external constituents (System Administration, Office of the State Comptroller [OSC], University Audit, SUNY Construction Fund [SUCF], the Dormitory Authority of the State of New York [DASNY], and other related state agencies). It is our intention that the University's mission of teaching and learning proceed unencumbered by our administrative responsibilities.

## Annual Report

The Associate Vice President for Finance and Administration is responsible for providing leadership and supervision for all campus financial operations, acting as an advisor and resource to managers and supervisors within the division as well as colleagues throughout the campus. This position serves as a liaison with SUNY System Administration financial offices and representing the Finance and Administration Division in the absence of the Vice President.

Specific duties of the Associate Vice President include oversight for the preparation and submission of the annual campus revenue target, which after System Office approval, becomes the basis for preparation of the campus operating budget. The campus revenue projections are comprised of tuition, college fee, and interest, based upon enrollment figures approved by Cabinet. Initial revenue projections are typically prepared in mid-fall with finalized projections submitted in the spring; updates to approved plans are required at the end of the third week (the official census date) of both the fall and spring semesters. Reconciliation of projected versus actual revenue is prepared on a monthly basis with variances plus or minus 5% from target requiring written explanation to System Administration Controller's Office.

In addition to the revenue target, the campus has an obligation to meet our Fringe Benefit Target, which is calculated by the System Office based upon a three year rolling average of past collections. Fringes are earned on personal service expenditures in the IFR, SUTRA and DIFR funds. Quarterly reports of actual earnings are monitored along with projections based on budgeted expenditures to ensure that we are on target and/or prepared to cover any shortages through other funds. Fringe benefit collections are managed on the System level to cover the cost of all benefits afforded to every campus employee.

Campus disbursement projections, forecasted by month, on an annual basis are submitted to System Administration upon request. The System Administration Controller's Office is required to manage the entire SUNY System's spending patterns consistent with the State fiscal year and the State's Financial Plan.

Additional responsibilities include coordination among faculty, department chairs, deans, vice presidents, and the President in the preparation and submission for approval of new course fees as well as requests for fee increases; various analyses related to the Income Fund Reimbursable accounts (IFR), the Dormitory Income Fund Reimbursable accounts (DIFR) and the State University Tuition Reimbursable accounts (SUTRA); analysis of revenue requirements for State and residence hall-funded scholarships; oversight and direction of year-end fiscal closing procedures; service to the campus through committee work and participation in campus sponsored events.

The AVPF&A leads divisional efforts to comply with finance-related requirements of the State and the System Administration Office, and works with Cabinet members and the budget office staff to address the campus financial position, providing account analysis, cash management, financial reporting, and strategic vision and forecasting.

### Significant Accomplishments

- Updated and monitored the *Right Serving Right Sizing (RSRS)* objectives of the financial services offices.

- Worked with the Offices of Budget, University Accounting, and Purchasing to assure that all records were completed and closed per System Administration deadlines without any lapsing of State funds.
- Throughout year-end proceedings, all budgeted allocations were closely monitored; when and where appropriate, expenditures were transferred to alternate funds in order to optimize every budgeted dollar and provide roll-over funds to cover anticipated new-year shortfall.
- Coordinated the successful passage of several biology, exercise science, and theatre and dance course fees, as well as reducing the fee on several physical education courses. Plus approval was secured for the 2018-2019 broad-based fees, in which the overall amount increased \$1 per semester due to an increase in the student activity fee.
- Prepared detailed analysis of available funding and projections for new and current campus-based scholarship offerings.
- Attended SUBOA meetings and participated in ABB conference calls.
- Active on several campus committees and continue to serve on the SUNY Fredonia Federal Credit Union Board as secretary.
- Provided service to the community through active membership on the United Way of Northern Chautauqua County Board of Directors.
- Served as Chairperson of the Chautauqua County State Employees Federated Appeal (SEFA).

## **Assessment Update**

### **Assessment Statement**

The Associate Vice President for Finance and Administration serves as a resource to the Vice President of the division as well as peers, deans, directors and department chairs on financial matters, administrative policies and capital construction projects. This unit provides credible and timely budget, revenue, financial analyses, and capital construction information to allow for effective planning and development of academic programs and student services.

### **Assessment Activities**

Actively monitor listserv communications, conference calls and webinars provided by the State University Business Officers Association (SUBOA), the Accounting/Budget/Bursar Group, System Administration and the Office of the State Comptroller in order to stay up-to-date on financial, construction, Executive Orders and administrative directives, and provide relevant and timely feedback to the Vice President and relevant constituents.

Coordinate the fiscal year-end closing proceedings, ensuring that all funds are utilized in the most effective manner and that no state appropriations lapse. Maintain close working relationships with the vice presidents, associate vice presidents, deans and directors providing instruction, guidance and analyses which is, in part, responsible for the sound financial condition of their respective accounts at year-end.

On a monthly basis, update a detailed analysis of current and proposed campus funded scholarships, providing campus personnel with realistic projections leading to informed awarding and budgetary decisions.

Coordinate the collective efforts of the financial team in completing all reporting requirements and responses to/implementation of System and State mandates.

Conduct regular individual department head meetings to share information and guide the efforts of the team in accomplishing our goal of service excellence to the campus community.

### **Assessment Goals**

- Provide clear and concise financial data to the Vice President for Finance and Administration and assist him with cabinet level efforts to address the structural deficit in our operating budget.
- Assess the effects of flat state support, unfunded contractual salary increases, TAP-Gap requirements, Excelsior scholarship program, and fluctuating enrollment to provide accurate data in the development of the 2019-2020 operating budget.
- Coordinate the efforts of the financial units in responding to requests, implementing external mandates and the timely completion of reporting requirements received from the System Office, the State Comptroller, University Audit and the Construction Fund.
- Ensure that year-end accounting and purchasing procedures are completed and closed without any lapsing of State funds.
- Assist departments and divisions with concerns about the revised campus Expenditure/Reimbursement Guidelines.

## Budget Office

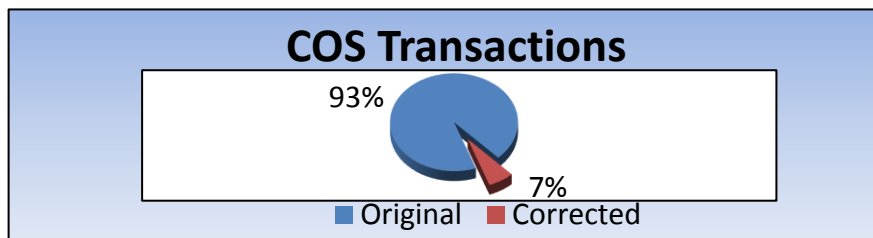
### Annual Report

Upon passage of the annual New York State budget, the Budget Office is responsible for calculating the appropriate allocation to be distributed to the President and each Vice President based on Cabinet decisions that support the mission and goals of the University. The Budget Office is also responsible for calculating salary needs and apprising each division of the allocation amount necessary to support current staffing. An executive summary of allocations (Form 1) is submitted to SUNY System Administration and is provided to Cabinet along with supporting detailed salary information, with individual departmental allocations distributed to department heads. The Budget Office continually advises faculty and staff concerning budget and payroll matters, implements the effects of various budget/payroll decisions and inputs requested allocation transfers between expense objects within departments as well as allocation transfers between departments.



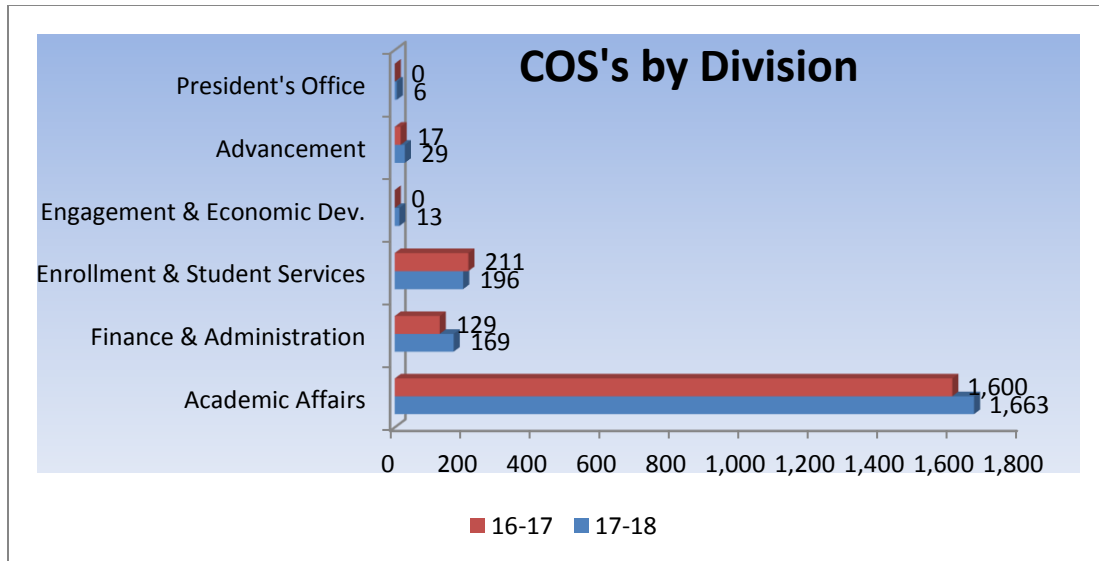
*From left to right: Rachael Coon and Ann Aldrich*

All campus appointments, changes in appointment or terminations (except Faculty Student Association [FSA] and Student Association [SA]) are routed through the Budget Office on an automated Employee Action Form, also known as a “COS” or Change of Status Form. The online COS System provides administration with a system of checks and balances as well as the supporting documentation to back up personnel and payroll transactions. Past and present COS’s are conveniently available for viewing at any time by staff with the appropriate security access. Currently there are over 100 online COS users from more than 50 departments. Please refer to the following charts for processing statistics.



*\*Totals do not include 220 inactive COS's*

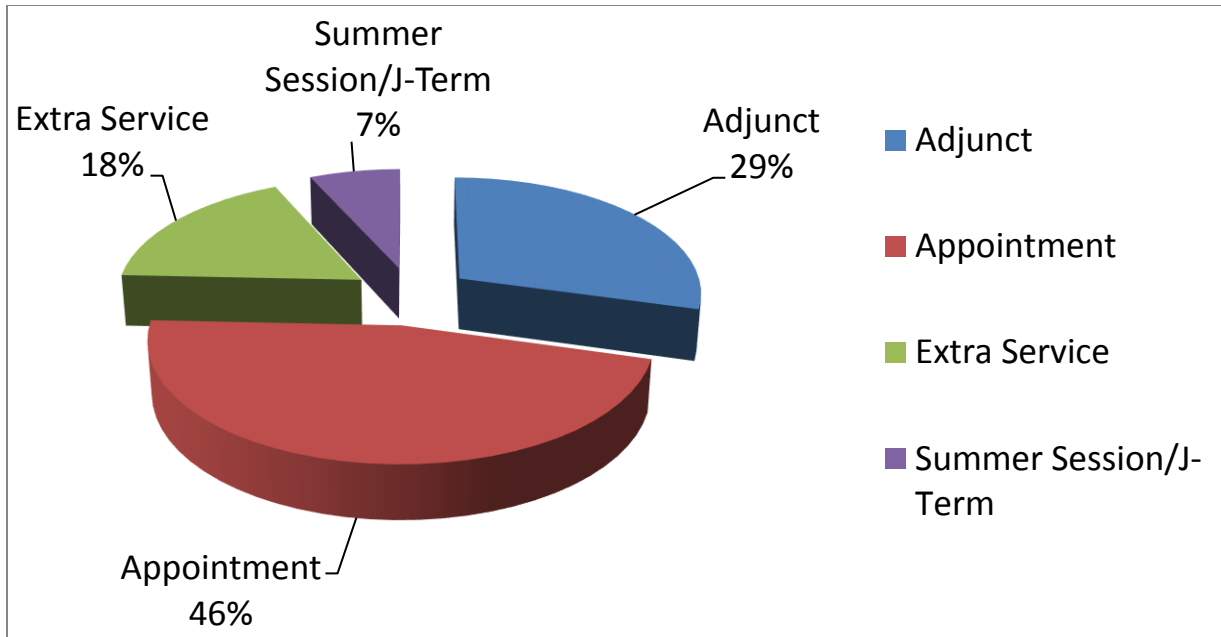
<b>COS's Original/Corrected</b>	
Original	1,936
Corrected	140
<b>Total</b>	<b>2,076</b>



## COS's by Division

<b>COS's by Division</b>			
Division	17-18	16-17	Change
Academic Affairs	1,663	1,600	63
Finance & Administration	169	129	40
Enrollment & Student Services	196	211	-15
Engagement & Economic Dev.	13	0	13
Advancement	29	17	12
President's Office	6	0	6
<b>Total</b>	<b>2,076</b>	<b>1,957</b>	<b>119</b>





**Number of COS's by Type**

Adjunct	608
Appointment	963
Extra Service	364
Summer Session/J-Term	141
<b>Total</b>	<b>2,076</b>

In addition to verifying fund availability for all payroll transactions, the Budget Office is responsible for identifying an employee line number from the Schedule of Positions, supplying title codes, calculating appropriate FTE level (if other than full-time), and checking appropriateness of salary for grade level. New lines must be established through the classification process while reclassification is required for any existing line where there is a discrepancy between current position record and intended employee status. Appropriate information is transmitted to SUNY System Administration.

Other responsibilities of the Budget Office include analysis of revenue and expenditures within various Income Fund Reimbursable (IFR) accounts. On a monthly basis, these analyses along with financial reports detailing summary findings of budget variances are distributed to the vice presidents, associate vice presidents, directors and deans in Academic Affairs, Enrollment and Student Services, President's Office, University Advancement, and Engagement and Economic Development. Quarterly meetings are held among Administration Finance personnel to discuss the reports of all divisions. Prearranged meetings are held with divisional personnel to review reports and address areas of fiscal concern.

The Budget Office is also responsible for biweekly reconciliation of administrative and graduate assistant payroll. The Budget Office maintains adjunct budget projections on a monthly basis.

The office is staffed by a Financial Analyst (UUP) and a Budget Director (UUP).

### **Significant Accomplishments**

- Worked in collaboration with the Vice President for Finance and Administrative (F&A) and F&A staff to develop a new budget model for 2018-2019. This model followed financial matching principles. Expenditure and revenue accounts, along with personnel positions were analyzed and realigned to correct departmental accounts and funds.
- Successfully assisted Cabinet with implementing \$4.8 million of budgetary reductions/actions across campus. Provided members of Cabinet with budget packets which included:
  - Current 2017-2018 budgets detailed by major object:
    - PSR - Personal Service Regular
    - TS-Temporary Service
    - OTPS - Other Than Personal Service
  - The above major objects were further broken down by detailed object categories:
    - Three years of expenditure history detailed by object as well as revenue history.
    - 2018-2019 anticipated additions/changes to the budget due to inflationary or contractual salary increases or other Cabinet approved actions.
    - List of all current employees by department detailing their position, current salary and anticipated 2018-2019 salary.
    - The budget target for each division as previously decided by Cabinet.
    - Suggestions for cost reductions or repurposing income. Backup details for these suggestions were included as well.

The Finance and Administration staff met separately with Cabinet members and the President to review budgets items. Once Cabinet members received and understood the information that was in the packets, they worked with leadership within their areas to determine what actions to pursue to meet individual divisional budget targets. The Budget Office worked with each division to verify the accuracy of proposed reductions. Final reductions were reviewed by and approved by Cabinet prior to implementing for 2018-2019.

The Budget Office also provided budgetary charts and financial information for the President to use during a campus wide budget presentation in April 2018.

- Submitted Fredonia's Form 1 spreadsheet detailing department level allocations used to populate the SUNY's Business Intelligence (BI) accounting system. Incorporated all budgetary changes and reductions with implementation of the new budget model.
- Completed the Residence Hall Capital Plan, and the DIFR Financial Plan. In doing so, collaborated with Enrollment and Student Services, and Finance and Administration personnel to realign resources and implement different options in order to cut down on borrowed funds. Completed the annual DIFR Budget and reports for the annual student budget presentation.
- Processed several analyses, ad-hoc reports, and provided data for various survey and information requests. Highlights included completion of CFRP and the UBIT.
- Completed Fredonia's' 2017-2018 Campus Financial Management Strategies (FMS) Documents. These documents included operating budgets and cash management by fund along with a campus narrative detailing the campus' strategic plans for sustainability.

- Continued tracking the history of all lines and funded FTEs by department.
- Processed 2,296 (2,076 active plus 220 inactive) COS's, verifying funding and updating SUNY HR, the Payroll Distribution Management System (PDME), the comment section of the local HRMS clock tower database, and various internal spreadsheets.
- The Budget Office provided campus wide COS trainings to both Academic and non-Academic Departments.
- The Financial Analyst conducted and completed 42 Procurement Card and four paycheck audits.
- The Budget Office worked in conjunction with Academic Affairs, the IT Department, and EAB to insure the successful implementation and roll out of the Academic Performance Solution. Verified financial data for accuracy.
- The Financial Analyst served as a backup for the campus Administrator for TouchNet Stores. As backup, she set up and/or modified nine TouchNet stores in this role.
- The Budget Director continued to serve on the Information Technology Advisory Board (ITAB) and Academic Performance Solutions user group. Also the Budget Director was asked to serve on SUNY's OER (Open Educational Resources) Sustainability Group, the Middle States Working Group for Standard VI, and the Search Guidelines group.
- The Financial Analyst served on the Council for Women's Concerns Advisory Board, and continued to serve on the Scholarship Sub-Committee for the SEM Initiative this year.
- Developed a five-year budget forecast.
- Updated the "Budget Road Map" for 2018-2019. The Roadmap is a spreadsheet summarizing budgetary reductions across divisions. Budget Roadmap actions totaled \$4.8 million in 2018-2019 to help reduce the budget shortfall.
- Worked in conjunction with the Vice President for Finance and Administration in preparing the budget outlook, cash reserves, and other financial documents for the Planning and Budget committee and members of the University Senate.
- Worked with Finance and Administration personnel to successfully utilize all of the State budget allocation in order to maximize State funding.

## Statistical Data

The Fredonia 2017-2018 Consolidated Operating Budget totaled \$95,536,340, representing a decrease of \$12,141,880 (11.38%) from the 2016-2017 Consolidated Operating Budget. Please refer to the following chart for comparative data for each of the six budget components.

### Consolidated Budget Proposal

<b>Components:</b>	<b>2017-2018</b>	<b>2016-2017</b>	<b>Change</b>	<b>Percent</b>
University Operating Budget	\$50,359,200	\$50,892,700	\$(533,500)	-1.05%
DIFR Budget	16,489,650	20,257,150	(3,767,500)	-18.60%
FSA Budget	15,221,590	16,773,295	(1,551,705)	-9.25%
IFR Budget	10,646,400	13,250,000	(2,603,600)	-19.65%
SUTRA Budget	1,218,500	4,925,425	(3,706,925)	-75.26%
College Foundation	601,000	579,650	21,350	3.68%
<b>Total</b>	<b>\$94,536,340</b>	<b>\$106,678,200</b>	<b>\$(12,141,880)</b>	<b>-11.38%</b>

The 2017-2018 budget provided funding for approximately 863 FTE employees, including over 1,000 full and part-time employees. Please refer to the following chart for comparative FTE data for each of the six budget components.

<b>Budget</b>	<b>2017-2018 Total FTE</b>	<b>2016-2017 Total FTE</b>	<b>Change FTE</b>
University Operating Budget	564.02	564.42	(.40)
DIFR Budget	91.97	91.97	0.00
FSA Budget	163.00	172.00	(9.00)
IFR Budget	36.35	35.56	.79
SUTRA Budget	4.00	3.00	1.00
College Foundation	4.00	4.00	0.00
<b>Total</b>	<b>863.34</b>	<b>870.95</b>	<b>(7.61)</b>

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes part time and full time employees.

## Assessment Update

### Assessment Statement

The Budget Office provides accurate budget allocations and periodic reallocations for all funds; ensures that every budgeted dollar that is not eligible to roll over to the succeeding fiscal year is spent prior to the current fiscal year end; and provides excellent customer service to all constituencies. The Budget Office serves as a resource for all budgetary questions and reports.

### Assessment Activities

The Consolidated University Operating Budget Book is published every year. The 2017-18 book was electronically published in late fall 2017.

The accuracy of the information in the Budget Book is verified after the passage of the New York State Budget and the issuance of the SUNY Financial Plan. Because the Budget Book will be published after receiving the Financial Plan (FP), numbers presented in the Budget Book will align with the FP amounts.

With the change in demographics and anticipated increased enrollment, the University adjusted funded enrollment from 4,532 to a 4,700 headcount for the upcoming 2018-2019 budget cycle.

The Consolidated University Operating Budget Book is a valuable resource document to the financial service units within Finance and Administration. The presentation, with the narratives and pictures, provides the consumer with more than “just the numbers” by linking institutional priorities and divisional goals to the campus budget. The 2018-2019 Budget Book development process did not see any major changes from the prior year with the exception of the delays due to the implementation of major budget cuts and major shifting of expenditures to correct departments and funds. There was a request from the campus community to provide more detail in reporting departmental budgets in the Budget Book. Salary Savings from vacant positions and delayed hires were not incorporated into the budget for 2018-2019. Any vacant lines that were not to be filled in the 2018-2019 year were eliminated from the budget as to avoid overstating the

budget. This recommendation was part of the new budget model proposed by the Vice President for Finance and Administration.

Another assessment goal was to work on the development, testing and implementation of a COS rewrite. A project Charter was created in 2016 to rewrite the COS in ASP.NET to replace the current COS. The charter was co-sponsored by the Vice President for Finance and Administration and the Provost and Vice President for Academic Affairs. This project will have campus-wide impact and will be used by all departments and divisions on campus. The Budget Office and other key stakeholders were appointed to the Inner Circle Functional Users Group. The Inner Circle Group will provide advisement and management applicable to the COS rewrite. The Financial Analyst was designated as the Product Owner to act as the liaison between the developers (IT) and the Inner Circle Group.

The first steps for the COS rewrite project were completed. User stories were gathered to build and rank the product backlog (in other terms: a wish list) for the Information Technology (IT) developers to work with. The Financial Analyst developed a “User Story” Google Form that collected users’ wants, needs, wishes, etc. for the COS system. Information was gathered and ranked by the Inner Circle Group. After this first step was completed, IT was pulled off this project to work on more pressing projects. Because of this delay, IT is now tasked with further investigating other existing workflow software options that can be utilized in lieu of a total re-write in ASP.NET. Although the project was anticipated to start up again during spring 2018 – it did not and has been placed on hold yet another year.

Collaboration efforts of networking with SUNY System Administration and other campuses continued throughout 2017-2018. The Budget Office has represented Fredonia in attendance at Accounting, Budget, and Bursar (ABB) meetings; sessions on Business Intelligence (BI), and SUNY System Administration trainings, mostly via webinars and conference calls.

The Budget Office successfully submitted the 2017-2018 Form 1 and related Campus management Strategies to SUNY System Administration. The Budget Office was able to successfully field questions from System Administrations’ review of the documents. Worked in conjunction with the Vice President for Finance and Administration to prepare and submit the campus’ financial management strategy.

Another assessment goal was to adapt and implement new budgetary methods envisioned by the new Vice President for Finance and Administration. With the successful hire of a new Vice President for Finance and Administration, the Budget Office was first tasked to developed and implement a Zero-based budget model for members of the Cabinet. Although much time and effort was put into developing spreadsheets and instructions for this method, Cabinet decided this process was too radical of a change from the existing budget methodology and that it would require excessive time and effort to complete.

In lieu of a zero based budget model, the Vice President for Finance and Administration then proposed a budgetary model that starts with the previous year’s budget, eliminates any vacancies and aligned all expenditures and revenues to their proper cost centers.

This started a process to thoroughly review all positions and expenditures of each division and fund. This exercise helped identify a truer operating budget picture and piggybacked on the Presidents Right Serving Right Sizing initiative. With realignments of expenditures to proper departments and funds, the Offset Operating budget was increased by approximately \$5.4 million. Revenues previously utilized to support positions in IFR/SUTRA will now be applied as a source of

Financial Plan funding for the operating budget instead of positions being directly charged to an IFR account that was unrelated to the purpose of the position. After this budget re-alignment process was completed, it was determined that significant budgetary reduction actions were needed by the University. Cabinet agreed to a budget reduction target of \$7 million over two years.

In April 2018, the President delivered a campus wide presentation on the budget including historical, current and future fiscal information. The President provided the budget reduction targets for each division. The Budget Office provided graphs and information to aid the President in her presentation. \$4.9 million was the University's budget target for 2018-2019, in which \$4.8 million was actually implemented. The Budget Office continued use of a "Budget Road Map" to track budgetary savings by cost/revenue categories across divisions.

The Budget Office also worked with various personnel on the budgetary impact of departmental reorganizations, staffing changes and other funding requests. Requests included merging the University Advancement Division with The Engagement and Economic Division and eliminating one Vice President Position to create one new Division. With this move, the Marketing and Communications department was moved under the President's leadership as well as having the Director of Marketing and Communication become a member of Cabinet. Reorganization and re-alignments were performed for the Facilities Maintenance department, the Learning Center, EOP as well as the Academic and Support Service Offices.

The Budget Office provided data analysis as needed to assist divisional Vice Presidents with the implementation of the Right Serving Right Sizing (RSRS) initiative. This initiative was a process intending to engage the University in best ways to improve efficiencies and costs as we deliver our mission. The assessment of the RSRS initiative was done throughout 2017-18 by the Finance and Administration Decision group. The group provided monthly updates on the Finance and Administration initiatives to the President. The RSRS reporting ended at the end of 2017-2018 due to the initiating of the PEPRE (Process for Emergency Program Reduction/Elimination).

Another assessment goal for 2017- 2018 was to develop a method of presenting a Profit and Loss Statement across Divisions. This goal is still a work in progress. As part of this goal the Budget Office would devise additional mechanisms to sub-allocate expenditures/revenues to the main profit centers of Academic Affairs and Enrollment and Student Services (ESS). Academic Affairs is identified as the main profit center for the state operating budget and ESS as the main profit center for the Residence Hall (DIFR) Budget.

The Budget Office was also tasked to devise a mechanism to allow departments to budget for all accounts — not just state operating accounts. Although some budget mechanisms were in place for budgeting Major Fee's accounts, additional mechanism procedures need to be developed. This action will continue to be an assessment goal for 2018-2019.

The Budget Office included links to the President's Campus Budget updates on its website, established a "Budget Feedback" email account for the university personnel to ask questions or make comments regarding the President's April 2018 budget message. It was also established for any other general budget questions. As a result of questions asked, the Budget Office posted a questions and answers document on its website as well. This was done as part of the assessment goal of having Institutional Budget Transparency.

The Budget Office continued to explore possibilities of using Business Intelligence (BI) for reports. Various analyses were prepared throughout the year utilizing Business Intelligence data from SUNY's OBIEE program. Many reports were generated and or developed for departments especially in regards to budgetary actions.

The Budget Office worked extensively with the Academic Affairs Division to evaluate tenure lines, adjunct budget, course releases & stipends. Analyses were prepared detailing extra service payments, stipends, and other salary information and were provided to the Provost, Deans, and Directors. Shared google sheets were developed and uploaded to aid in coordinating the Academic Affairs Budget decisions with the Budget Office.

To be consistent with the institutional priorities of sustainability and being cost effective, the Budget Office continually recycles used office paper by printing on the opposite side. In addition, once again this year, the Budget Office published the Budget Book electronically resulting in budgetary savings of approximately \$20,000.

The Financial Analyst continued to perform payroll and procurement card audits that were successfully transitioned from Internal Control into the Budget Office. A total of four payroll audits and 42 procurement audits were performed in 2017-2018.

The Budget Director continued to serve on the Information Technology Advisory Board (ITAB) and Academic Performance Solutions user group. The Budget Director was also asked to serve on SUNY's OER (Open Educational Resources) Sustainability Group, Middle States Working Group for Standard VI, and the Search Guidelines group. The Financial Analyst served on the Council for Women's Concerns Advisory Board. The analyst continued to serve on the Scholarship Sub-Committee for the SEM Initiative this year although there were limited meetings.

### **Assessment Goals**

- Complete the 2018-2019 Consolidated University Operating Budget by late fall.
- Continue to implement changes to the Budget Book as warranted. Provide more budget details by department.
- Successfully complete the 2018-2019 Form 1 and related Campus Financial Management Strategies Summaries. The Budget Office will act as a liaison with SUNY System Administration regarding the financial condition, including cash balances of Fredonia.
- Continue to enhance the Budget Office website to incorporate campus wide budgetary documents to keep the campus community informed of budget actions and results. This is to meet the President's and the campus' expectation of budget transparency.
- Develop and maintain a three year to five year budget forecast.
- Work with Cabinet and all divisions to implement any budgetary actions and possible cost saving measures to reduce the structural deficit.
- Provide data analysis as needed to assist campus leadership with the implementation of the PEPRE Process (Process for Emergency Program Reduction/Elimination). This initiative will look strategically at programs and services to determine reductions and eliminations of programs and services no longer needed. This effort is a continuation to provide sustainable and cost savings measures to coincide with University institutional priorities.

- The Budget Office will be trained on the assessment tool, Watermark, in October 2018.
- Continue to collaborate with IT staff, Human Resources, Payroll and Academic Affairs to work on the development, testing and implementation of the COS rewrite.
- Provide COS training as needed.
- Continue to collaborate with SUNY System Administration and various SUNY campuses to identify and implement “Best Practices” for fiscal operations.
- Continue to evaluate and enhance any existing budgetary procedures or spreadsheets in order to provide information in a more effective and time saving manner.
- Provide ad-hoc analysis to campus constituents in a timely, responsive manner.
- Continue to perform payroll and procurement card audits.
- Continue to enhance and implement the new budgetary model developed by the Vice President for Finance and Administration. This would include further realigning all expenditures that are considered Institutional into existing divisional budgets.
- Worked in conjunction with the Vice President for Finance and Administration in preparing the budget outlook and cash reserves, as well as other financial documents for the Planning and Budget committee to present to the Campus University in October 2018.
- Devise a mechanism to allow departments to budget for IFR accounts— not just state operating accounts.
- The Financial Analyst will continue to serve on the Scholarship Sub-Committee for the SEM Initiative and continue to Co-chair the Council for Women’s Concerns Advisory Board.
- The Budget Director will serve on the Information Technology Advisory Board (ITAB), Academic Performance Solutions user group, OER (Open Educational Resources) Sustainability Group, Middle States Working Group for Standard VI, and the Search Guidelines Update group.
- The Budget Director will continue to work in collaboration with the Education Advisory Board (EAB), SUNY System Administration, Academic Affairs, and the Information Technology (IT) Department to identify, group and validate 2017-2018 financial information for the EAB Academic Performance Solutions (APS) data sets. APS is an analytical tool for measuring Academic Metrics. 2017-2018 Financial data uploads are anticipated to take place in November 2018. The Budget Director will attend training as offered on APS.
- Work in conjunction with the Associate Vice President for Finance and Administration in year-end closing procedures.
- Oversee Cash Reserves and Budget shortfall accounts.
- Verify & freeze the Discretionary Salary Increase (DSI) Pool, verify salaries, develop divisional DSI Salary Pools, and help oversee the UUP DSI awards process.
- Work with Divisional Leadership to identify and implement 2019-2020 Budgetary Actions.



## Payroll Services

### Annual Report

The primary responsibility of the Payroll Services Office is to effect accurate and timely payment of salaries and wages to all faculty, staff and students who are paid from State Purpose Funds, Income Fund Reimbursable Funds (IFR), Dormitory Income Fund Reimbursable Funds (DIFR), State University Tuition Reimbursable Funds (SUTRA) or College Work Study Funds. Salaries and wages also include miscellaneous items such as overtime, inconvenience and holiday pay, lump sum payments and compensation for extra service and summer session. To effect these payments on the regular State Payroll, Payroll Services is responsible for checking accuracy of information on the Change Of Status (COS) form such as salary, pay basis, position title and FTE percentage, anniversary date, appointment type and increment code for all state and graduate assistant employment. For Student Assistant and College Work Study, the Payroll Office verifies the accuracy of all appointment and new hire paper work, establishes vacant lines for appointment, monitors appropriate rate increases and over-the-max rates, and processes retirement enrollment for student employees. The role of the Payroll Office actually begins prior to hire, continues in a variety of ways throughout employment and often continues even after separation from payroll due to resignation, retirement, graduation, etc. The Payroll Office functions require interpretation of contract language, time and attendance rules, payroll bulletins, and federal, State and SUNY policies.



*Seated: Sue Cortes; in back from left to right: Ruth Phillips, and Tammi Moloney*

In addition to the biweekly preparation of four payrolls, the Payroll Office provides the following services for employees:

- Assists with the completion of employment forms, such as employment eligibility, tax withholding, non-resident alien tax documentation, payroll deduction and direct deposit.
- Completes employment verification requests for unemployment insurance and loan requests.
- Offers assistance regarding payroll procedures and schedules.
- Prepares College Work Study reconciliation which is used by Financial Aid to complete the Fiscal Operations Report and Application (FISAP).
- Administers Time and Attendance rules, procedures, and attendance records for all faculty, professional, Management/Confidential, and classified employees.

The Payroll Office is staffed with a Director, a Payroll Examiner 2, a Payroll Examiner 1, and an Office Assistant 2 (vacant since March 2, 2017). Student temporary service employees also provide assistance.

## Significant Accomplishments

- Produced biweekly payrolls for 1,028 State and Graduate Assistant payees totaling \$45,995,228.
- Produced biweekly payrolls for 639 Student Assistant and College Work Study payees totaling \$1,502,750. For both student payrolls, we also complete the pieces of line item set-up, new hire paperwork completion, personal data gathering and entry, and transaction entry. For the State and Graduate Assistants, these functions are performed by Human Resources with information rolling to our payroll system.
- Provided Student Payroll training to supervisors, secretaries, and residence hall directors. Also provided a group session for all Athletics department student employees and supervisors for proper paperwork completion and guidance on the student payroll process.
- Contributed and participated in New Hire Orientations for new faculty, and residence hall directors.
- Processed 2,296 COS forms for campus payroll transactions for State and graduate assistant employees. This involves verification and supply of appropriate title, effective dates, salary, pay basis and position edits needed as a result of changes.
- Processed the New York State minimum wage increases to all Student Assistant and College Work Study employees.
- The Payroll Director continues to maintain the COS system by managing user, department, hierarchy, and coding changes for this campus-wide application.
- Coordinated efforts again this year with Financial Aid and area banking institutions to provide one-stop access for Student Assistants and College Work Study student workers to complete paperwork, pick up work study referrals, and open banking accounts for direct deposit purposes. This is held in the Williams Center on the first two days of the fall semester.
- NYS Payroll Online campus roll-out coordinated with SUNY and the Office of the State Comptroller.
- For time and attendance purposes, due to an increase in the number of FMLA cases and the need for greater monitoring of leaves approved from Human Resources, an internal tracking procedure was developed for payroll and time and attendance purposes. Monitoring the FMLA cases for time and attendance tracking and eligibility purposes is a significant time commitment.
- Increased the promotion of the Direct Deposit program to our Student Assistant and College Work Study employees, and provided assistance with sign-up resulting in an increase in student direct deposit to 52%.
- Increased the promotion of the Employee Retirement System to our student employees, in particular those anticipating further state service employment. This allows registration into the current retirement tier with service credit that will not need to be “bought back” at a later time in state employment.
- Regular participation of the Payroll Director in quarterly Payroll Users Group web conferences with other SUNY and State agencies in an effort to remain abreast of current and future federal, State, and SUNY policies.
- Committee memberships of the Payroll staff included the Finance and Administration Awards committee, the Chancellor’s Award for Excellence review committee, Council for Women’s Concerns, and SEFA.

- Completion of a Personnel and Payroll Practices audit conducted by auditors from the SUNY Office of the University Auditor. This involved approximately two to three weeks of preparation of requested sample items for various categories of testing, and uploading the information to a shared drive. Once on location, the auditors had further questions and data requests for their sample testing. The audit provided good results with just four recommended items for the campus to work on between Human Resources and Payroll, as well as campus-wide.
- The hire of an Office Assistant 2, SG9 is hoped to occur in January 2019. The position has remained vacant since March 2017 after one failed search. We waited for the new exam for this title to be administered in October 2017, with results available from Civil Service in January 2018. In February 2018 we canvassed the new list, and by the time the results were provided in March, we were put on hold for Cabinet review of all hires. Approval to refill was finally received at the end of June 2018. We did not begin another, new canvass process at that time, as it would have been extremely difficult for a new person at the start of classes in August.

### **Statistical Data**

As a measure of accuracy in processing payrolls, previous annual reporting provided rankings of all SUNY campuses as well as statewide rankings with other State agencies with regards to late separations and late hires. This data was compiled by the Office of the State Comptroller (OSC), but due to ongoing staffing and budgetary constraints, OSC has discontinued the production of the mid-year report card. Through the use of other available reporting tools, the Payroll Office is able to individually report that our number of late terminations decreased from three last year to one. This has significant impact on the resulting overpayment that a late separation creates, and the actions necessary for our office to recoup the overpayment. The number of late hires increased from 25 last year to 42 this year. This will be a goal to see this reduced over the next reporting year. Late hires result from a delay in a campus department submitting a COS in a timely manner, or a new employee not completing their new hire paperwork in time for appointment in the appropriate effective dated payroll period. This increase affects the amount of retroactive pay that is required to be calculated and submitted to the State Comptroller's Office.

Corrective measures will continue to be taken to ensure departments are aware of, and adhere to the COS submission deadlines for timely processing of appointments, separations, and salary changes. COS forms received late directly affect the performance measures of separations, appointments, and overpayments. The Payroll Director regularly communicates the Fredonia COS deadline schedule to all departments and COS initiators to ensure timely submission of COS forms in order to have on-time hires and separations for our employees.

Early payroll deadlines are also communicated to student employee supervisors, and to key areas for timesheet submissions (Facilities Services and University Police), for timesheets which may contain overtime for payment.

### **Assessment Update**

#### **Assessment Statement**

The Payroll Services unit provides accurate and timely payment of salaries and wages to all faculty, staff and students, and provides excellent customer service to all constituencies.

## **Assessment Activities**

The Payroll Services unit designed and delivered payroll presentations for New Faculty Orientation, with reported positive feedback.

Payroll Services also provided training workshops for student payroll supervisors to reinforce standard policies and procedures, as well as introduce updated forms and the student payroll website.

## **Assessment Goals**

- Accurately process payrolls for faculty, staff and students.
- Continue to provide training and formalize feedback as to the effectiveness of the material presented.
- Continue to assist with the new hire orientations and review feedback to improve the effectiveness of the orientations.
- Continue to assist each new student hire with their new hire paperwork (tax forms, I-9, retirement, and direct deposit); then process those payroll items as well.
- Participation with the online COS team to implement the COS rewrite to meet the needs of the end users; formalize feedback as to the effectiveness of the changes. We have been on hold with this by ITS for quite some time as other campus initiatives have required attention first.
- Strive to improve upon our late hires and post deadline submissions rankings by continuing to provide COS users with forthcoming processing deadlines. Extra reminders prior to larger payrolls at the beginning of each semester are provided to all COS users.
- Complete roll-out for the online Time and Attendance System (TAS) Classified group (CSEA, PEF, and University Police). Payroll's vacant Office Assistant 2 position continually affects the ability to accomplish these larger initiatives. It is planned to begin the small group trainings for this (with employee and supervisor) during the semester break of the 2018-2019 academic year.
- Continue to implement the COS rewrite of the online COS system as needed to meet the needs of the end users and comply with System Administration modifications. Work in collaboration with IT staff to implement recommendations.
- Continue to promote the Direct Deposit program and increase our student enrollment in direct deposit.
- Continue the promotion of the self-service features of the SUNY HR portal and the NYS Payroll online option for W-2 reprints, Direct Deposit stub printing opt-out, W-2 printing opt-out, tax changes, etc.
- Remain abreast of continually changing federal, State and SUNY policies to ensure continued compliance with applicable rules and regulations.
- Hire an Office Assistant 2 for our vacant position.

## Purchasing

### Annual Report

The Purchasing Department is committed to providing efficient, courteous service to our campus customers. We have a knowledgeable team familiar with federal, State, SUNY and campus regulations and policies.

Responsibilities include accurately reviewing confirming requisitions; reviewing and processing standard requisitions into purchase orders, change notices, and when necessary, cancelations; furniture purchases; processing of office supply orders with various office supply vendors, ensuring the best pricing available. We input to and obtain vendor information from the State Financial System. In the review of requisitions, we provide expertise relevant to cost effective methods, commodity information and sourcing, negotiations, quoting and re-quoting, and problem solving. We also handle returns of incorrect or damaged goods when purchased via a purchase order. All aspects of the State issued procurement card are managed by the purchasing staff including training, cardholder set up, auditing, reconciling, and troubleshooting. Research Foundation transactions are also input when the result is a purchase order being produced.



*Seated: Joan Schnur; in back from left to right: Shari Miller and Donna Howlett*

The Purchasing staff advises departments of procedures for the use of preferred sources such as the Department of Correctional Services (CORCRAFT), New York State Industries for the Disabled (NYSID), New York Preferred Source Program for People Who Are Blind (NYSPSP), Minority Women Business Enterprise (MWBE), and Service Disabled Veteran Owned Businesses (SDVOB). Responsibilities also include ensuring trademark and licensing, branding procedures, software and contract services procedures, and information technology procedures are followed; dissemination of information from the Office of General Services (OGS) website for “P” contracts to the appropriate departments; and assisting in the formal bidding process with bid openings as needed.

The Purchasing Office is staffed with a Director, a Purchasing Assistant 2, an Office Assistant 1, and one Student Assistant.

### Significant Accomplishments

- 112 procurement card holders with 6,119 transactions, totaling \$1,789,522.
- Presented at the Finance and Administration Training Workshops in August of 2017.
- Added/updated approximately 240 vendors in the Statewide Financial System (SFS), 155 vendors in the Research Foundation Vendor File, and guided approximately 75 vendors to SFS Self Service with information changes.

- Purchasing Department employees attended various conferences and workshops during fiscal year 2017-2018 including the fall 2017 Secretarial/Clerical Conference; the Secretarial/Clerical Mini-Conference; the fall 2017 National Association of Educational Procurement (NAEP) Conference; the spring 2018 SUNY Purchasing Association Conference; weekly WNY Strategic Sourcing Teleconference Meetings; and weekly Jaggaer Project Team Teleconference Meetings. The Purchasing Department also participated in many MWBE conference calls, SDVOB conference calls, and System Administration webinars.
- 935 purchase orders were created totaling \$6,762,980.
- Total State and Research Foundation transactions processed by the Purchasing Department totaled \$11,645,366.
- Purchasing Department staff have a presence in the Secretarial/Clerical Professional Development Committee, SUNY Fredonia Federal Credit Union Credit Committee, EAP Committee, the Trademarks and Licensing Committee, SUNY/RF Procurement Team, Fredonia Sustainability Committee, Building Safety Committee, two campus investment clubs, along with various community groups such as National Night Out Committee, Town of Dunkirk Planning Board & Comprehensive Plan Board, and more.
- Continue to work with MWBE vendors in working towards the SUNY wide goal of 30% and with Service Disabled Veteran Owned Businesses to work towards the State set aside of 6%.
- Assisted in the reworking of office spaces with Millington Lockwood for 35 stations, including the move of Admissions to the 6<sup>th</sup> floor of Maytum Hall. By reusing existing stock in many of those locations, departments saved approximately \$8,000.

### **Statistical Data**

- Please refer to the last page of the Purchasing Department section for the Purchasing Volume Report for fiscal year 2017-2018.

### **Assessment Update**

#### **Assessment Statement**

The Purchasing Department strives to work with our campus customers and off campus vendors in an efficient manner to maximize a department's budget dollars while staying in compliance with federal, State, SUNY, and campus policies. Our campus customers are everyone that attends or works on this campus, or is an off-campus vendor.

#### **Assessment Activities**

The Purchasing Department maintains close working relationships with campus departments, vendors, and SUNY System Administration providing instruction, guidance, and analysis in online requisitioning, vendor selection, procurement cards, and office supply procurement.

Training sessions are provided for online requisitioning, and the use and administration of the procurement card to individuals and departments. Upon request, the Purchasing staff is willing to provide departmental training. The Purchasing Department also presents at the annual Finance and Administration training day held in August. Evaluation forms are utilized at these training



sessions to assess the necessity and the presentation style, as well as to obtain suggestions for improvements and possible future topics. As a result of this feedback, the Purchasing Office can target areas needing more emphasis at future presentations. Evaluation forms are also used at procurement card training sessions.

### **Assessment Goals**

- Continue to present purchasing workshops to include procurement cards, Trademarks and Licensing procedures, Information Technology procedures, and other relevant purchasing issues, policies, and practices.
- Continue to work with SUNY System Administration on the Fredonia Citibank VISA Procurement Card program, web procurement, and the implementation of an eProcurement system (SciQuest/Jaggaer).
- Continue to decrease small dollar purchases through procurement card education and mandatory use.
- Update the Purchasing Department webpage and manual as necessary and add new Standard Operating Procedures for departmental reference.
- Ensure that requisitions are processed in a timely and accurate manner.
- Ensure that Research Foundation purchase orders are processed in a timely and accurate manner.
- Continue to strengthen campus awareness of NYS certified MWBE and SDVOB vendors in an effort to increase their usage.
- Strive to meet SUNY's MWBE goal of 30% for commodities, and the SDVOB set aside goal of 6%.
- Utilize evaluation forms at all training workshops and incorporate viable suggestions into future sessions.
- Continue to strengthen MWBE relationships and to develop relationships with New York Certified Service Disabled Veteran Owned Businesses.
- Establish state vendors in the Research Foundation of SUNY Supplier File in preparation of the implementation of an eProcurement system.

**2017 – 2018 Purchase Order Volume Report**

STATE	2017 - 2018		2017 - 2018		2017 - 2018		2017 - 2018	
	PURCHASE ORDERS		JT's/PP/VOID/Pend REQUISITIONS		CONFIRMING REQUISITIONS		CITIBANK VISA	
DATE	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT
JUL. 17	105	\$ 1,557,763.35	22	\$ 27,030.43	54	\$ 111,737.17	436	\$ 148,893.23
AUG. 17	80	\$ 668,460.07	44	\$ 4,076.25	90	\$ 297,208.48	657	\$ 195,394.29
SEP. 17	77	\$ 389,168.87	21	\$ 19,375.65	90	\$ 281,831.94	741	\$ 215,163.40
OCT. 17	60	\$ 496,721.71	20	\$ 22,326.75	96	\$ 194,045.64	546	\$ 137,282.36
NOV. 17	62	\$ 388,205.37	20	\$ 28,359.23	92	\$ 145,737.58	493	\$ 140,127.44
DEC. 17	64	\$ 490,384.20	4	\$ 211.00	61	\$ 132,547.62	365	\$ 132,556.50
JAN. 18	100	\$ 593,273.39	19	\$ 111,834.41	65	\$ 94,402.46	546	\$ 138,294.91
FEB. 18	48	\$ 200,697.04	12	\$ 5,087.20	56	\$ 78,016.20	544	\$ 148,032.99
MAR. 18	55	\$ 410,445.28	14	\$ 2,926.44	81	\$ 146,527.34	486	\$ 134,813.75
APR. 18	69	\$ 351,361.59	21	\$ 20,139.30	79	\$ 124,356.98	468	\$ 143,037.87
MAY. 18	106	\$ 676,357.00	18	\$ 89,990.73	89	\$ 132,974.94	406	\$ 113,761.64
JUN. 18	109	\$ 540,142.41	44	\$ 137,474.55	83	\$ 99,384.61	431	\$ 142,164.00
YTD 17 - 18	935	\$ 6,762,980.28	259	\$ 468,831.94	936	\$ 1,838,770.96	6,119	\$ 1,789,522.38
YTD 16 - 17	855	\$ 5,665,245.68	211	\$ 394,698.71	839	\$ 2,089,636.35	6,863	\$ 2,068,388.38
RESEARCH	2017 - 2018		2017 - 2018		TOTAL		TOTAL STATE PURCHASES	
	PURCHASE ORDERS		OTHER VOUCHERS		RESEARCH PURCHASES		PO's, REQUISITIONS, VISA	
DATE	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT
JUL. 17	0	\$ -	161	\$ 34,995.94	161	\$ 34,995.94	617	\$ 1,845,424.18
AUG. 17	4	\$ 26,538.34	130	\$ 92,287.35	134	\$ 118,825.69	871	\$ 1,165,139.09
SEP. 17	0	\$ -	59	\$ 25,170.90	59	\$ 25,170.90	929	\$ 905,539.86
OCT. 17	1	\$ 253.00	68	\$ 39,141.23	69	\$ 39,394.23	722	\$ 850,376.46
NOV. 17	2	\$ 4,359.67	34	\$ 13,074.30	36	\$ 17,433.97	667	\$ 702,429.62
DEC. 17	1	\$ 4,100.00	66	\$ 39,273.61	67	\$ 43,373.61	494	\$ 755,699.32
JAN. 18	2	\$ 819.95	81	\$ 92,790.71	83	\$ 93,610.66	730	\$ 937,805.17
FEB. 18	7	\$ 38,371.02	63	\$ 55,666.28	70	\$ 94,037.30	660	\$ 431,833.43
MAR. 18	11	\$ 35,593.13	134	\$ 97,257.65	145	\$ 132,850.78	636	\$ 694,712.81
APR. 18	2	\$ 1,648.76	57	\$ 19,950.13	59	\$ 21,598.89	637	\$ 638,895.74
MAY. 18	2	\$ 6,250.00	121	\$ 54,199.42	123	\$ 60,449.42	619	\$ 1,013,084.31
JUN. 18	11	\$ 23,148.97	165	\$ 80,370.40	176	\$ 103,519.37	667	\$ 919,165.57
YTD 17 - 18	43	\$ 141,082.84	1,139	\$ 644,177.92	1,182	\$ 785,260.76	8,249	\$ 10,860,105.56
YTD 16 - 17	36	\$ 132,153.51	1,344	\$ 821,863.82	1,380	\$ 954,017.33	8,768	\$ 10,217,969.12
17 - 18 STATE	\$ 10,860,105.56		8,249	17 - 18 TOTAL OF STATE & RESEARCH PURCHASES			9,431	\$ 11,645,366.32
17 - 18 RESEARCH	\$ 785,260.76		1,182	16 - 17 TOTAL OF STATE & RESEARCH PURCHASES			10,148	\$ 11,171,986.45



## Student Accounts

### Annual Report

The Student Accounts Office is committed to providing efficient, courteous service to the campus community with a friendly staff knowledgeable on federal, State, SUNY and campus regulations and policies. Responsibilities include accurately billing and collecting tuition and fee revenue for every registered student, distributing Federal, State and private financial aid funds to individual student accounts, and appropriately refunding excess aid directly to the student or back into the financial aid program. In addition, Student Accounts disseminates information to the families of our students relevant to the Tax Relief Act of 1997 for the Lifetime Learning and American Opportunity Income Tax Credit, and provides information sessions at each of the Summer, Spring, and International Student Orientation programs as well as EDP's JEWEL program.



*Seated: Lynn Bowers; in back, from left to right: Lori Rickerson, Dana Mleczo, Angie Astry, Pat Ippolito, Megan Mackowiak, and Mary Jo Rusch*

Another responsibility of the Student Accounts Office is the timely deposit of funds for all campus accounts — Income Fund Reimbursable (IFR), student and employee vehicle registration, parking violations, and summer athletic and professional camps. Work Study and Student Assistant paycheck distribution, and billing and collecting for employee long distance personal telephone calls also reside in this department.

The Student Accounts Office must accurately account for every dollar billed, collected and refunded within the Fredonia University community. The Uniform Revenue Accounting System (URAS), established and monitored by the System Administration University Controller's Office, provides the basis for our campus financial accounting. Revenue distributions and transfers are prepared and transmitted to SUNY System Administration biweekly. Biannual reporting requirements to System Administration include the submission of a Trial Balance, Reconciliation of Fund Balance, Aged Student Accounts Receivable, Reconciliation of Collections, Collection Fund Reconciliation, and Student Revenue Data Submission (SRDS). Monthly reconciliation of the URAS financial data is prepared to ensure accurate reporting. A reconciliation of Revenue Related to Student Registration is prepared for each academic semester and submitted annually. A reconciliation of the State Depository and State Controlled Disbursement bank accounts is prepared on a monthly basis and an annual Sole Custody Report for State bank accounts is submitted directly to the Office of the State Comptroller.

The Student Accounts Office is staffed with a Director, an Assistant Director, a part-time Revenue Accountant, an Administrative Aide, three full-time Office Assistant 2's, one part-time Office Assistant 2, and a Secretary 1.

### **Significant Accomplishments**

- Successfully transmitted the Tax Relief Act file to SUNY in a timely fashion.
- Veterans Affairs and Post 911 benefit recipients continued to receive their funds in a timely fashion and we ensured that no duplicative benefits were received by these students.
- Continue to certify TAP in a timely manner and properly certify students utilizing the two different SAP charts, dependent upon when they initially received TAP or if they are an EDP student.
- PEER Transfer/Flywire was implemented in spring 2013, and the students that have utilized the service have been pleased with the ease of making their payment. Throughout the past year, we received 23 payments through Peer Transfer totaling \$190,429.
- As new TouchNet releases update the software system, we keep the office staff abreast of the changes that occur and the new features that are available for usage.
- One member of the Student Accounts staff has been actively serving on the SEM Retention committee throughout the past year.
- Served on the PCI Compliance Committee and brought Campus Guard to campus for PCI training again this year. This time we recorded the training to show to future employees that need to receive the PCI training. We have continued to work toward PCI compliance across campus.
- Worked with IT and TouchNet to implement TouchNet Mobile for the Bill+Payment Suite. Now when students look at their eBill, sign up their Authorized Users, make a payment or any other tasks in the Bill+Payment Suite, they don't have to move their screen around and it automatically adjusts to their mobile device.
- Effective with the Fall 2017 semester, we began emailing the required loan disbursement notification to students instead of mailing them. This has cut down on the mailing cost in addition to getting the information to the students sooner.
- We set up the ability to accept American Express and Discover payments through the TouchNet Marketplace. Students can now pay their deposit using American Express and Discover in addition to these options being available to all of the Marketplace stores.
- Throughout the past year we have worked very closely with IT, the Registrar's Office, Financial Aid, and Academic Advising to research and implement Excelsior. We were a Beta school for the SICAS Center, so we were doing the testing of their software to ensure that things were working as they should be. This allowed us to be one of the first schools to certify for and receive our funds. There is much more work to be done with Excelsior and the campus offices continue to work closely together and wait for HESC to be able to process our post certification records, so we can get the funds applied to the students' accounts.
- Working with University Services and SUNY Legal, we were able to finalize a contract with M&T Bank for all of our banking services. This enabled us to move to receiving more of our reports online and eliminating some costs associated with mailing reports to us.
- All URAS reporting deadlines were met and requirements were satisfied per SUNY System Office review.
- Tested and implemented all relevant patches for the Banner Finance module.

- Assisted with the continued implementation of TouchNet Marketplace stores, assuring that the financial data being fed into Banner for IFR accounts from the new stores is properly accounted.
- Assisted with the continued implementation of the Direct Loan Program to ensure that loan funds are accurately accounted for in the URAS system.
- Produced the sixteenth annual Fredonia Revenue Accounting/Student Accounts Report, a reference document of the financial data generated from these areas that includes appendices with historical statistical data.
- Continued work on the Banner Procedure Manual for functions of Student Accounts and Revenue Accounting.
- Submitted all Student Revenue Data Submissions (SRDS) in a timely manner for the Net Price Calculator.
- Submitted all monthly Sales Tax returns in a timely manner.
- Continued updating existing Excel spreadsheets that Revenue Accounting uses on a daily, biweekly, monthly, biannually, and yearly basis to increase operations and efficiencies.
- Purchased and implemented the PIN pad for customers to utilize when making payments at the counter. Previously if using a debit card, the customer would have to come around behind the cashiers to enter their PIN number into the credit card machine and can now enter it from the counter. Students can also use their phone to pay with proximity pay with our newly installed device.
- We began using a batch process to update the disbursement dates for the disbursement of scholarship funds. With the process, it automatically updated the date for the students we requested instead of manually going in and updating each one individually, which saved a large amount of time.

### **Statistical Data**

The Student Accounts Office produced over 15,680 bills for the fall 2017 and spring 2018 semesters, an increase of 3.9% from last year. As you can see from the chart below, we added another bill for the Excelsior students that were not eligible for their Excelsior award at the end of the Spring 2018 semester; these bills were generated both electronically and via paper. The final bills for the fall and spring semesters are prepared manually, and no bills are generated for J-Term or summer sessions; therefore, no statistical data is available. Please refer to the following chart for statistical billing data of all electronic bills.

<b>Fredonia Student Account Bills</b>						
	<b>2015-16</b>		<b>2016-17</b>		<b>2017-18</b>	
	<b># Bills</b>	<b>Billed Amount</b>	<b># Bills</b>	<b>Billed Amount</b>	<b># Bills</b>	<b>Billed Amount</b>
<b>Fall</b>						
Registration	4,515	\$31,656,851.20	4,315	\$30,084,401.20	3,454	\$24,644,522.35
Post Registration	2,103	15,893,560.36	1,919	14,091,855.22	2,643	20,856,454.91
Audit #1	1,344	11,036,774.57	1,156	9,242,592.26	1,267	10,660,687.69
Audit #2	1,012	8,595,628.68	847	7,251,940.82	909	8,199,486.76
Audit #3	335	2,876,066.46	241	2,061,873.41	333	3,062,916.46
<b>Spring</b>						
Registration	4,215	31,630,415.44	4,004	29,853,032.77	3,939	29,732,637.21
Post Registration	1,335	10,502,246.96	1,214	9,468,633.81	1,417	11,555,873.94
Audit #1	800	6,570,963.34	717	5,904,530.16	803	7,023,331.76
Audit #2	555	4,710,150.84	505	4,392,524.90	603	5,492,250.47
Audit #3	173	1,504,721.40	174	1,489,928.26	252	2,356,974.18
Excelsior					61	612,511.85
<b>Total</b>	<b>16,387</b>		<b>15,092</b>		<b>15,681</b>	

There were 2,134 students subscribing to the Faculty Student Association (FSA) Debit Account for the fall and spring semesters with a billable total of \$1,217,700, representing a 3.2% decrease in the number of subscribers and a decrease of 2.1% in dollar value.

The Student Accounts Office billed \$562,466 for laboratory and class fees for the 2017-2018 academic year, representing a decrease of 9.00% compared to the prior year.

Direct deposit of refunds directly into bank accounts totaled 3, 659, for \$4,981,504; an increase of 52.65% in number, and an increase of 45.35% in dollar value.

A total of 5,967 credit card web payments were processed for a total of \$11,968,797 during 2017-2018. In addition, 1,629 WebCheck transactions were processed in the 2017-2018 year for a total of \$4,512,143. Please refer to the following charts for comparative data.

<b><u>Web Credit Card Payments</u></b>					
<b>Month</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
July	\$1,010,849.30	\$1,047,871.55	\$893,626.87	\$958,946.28	\$599,905.83
August	4,412,470.97	4,353,586.52	3,961,735.31	4,049,258.50	3,395,945.87
September	779,592.38	957,634.29	821,536.16	685,263.08	1,016,360.19
October	794,298.65	819,562.43	881,274.02	806,757.86	754,684.83
November	267,022.87	226,316.75	255,231.75	250,946.39	237,538.78
December	1,202,895.94	1,267,261.96	1,219,380.32	1,080,119.33	936,781.52
January	4,200,922.80	3,962,225.69	3,660,085.79	3,435,199.26	2,960,103.38
February	869,731.28	621,142.69	699,850.69	608,728.14	706,560.45
March	597,701.76	666,232.98	667,503.69	706,664.73	627,859.26
April	399,271.50	372,450.18	506,802.91	422,164.74	310,751.45
May	202,763.88	194,295.37	99,996.33	132,116.77	331,183.59
June	53,846.43	73,037.80	69,288.12	61,342.09	91,121.91
<b>Total</b>	<b>\$14,791,367.76</b>	<b>\$14,561,618.21</b>	<b>\$13,736,311.96</b>	<b>\$13,197,507.17</b>	<b>\$11,968,797.06</b>
<b>Net Increase/Decrease</b>		<b>-1.55%</b>	<b>-5.67%</b>	<b>-3.92%</b>	<b>-9.31%</b>

<b><u>Webcheck Payments</u></b>					
<b>Month</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
July	\$342,715.49	\$310,260.35	\$345,603.94	\$320,584.40	\$249,256.05
August	1,841,420.91	1,759,734.29	1,662,334.09	1,537,188.27	1,259,206.77
September	417,070.14	403,134.50	425,990.82	316,157.03	369,032.28
October	396,355.74	370,683.40	389,257.48	310,150.41	314,711.33
November	172,432.97	115,553.20	93,424.53	76,407.15	62,796.01
December	415,952.51	342,693.79	379,358.99	414,365.81	314,301.02
January	1,592,274.08	1,635,073.86	1,363,581.02	1,233,974.13	1,204,327.12
February	442,713.44	357,338.79	293,349.93	246,182.04	262,958.12
March	341,589.83	345,443.95	340,440.51	291,934.31	290,683.74
April	180,395.06	165,193.82	114,311.61	107,150.88	101,722.50
May	87,710.60	69,196.14	37,859.30	17,918.66	66,213.39
June	26,915.15	11,231.05	8,370.80	16,960.39	16,934.27
<b>Total</b>	<b>\$6,257,545.92</b>	<b>\$5,885,537.14</b>	<b>\$5,453,883.02</b>	<b>\$4,888,973.48</b>	<b>\$4,512,142.60</b>
<b>Net Increase/Decrease</b>		<b>-5.94%</b>	<b>-7.33%</b>	<b>-10.36%</b>	<b>-7.71%</b>

During the 2017-2018 fiscal year, \$95.46 million of collected revenue and \$25.15 million of cash disbursements were accounted for within the University Revenue Accounting System. These figures represent a 1.4% increase in collections and a 0.93% increase in cash disbursements from last year. Please refer to the following chart for comparative data.

<b>CASH COLLECTIONS</b>				
	<b>2016-2017</b>	<b>2017-2018</b>	<b>Change</b>	<b>Percent</b>
Tuition	\$31,740,434	\$32,598,939	\$858,505	2.70%
College Fee & Student Fees	\$8,215,839	8,067,751	(148,088)	-1.80%
Campus Debit Card	\$1,229,482	1,136,396	(93,087)	-7.57%
Residence Hall Rental	\$15,811,271	15,959,521	148,250	0.94%
Food Service	\$10,222,262	10,391,959	169,698	1.66%
IFR Receipts	\$1,996,853	2,152,017	155,164	7.77%
Disbursements	\$24,923,189	25,154,604	231,414	0.93%
<b>Total</b>	<b>\$94,139,330</b>	<b>\$95,461,187</b>	<b>\$1,321,857</b>	<b>1.40%</b>

## Assessment Update

### Assessment Statement

The Office of Student Accounts provides efficient, courteous service to the campus community with a friendly staff that is knowledgeable on federal, State, SUNY and campus regulations and policies.

Revenue Accounting strives to submit accurate URAS biannual and annual reports on a timely basis, and transmit revenue distributions on a biweekly basis. There is an ongoing effort to implement automated procedures as they become available, as well as test and implement all new relevant upgrades and patches to increase efficiency in Banner and reduce data entry errors. Diligence is taken in efforts to reconcile bank statements each month, as well as to monitor the monthly statement of charges for bank services.

### Assessment Activities

Attempting to remain abreast of continually changing federal, State and SUNY policies, office staff maintained regular attendance at the SUNY Bursar meetings, TouchNet LIVE and other TouchNet presentations, the Banner User Group meetings, and Higher Education Services Corporation training sessions. This office conducted staff meetings to share information and keep all staff up-to-date.

Throughout the fall and spring semesters, the Student Accounts Office contacted students to make them aware of their balance due and to answer any questions they may have, or offer assistance in directing them to the right place to obtain assistance with getting the balance paid. We included some belonging language again and had a sample email for the staff to reference

so that there was consistency in what was being sent from the office. The email also forewarned students that holds would be placed on accounts with a balance due.

We were not able to complete a video of a student making their deposit payment online during the past year. However, Admissions has a page with step by step instructions on how to pay a deposit.

We were unable to successfully hire an Office Assistant 2 during the 2017-2018 year, but plan to hire someone within the next year.

Some of the Student Accounts staff have received training for Argos. Not all of the Student Accounts queries have been set up in Argos, so we utilize the ones that are established and continue to use Cool Query for those that are not. For the queries that are set up, we are utilizing this new software tool to streamline business practices.

Unfortunately, the regional Collection RFP did not go out as planned. We continue to work with University Services in hopes of an RFP going out soon.

We continue to work with the campus as a whole to maintain PCI compliance and are active members of the PCI Compliance Committee.

Working with University Services and SUNY Legal, we were able to successfully implement a new banking contract that covers all of our banking services. We are pleased that we were able to implement some online services and remove some expenses by transitioning to online.

The IRS allowed one more year to transition to reporting 1098-T's on a payment basis versus a billed basis, so SUNY decided to report the 2017 1098-T on a billed basis. We are keeping abreast of the changes that Ellucian is making to Banner to support this transition for the 2018 tax year.

Working with IT, University Services and Internal Control, we successfully purchased and implemented TouchNet mobile. Students and their families now can view their eBill, make a payment, sign up an Authorized User, etc. from their mobile device without adjusting the screen as it automatically adjusts to their mobile device. We are thrilled to offer this great feature to our students and their families.

We successfully implemented the student loan notifications to be sent electronically via email instead of mailed from our office. This reduced the cost of paper and mailing the notices and allows the students to know immediately that their loans have been disbursed.

We were able to utilize the PLUS loan application information to inform us if the parent had requested any excess funds to be refunded to the student. We had hoped to have a process that would automatically refund the student, but unfortunately that's currently not available. However, we are identifying these students and issuing the refund to the student instead of the parent through a manual process.

Scholarship information is now readily available to the Associate Vice President for Finance and Administration and to Financial Aid in Onbase, and has reduced the amount of manual work that was previously required.

We have worked closely with IT, the Registrar's Office, Academic Advising, and Financial Aid throughout the past year to research and implement Excelsior at Fredonia. I am proud to say that we were one of the schools that worked closely with the SICAS Center in designing and beta testing the software for certification and disbursement, which enabled us to be one of the first schools to receive Excelsior funds. Unfortunately we do have students from the fall 2017 and spring 2018 semesters that still have not been paid for their Excelsior award because HESC is unable to process post certification transactions along with EDP and 5 year approved program students. We continue to work with HESC and SICAS to get these issues resolved so that these students' accounts accurately reflect being paid in full. There is much room for improvement in future years, and our Fredonia team did an outstanding job working together on this project and getting the students their funds as soon as possible.

All 2017-2018 URAS biannual reports, as well as the annual report, were submitted to System Administration prior to the due date. Fredonia's designated campus analyst reviewed each report and issued unqualified acceptance letters for all reports as well as the annual report. This is one of the factors contributing to the good reputation that the campus has within System Administration operations, which has permitted us to submit reports biannually instead of quarterly as we had done in previous years.

Revenue distributions were remitted biweekly on time to System Administration throughout the entire fiscal year and all monthly revenue targets were met. Campus departmental accounts were credited with their revenue collections on a timely basis. Dorm revenue collected was submitted to Key Bank per the new dorm regulations.

All Banner patches and new releases are continually tested to ensure that they work properly when applied in our production database. Student Revenue Data Submissions (SRDS) is consistently monitored with new patches, as well as reporting the submission to System Administration once per year.

Students are being notified more frequently through both email and mail if they have an old uncashed check, and funds are being sent to the Office of the State Comptroller (OSC) and to lenders more frequently as well.

Our records are being reconciled with the Attorney General's records for accuracy as needed. Graduate Assistantship records are also being reconciled for accuracy throughout the year.

The continued development of TouchNet Marketplace stores for the online collection of a wide variety of payments continues to lead to a drastic increase in the dollar value of electronic receipts. Anticipating an increase in the cost of our banking services, a method for tracking and analyzing monthly credit card merchant charges was previously initiated. Compared to the previous year, merchant charges decreased 9%; charges for all other banking services increased 91% (please refer to the following chart). The drastic increase was a result of implementing the new banking services contract and pricing adjustments that went along with that since we were previously being assessed fees from a contract that was implemented several years prior. This information is critical in securing sufficient funding from System Administration to adequately cover our banking services. All bank statements are also reconciled on a monthly basis to assure the bank records agree with the campus records.



Credit Card Merchant Charges Comparison Year-to-Date as of June 30, 2018 Fiscal Year 2016-2017 Compared to 2017-2018				
	<u>17/18</u>	<u>16/17</u>	<u>Inc/Dec</u>	<u>% Inc/Dec</u>
CASHIERS	28,496.58	27,249.73	1,246.85	5%
INTERNET	213,501.31	243,924.32	(30,423.01)	-12%
INTERNET INCUBATOR	151.05	651.20	(500.15)	-77%
INTERNET MARKETPLACE	10,753.37	7,442.55	3,310.82	44%
INT MARKETPLACE ADVAN.	631.45	1,206.83	(575.38)	-48%
MARKETPLACE ADV POS	0.05	-	0.05	100%
FREDONIA BOX OFFICE	7,700.26	6,908.60	791.66	11%
<b>TOTAL</b>	<b><u>261,267.06</u></b>	<b><u>287,383.23</u></b>	<b>(26,116.17)</b>	<b>-9%</b>

Bank Invoice Charges Comparison Years 2016-2017 and 2017-2018				
	<u>17/18</u>	<u>16/17</u>	<u>Inc/Dec</u>	<u>% Inc/Dec</u>
July	1,013.70	1,040.16	(26.46)	-3%
August	1,480.62	1,456.16	24.46	1.7%
September	5,002.05	3,176.36	1,825.69	57%
October	4,902.25	2,600.25	2,302.00	89%
November	3,308.28	1,488.61	1,819.67	122%
December	2,687.47	1,277.55	1,409.92	110%
January	3,406.64	1,640.29	1,766.35	108%
February	4,751.08	2,485.86	2,265.22	91%
March	4,340.50	2,391.76	1,948.74	81%
April	3,635.94	1,457.80	2,178.14	149%
May	3,160.25	1,296.63	1,863.62	144%
June	3,009.52	1,006.90	2,002.62	199%
<b>TOTAL</b>	<b><u>40,698.30</u></b>	<b><u>21,318.33</u></b>	<b>19,379.97</b>	<b>91%</b>

## Assessment Goals

- Remain abreast of continually changing federal, State and SUNY policies to ensure continued compliance with applicable rules and regulations.
- Continually seek to improve our business practices so as to maintain or reduce our current level of student account receivables.
- Hire an Office Assistant 2 for the cashier's area and a Secretary 1 to replace our Secretary who was promoted to another position on campus. Additionally, prepare for the retirement of our Administrative Aid and one Office Assistant 2.
- Utilize and train all staff on the tools available within Argos.
- Work with University Services and the Western New York Region to successfully complete the RFP process for a collections contract.
- As a member of the PCI Compliance Committee, continue working with Campus Guard and IT to assist Student Accounts and the campus community in becoming PCI compliant.
- Prepare for the transition of reporting 1098-T information on a billed basis to a payment basis for the 2018 tax year as required by the IRS.
- Continue to work on creating an automated process that will refund the student directly if the parent requested that any excess PLUS funds be refunded to the student.
- Continue to work with IT, the Registrar's Office, Academic Advising and Financial Aid on Excelsior. There is much improvement that is needed in the process and procedure for certification and disbursement of funds. Additionally, work to create a policy and procedure for students that don't meet the requirements and are taking courses at other campuses, or have been decertified and need to be billed for their balance due.
- Continue monitoring the accuracy and timeliness of the URAS reports.
- Continue monitoring the accuracy and timeliness of the biweekly revenue distributions.
- Continue monitoring the monthly statement of bank and merchant charges for accuracy.
- Continue reconciling the bank statement on a monthly basis to assure bank records and campus records agree.
- Continue testing all Banner Finance and related Banner Student Modules.
- Continue submitting the Student Revenue Data Submission once per year.
- Continue reconciling our records with the Attorney General's records for accuracy as needed.
- Continue notifying students more frequently for old uncashed checks.
- Reconcile the Grad Assistantship records for accuracy.
- Send dormitory funds to NYS Tax and Finance biweekly.
- Work with IT and Financial Aid to update the loan reconciliation process to reconcile all entities and ensure they are in sync more frequently. Additionally, add some additional checks to ensure the proper funds are drawn down and receipted. This will reduce the amount of time needed to complete the final reconciliation at the end of the year.

## University Accounting

### Annual Report

All expenditures (other than payroll) incurred by every department on campus are processed for payment by the University Accounting Office and duly accounted for under the State Payment System. These expenses include, but are not limited to, purchases of office supplies and equipment, construction materials, library acquisitions, utilities, travel expenses and reimbursements, honorariums, personal expenses for moving/relocation, and critic teacher stipends. Emphasis is placed on timely payments to vendors to avoid costly interest penalties, and to employees to foster quality working relationships. Billing errors and/or discrepancies are investigated promptly as incurred.

The University Accounting Office also updates the SUNY-wide EnergyCap software program with Fredonia's monthly utility information which is used for analysis and reporting.

Monthly recharge accounting data is analyzed, tallied and summarized by account code, and input into the Central Accounting system to accurately recharge every department for the dollar value of services consumed. Recharge services include Verizon long distance telephone calls, Verizon cell phone calls, personal and business photocopying, campus Copy Center service, postage, storehouse inventory and State fleet automobile usage.

On a biweekly basis, the number of State and graduate assistant paychecks are verified and distributed to campus personnel. When processing employee reimbursements, the University Accounting Office is also responsible for updating employee leave status in the Statewide Financial System (SFS).

On a monthly basis, departmental accounting reports are prepared summarizing allocation, revenue, cash balance, and encumbrance and expenditure information for State, Income Fund Reimbursable (IFR), and Dormitory Income Fund Reimbursable (DIFR) accounts. Reviewed in detail by the financial services directors, summary findings and recommendations are documented and then distributed with the reports to the vice presidents, associate vice presidents and deans in Academic Affairs, Enrollment and Student Services, University Advancement, and Engagement and Economic Development. A monthly Construction Fund account report is also prepared and reviewed summarizing allocation, encumbrance and expenditure information. State and DIFR utility expenditures are monitored against budget to detect unanticipated dollar swings that might necessitate modifications to the planned allocation of resources.

A substantial amount of time and energy is devoted to processing employee and intercollegiate travel payments. Detailed explanations of State Audit and Control travel regulations, requirements



*Seated: Sandy Noble; in back from left to right:  
Alicia Klepfer and Emily Parsons*

and stipulations are provided as needed to individual travelers. Intercollegiate Athletic travel arrangements have their own unique rules and regulations and often require extensive coordination with outside agencies to come to satisfactory closure.

University Accounting is responsible for the Copy Center coding and all billing to departmental accounts for campus recharges.

During the 2017-2018 fiscal year, the University Accounting Office was staffed by the Director, one Accounts Payable Analyst, and one Office Assistant 2.

### **Significant Accomplishments**

- Accounting records for the fiscal year were completed and closed per System Administration deadlines without any lapsing State funds.
- The Director of University Accounting conducted campus-wide training sessions for SUNY Business Intelligence (BI), which is used for reviewing online departmental accounting information.
- The Director of University Accounting is a member of the SciQuest/Jaggaer implementation team.
- The Office of the State Comptroller (OSC) continued granting our campus University Accounting Office the ability to delete inaccurate and/or suspended vouchers.
- OSC continued to consider Fredonia as a “low risk” status, which permits the Quick Pay expenditure level to \$999,999.99.
- The University Accounting Office continued to inform the campus at a training session with regard to updates on the State travel policy, and the issuance of Non-Employee Travel Cards. The University Accounting Office continually updates their webpage with new procedures and forms, providing departments with easy access to the most current information.

### **Statistical Data**

- Throughout the 2017-2018 fiscal year, 5,176 State vouchers were processed for payment totaling over \$16.1 million. Compared to last year, these figures represent a 3% decrease in the number of State vouchers processed with a 3% decrease in the dollar value of State voucher payments.

<b>Vouchers Processed 2017-2018</b>		
<b>Month</b>	<b>Quick Pay</b>	
	<b># of Vouchers</b>	<b>\$</b>
<b>July</b>	321	1,765,568.98
<b>August</b>	358	1,616,601.19
<b>September</b>	387	1,283,486.88
<b>October</b>	521	1,254,409.46
<b>November</b>	434	844,824.48
<b>December</b>	368	1,005,519.12
<b>January</b>	392	1,578,422.27
<b>February</b>	459	1,966,406.51
<b>March</b>	440	1,134,346.54
<b>April</b>	478	1,105,342.39
<b>May</b>	493	870,511.25
<b>June</b>	525	1,759,059.15
<b>Total</b>	<b>5,176</b>	<b>16,184,498.23</b>
<b>Average</b>	<b>431</b>	<b>1,348,708.19</b>

<b>Vouchers Processed 2016-2017</b>		
<b>Month</b>	<b>Quick Pay</b>	
	<b># of Vouchers</b>	<b>\$</b>
<b>July</b>	321	1,669,911.44
<b>August</b>	399	1,919,854.81
<b>September</b>	361	1,824,375.64
<b>October</b>	386	934,798.40
<b>November</b>	430	1,429,102.42
<b>December</b>	371	1,297,769.52
<b>January</b>	488	1,453,421.00
<b>February</b>	466	1,433,638.00
<b>March</b>	415	1,333,387.00
<b>April</b>	457	629,786.00
<b>May</b>	530	1,235,994.00
<b>June</b>	424	1,533,852.00
<b>Total</b>	<b>5,048</b>	<b>16,695,890.23</b>
<b>Average</b>	<b>421</b>	<b>1,391,324.19</b>

The total number of Non-Employee Travel (NET) and Travel Cards on campus was 198, which represents a decrease of 10% in total number of cards.

Throughout the 2017-2018 fiscal year, Travel and Non-Employee Travel (NET) Card transactions were processed for payments totaling over \$724.3 thousand, which represent a 1% decrease in

Non-Employee Travel (NET) and Travel Card usage (please refer to the following charts for transaction detail).

<b>Citibank Travel Cards 2017-2018</b>			
Non-Employee Travel (NET)		Travel Card	
Month	Amount	Month	Amount
July	(375)	July	19,615
August	6,578	August	13,342
September	10,585	September	15,233
October	34,983	October	19,935
November	53,660	November	33,927
December	66,127	December	9,710
January	44,099	January	7,225
February	81,309	February	7,726
March	82,588	March	16,181
April	65,182	April	9,959
May	48,333	May	29,201
June	23,463	June	25,714
<b>Total</b>	<b>516,532</b>	<b>Total</b>	<b>207,767</b>
<b>Average</b>	<b>43,044</b>	<b>Average</b>	<b>17,314</b>

<b>Citibank Travel Cards 2016-2017</b>			
Non-Employee Travel (NET)		Travel Card	
Month	Amount	Month	Amount
July	4,440	July	16,986
August	16,142	August	7,201
September	4,109	September	20,435
October	16,866	October	21,242
November	42,381	November	24,236
December	87,267	December	8,854
January	42,689	January	6,748
February	81,883	February	9,512
March	74,843	March	12,326
April	58,118	April	14,181
May	80,120	May	24,093
June	38,885	June	18,229
<b>Total</b>	<b>547,741</b>	<b>Total</b>	<b>184,043</b>
<b>Average</b>	<b>45,645</b>	<b>Average</b>	<b>15,337</b>

## Assessment Update

### Assessment Statement

The University Accounting Office strives to maximize customer satisfaction. Our customers include the vendors from whom the campus community purchases goods and services, as well as the faculty and staff that we service on a daily basis for travel reimbursement, long distance telephone and photocopy pin codes, use of the SUNY BI Web accounting application, and paycheck distribution.

### Assessment Activities

The University Accounting Office strives to pay our vendors in a timely fashion. Every effort is made to avoid costly interest penalties by processing payments to vendors within 30 days of receiving the merchandise or invoice, whichever is later. If necessary the staff will contact the vendor for shipping information or a copy of the invoice, or the department for verification of receipt of goods or services.

The Central Accounting System, used when inputting voucher payment information, is equipped with edits to aid in the detection of duplicate invoices. Duplicate invoice warnings are immediately researched and resolved. In 2016-2017 there was one duplicate payment; in 2017-2018 there were no duplicate payments. There were eighteen payments issued through the Central Accounting System that resulted in Refunds of Appropriation (as compared to six in 2016-2017). The eighteen refunds encompassed the following: on Procurement Cards — one item returned to vendor; three cards used in error and three unallowable purchases; on Purchase Orders — one wrong vendor used to create the Purchase Order; one wrong payment vendor selected; one vendor price adjustment; and five items returned to vendor. On a Confirming Requisition — one duplicate payment due to the department submitting a payment request to the Purchasing Department and Other Funds agency; and one Prepay Requisition because the New York State Agency decreased the licensing fee; on Utility Payment — one payment was made on the same day the service was cancelled. As referenced above, refunds of appropriations were processed to restore funding in the appropriate accounts. As a means to reduce the risk of duplicate payments, departments are encouraged to use Purchase Orders or University Procurement Cards to obtain goods and services, as opposed to making a personal payment and subsequently filing a confirming requisition to obtain a reimbursement.

### Assessment Goals

- Continue to pay vendors in a timely manner to avoid costly interest penalties.
- Continue to closely monitor for duplicate invoice payments.
- Continue to be an integral member of the OSC statewide SFS implementation.
- Continue participation in the SUNY BI, EnergyCap, and Travel Solution Taskforces.
- Continue training workshops to assist departmental personnel in understanding the budget and accounting systems, and the proper completion of related paperwork.
- Continue to add procedures, forms, training packets, newsletter, and training presentations to the webpage, allowing departments easy access to the most current information.
- Scrutinize the current travel procedure for possible improvements and reduction in paper consumption associated with travel.
- Maintain or improve our rating for timeliness of payments as per the OSC performance report (provided OSC makes the report available again).

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# **Environmental Health and Safety and Sustainability**



## ENVIRONMENTAL HEALTH AND SAFETY AND SUSTAINABILITY

### Introduction

The Environmental Health & Safety & Sustainability (EH&S&S) department is responsible for campus-wide compliance with Federal, State, and local environmental and occupational safety regulations. The department is also ultimately responsible for fire safety, the NYS Uniform Building and Fire Code, and campus environmental sustainability. In addition to compliance issues, EH&S&S is responsible for assessing, designing, and implementing programs that ensure the safety of the university community. EH&S&S provides guidance, training and support to all divisions on an as needed basis while striving to increase the regulatory awareness of all who live and work on campus. EH&S&S also provides guidance to the campus community on issues of environmental, business, and social sustainability. EH&S&S is located in Hendrix Hall. Sadly, in August 2018, Gary Brittain, our Fire Safety Coordinator for this report period passed away after many years of excellent service.



*Seated: Sarah Laurie; In back from left to right: Gary Brittain and Lori Johnson*

### Mission Statement

The mission of the EH&S&S department is to partner with the university campus community in an effort to inform, educate, and provide up-to-date compliance information to provide a safe, compliant and supportive environment in which to foster the learning process. The EH&S&S department integrates sustainability into individual aspects of campus life by improving transportation, increasing environmental awareness and utilizing the campus as a learning/living environment to achieve sustainability. EH&S&S endeavors to provide a secure, viable campus in which members of the college community can explore education and foster safe work practices while sharing in the university experience.

## Annual Report

Environmental Health & Safety & Sustainability's responsibilities include ensuring that all federal, state and local regulations with regards to the Environmental Protection Agency (EPA), the Department of Environmental Conservation (DEC), the Department of Labor (DOL) and the Occupational Safety and Health Administration (OSHA) are being met, and thus request and provide internal inspections, employee training and preparation of the campus for inspections by external regulatory agencies. Additionally, the department assists campus administrators, employees, and students to develop sustainable programs that educate the campus community on environmental and social issues, provide a sustainable environment for education, and encourage continued fiscal stability.

Specific services provided by the Environmental Health & Safety & Sustainability Department include:

- Assess, design and implement all environmental, workplace safety, and fire safety training for the campus community. Oversee campus environmental regulatory compliance. Issue/review permits as required.
- Conduct fire, AED and workplace safety building inspections per requirements. Provide campus community with CPR/AED and First Aid training.
- Develop a pro-active working relationship with all departments as it relates to safety and regulatory compliance.
- Foster support and ensure compliance as it relates to working with outside contractors on the Fredonia campus.
- Provide support and guidance for environmental and safety related concerns posed by all members of the university.
- Maintain a campus-wide Safety Data Sheet file (SDS Online) for every hazardous material used or stored on campus. Identify waste streams and assure proper disposal methods.
- Provide guidance and oversight in the proper management and disposal of industrial, hazardous, universal, electronic, biological and radiological wastes generated on campus.
- Foster a team approach to working with the varying University departments to ensure chemical security and assist in the management of chemical emergency response.
- Provide ergonomic workplace assessments and recommendations as requested.
- Provide guidance and direction as requested in relation to NYS Fire Code.
- Monitor and coordinate pesticide application certifications.
- Provide leadership to the Sustainability Committee.
- Provide leadership to the Campus Safety Committee.
- Calculate occupancy and square footage to meet occupancy needs in areas of public assembly on campus.
- Coordination of Earth Month activities.
- Oversee and manage the campus FredRide carpooling program.



- Complete Greenhouse Gas Audits for submission to the Carbon Commitment as well as Sustainability Tracking Assessment and Rating System (STARS), Executive Order 4 and 18, NYS Environmental Self-Audit, DERA, CLERY, Part 2014, Annual Hazardous Waste and other required reports.
- Assist with Strategic Plan Implementation.

In fiscal year 2017-2018 Environmental Health & Safety & Sustainability consisted of one full-time Director who maintains general responsibility for the department, reviews and updates campus safety programs and policies, manages all regulated campus waste streams, files required annual reports, provides strategic direction on environmental sustainability issues for the campus, administers the CPR/AED and First Aid training programs, and acts as campus Code Compliance Officer. A part-time Fire Systems Coordinator and dedicated student oversee campus fire safety including monthly and annual inspections of fire systems, annual state fire inspection, fire extinguisher trainings, and AED management. A shared full-time Secretary, with the assistance of a Student Assistant, provide the administrative support for the department including procurement processes, paperwork, meeting minutes, and general office support.

### **Significant Accomplishments**

- Facilitated the disposal of over 51,500 pounds of hazardous waste.
- Continued with the annual training of RA's and RD's in fire safety.
- Inspected, tagged, and serviced over 1,200 fire extinguishers, 855+ pull stations, and 111 AED's located throughout the campus.
- Replaced all 111 campus AED units with new models.
- Conducted annual State fire inspection. This inspection encompasses the entire campus and its off-site buildings. The inspection normally takes two and a half weeks to complete. There are additional days for re-inspecting the non-compliance areas. EH&S&S also coordinates with responsible campus departments to ensure all non-compliance issues are abated.
- Managed the campus' Crowd Manager Program in compliance with NYS Fire Code Regulations, employing 25 Student Assistants.
- Participated on the Strategic Planning Steering Committee to develop the next campus wide strategic initiative including a section focused on environmental sustainability.
- Chaired and participated in several campus committees including the Right Serving Right Sizing Team for Finance and Administration, the campus Sustainability Committee, CSEA Labor Management, Communicable Disease Protocol, Radiation Safety, Campus Safety Committee, and Applied Learning Council.
- Coordinated Earth Month 2018 including the Annual Campus and Community Electronics Recycling Day, Repair Fair, Arbor Day Tree Planting, No Impact Week, and other campus events.
- Updated important campus safety policies including the Hearing Conservation, Respiratory Protection Program and the campus candle policy.

- Reviewed campus art programs to ensure compliance with new OSHA respirable silica standards.
- Worked in conjunction with Facilities Planning to develop a notification system for campus individuals impacted by upcoming building renovation and construction projects.

## Statistical Data

\* indicates training not conducted annually

Training or Inspection Program	Number of Employees Trained	Number of Employees Trained	Number of Employees Trained
Fiscal Year	2016	2017	2018
Aerial Lift	20	*	47
Asbestos Awareness	*	*	95
Avian Flu Awareness	Handout	Handout	Handouts
Bloodborne Pathogen Training	122	129	101
Building Inspections	68	68	66
Carbon Monoxide Awareness			12
Compressed Air	*	*	5
CPR/AED/First Aid	49	54	18
Electrical Safety	*	*	6
Emergency Response	11	3	22
Ergonomics & Assessments	0	17	1
Fall Protection	75	26	15
Fire Extinguisher Use	149	68	76
Fire Safety	357	197	191
Fork Truck	2*	*	23
Fume Hood Testing	*	57	0
Hazardous Waste Management	75	*	*
Hearing Conservation	*	21	13
Heat Stress/Heat Exhaustion Awareness	Handout	Handout	Handout
Hotwork Permits	23	18	15
Ladder Safety & Security	83	81	90
Lead Awareness	26	27	18
Lockout/Tagout	*	*	11
Lyme Disease Awareness	Handout	Handout	Handout
Machine Guarding	35	*	*
NYS Right-to-Know	All campus employees via WeComply	All campus employees via WeComply	767 campus employees via WeComply
Oil SPCC	101	4	29
Power/ Hand Tool	*	*	76
Powered Industrial Vehicle	0	*	*
Personal Protective Equipment	*	*	11
Rabies Awareness	Handout	Handout	Handout
Reach Truck	0	0	0
Respiratory Training and Fit Testing	8	0	9
RCRA Online	11	3	22
Safe Lifting	86	86	84
Scaffolding Safety	*	*	4

Slips, Trips and Falls	15	4	79
West Nile Virus Awareness	Handout	Handout	Handout
Work Zone /Flagger	13	*	13

**Fire Code Violations**

INSPECTION YEAR	NUMBER OF VIOLATIONS
2018	268
2017	292
2016	291
2015	310

**Hotwork Permits**

PERMITS	TOTALS
Hot Work Permits	15

**Chemical Waste Disposal**

WASTE DISPOSAL	POUNDS
Asbestos Waste	4 pickups
Hazardous Waste	2,587 pounds of hazardous waste
Medical Waste	124.7 cubic feet
PCB Waste	48,987 pounds
Universal Waste / Batteries / light bulbs	9662 lamps; 918 pounds of batteries

**Assessment Update**

**Assessment Statement**

The Environmental Health & Safety & Sustainability department provides a pro-active, cooperative environment in which employees are able to work and grow. Additionally the department designs and implements campus compliance and safe work practices in an effort to continue the quality and high level of standards the Fredonia community has come to expect.

EH&S&S continues to assess campus activities to develop and enhance training, chemical tracking, training databases, and sustainability resources that will allow assessment on a periodic basis.

### **Assessment Activities**

- EH&S&S continues to monitor changes to safety and environmental regulations which impact the campus, and design or update programs and procedures to comply with such revisions.
- Continued to assess the CPR/AED program using surveys to enhance and improve the CPR/AED training program. Installed 111 updated AED units across all university buildings.
- Provided in-person education of the function of EH&S&S to several campus stakeholders including FSA, Residence Life, and at New Employee Orientation.
- Continued the maintenance of the free carpooling program on campus. FredRide currently has 365 members registered.
- Handled the annual NY State Fire Inspection and maintained oversight of citations to ensure timely correction of all issues.
- Provided direction on the campus-wide Strategic Plan including a section dedicated to Environmental Sustainability which will guide the development of a Sustainability Strategic Plan in the future.

### **Assessment Goals**

- Re-write the campus Emergency Response Plan and obtain feedback from stakeholders and user groups.
- Continue updating pertinent campus safety policies.
- Engage in the implementation of the environmental sustainability section of the campus Strategic Plan.
- Assist in the PEPRE process for applicable departmental programs.
- Streamline and organize the safety inspection process for extinguishers, AED units, and eyewash stations.



# **Facilities Planning**



## FACILITIES PLANNING

### Introduction

The Office of Facilities Planning is a single department responsible for the identification and administration of capital construction and residential rehabilitation projects on campus. Coordination and support is provided to all departments on campus, while frequent interaction with staffs of the SUNY Construction Fund, NYS Dormitory Authority, Office of Capital Facilities, NYS Department of State Division of Code Enforcement, Office of State Comptroller, outside consultants, and contractors remains a fundamental aspect of the successful completion of these major renovations. This office is also responsible for overseeing the campus Capital Plan and works closely with the Vice President for Finance and Administration and the President in developing capital facilities priorities.



*Seated from left to right: Lori Johnson and Gretchen Fronczak;  
in back: Paul Agle and Markus Kessler*

### Mission Statement

In linking to the College Vision Statement, it is the goal of this department to support this institution's residential and academic programs by providing the campus community with a safe and supportive environment in which to develop their talents, accomplish their goals, and attain the highest standards of excellence possible. We endeavor to provide a setting of well-maintained buildings and grounds in support of this goal, co-curricular activities, and sports that continue to develop leadership and unite participants in pursuit of shared interests.

## Annual Report

The Facilities Planning Department is responsible for campus liaison services between the campus and the SUNY Construction Fund, NYS Dormitory Authority, outside consultants and contractors. Bidding and contract administration are conducted, designs reviewed and approved, and construction monitored and managed to ensure regulatory requirements are met on construction activities. This department also administers the Facilities Alteration Guidelines, which requires that all campus construction receive approval at the upper echelon levels and subsequent review by this department, regardless of dollar value. These guidelines ensure sufficient planning and review by all parties prior to construction efforts.

The Facilities Planning Department is also responsible for administering the Fredonia building permit program, which formalizes all project planning and code compliance reviews as well as performing required construction inspections per the NYS Department of State.

This department aggressively pursues the College's mission to provide a "challenging, safe, and supportive educational environment" through its commitment to meet high standards and provide superior quality facilities.

Facilities Planning is comprised of one full-time Director who maintains overall responsibility and direction for the department. This position is also designated as the campus Code Compliance Manager responsible for building code compliance, issuance of building permits, and all code review issues. A full-time Capital Project Assistant provides administration support of construction/consultant contracts, payment applications, certified payroll, vendor review, MWBE review and project site support. A full-time Capital Project Manager provides technical knowledge during all phases of a project. Both the Director and Capital Project Manager follow designated projects from the initial to end stages and provide all monitoring, management, and coordination required between these stages. A shared full-time Secretary, with the assistance of one .5 Student Assistant provide the necessary administrative support required of the department and all associated activities.

### Significant Accomplishments

The 2017-2018 Annual Report for the Facilities Planning Department highlights many accomplishments including:

- Completed construction of the AHU & Controls Upgrade Phase II & III Reed Library/McEwen Hall Computer Lab, and IV McEwen Hall Projects.
- Completed construction of the Energy Metering and Conservation Project.
- Completed construction of the Campus Wide Carbon Monoxide Detection System Project.
- Began construction of Houghton Hall Phase I Demolition/Abatement and Exterior Envelope Project.
- Began design phase of Houghton Hall Phase II Fit-out Project.

## 1. Academic/Administration/Infrastructure Projects

- Studies and Reports:
  - None
- Planning:
  - SUCF Five-Year Capital Plan
  - Updating SUCF Facilities Master Plan
  - Lanford Rehabilitation
  - Solar PV (working with the New York Power Authority)
- There are nine projects in the design or bid-ready phase for a total of \$33,620,000.
- There is one project in the construction phase for a total of \$6,100,000.
- There were six projects completed during this time period for a total of \$5,570,000.

Capital Projects in Design or Bid-Ready	Capital Projects in Construction	Capital Projects Completed
Houghton Hall Rehabilitation Phase II Fit-Out	Houghton Hall Rehabilitation Phase I	Demolition of Academic Spine Bridge Phase II
Maytum/Reed/McEwen Plaza Rehabilitation		AHU & Controls Upgrade Phase II & III
Replace Windows Rockefeller Arts Center		AHU & Controls Upgrade Phase IV
Reed Library Exterior Rehabilitation		Energy Metering and Conservation
AHU & Controls Upgrade Phase V		Campus Carbon Monoxide Detection System
Marvel Theater and Mason Hall Annex Roof Replacement		Reconstruct Varsity Drive
Steele Hall Ice Rink Refrigeration Upgrade		
McEwen Hall TV Teaching Studio Lighting Rehab		
Fredonia Solar PV Array (working with the New York Power Authority)		

## Academic Major Commissions

- **Houghton Hall Phase II Fit-Out**

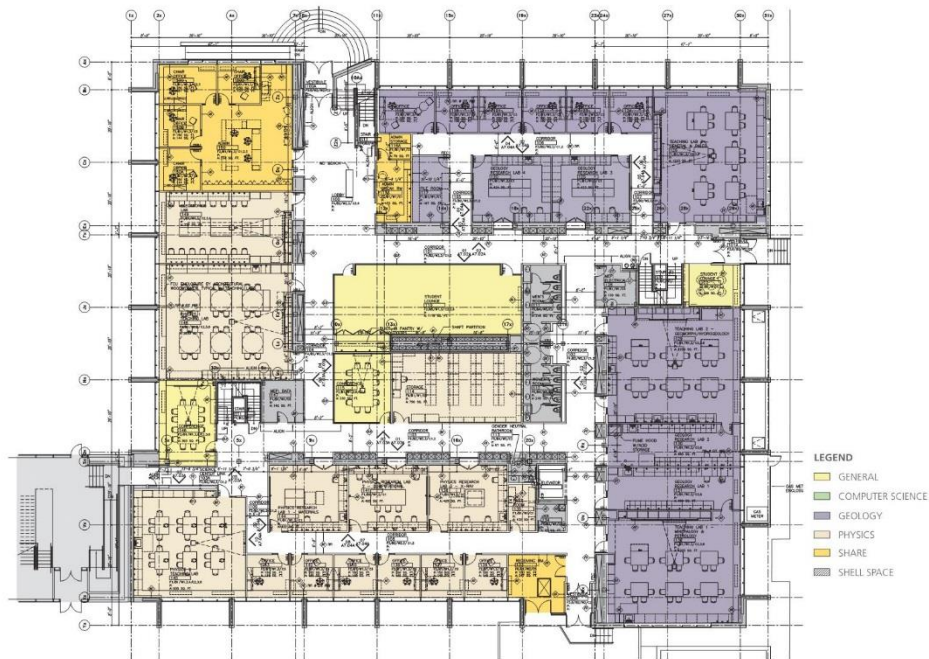
Built in 1968, Houghton Hall is a 74,000 square foot building and is home to various science



departments that contain labs, teaching spaces and offices. However, the building lacks flexibility and the diversity of spaces common to contemporary science facilities of today. The building is in need of a total rehabilitation including window replacement, HVAC replacement, and asbestos abatement. The renovations will provide spaces for Physics, Geology, and Computer Science. This project is phase two of two phases needed to complete the renovations. Phase I consists of interior demolition, hazardous material abatement and

exterior rehabilitation that includes new masonry brick walls and new window systems. Phase two is a complete fit out of required space needs for Physics, Geology, and Computer Science.

This \$20,000,000 project is being designed by Mitchell Giurgola Architects of New York, NY. Construction is scheduled to begin in spring 2019.

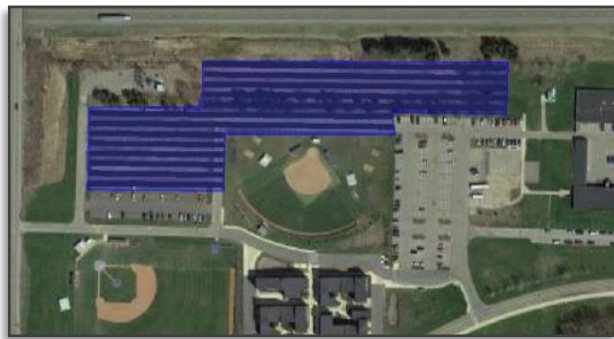






- **Fredonia Solar Photovoltaic Array**

The New York Power Authority (Authority) is committed to working with Fredonia to achieve its clean energy and sustainability goals by incorporating solar energy on campus. The rapidly changing regulatory and economic environment for renewable energy in New York State makes it an ideal time to revisit the implementation of renewable energy resources. The Authority is uniquely placed on both the policy and technical implementation fronts to assist Fredonia in implementing renewable energy projects.



The Authority will assist Fredonia to create and finalize a scope of work and a Request for Proposal (RFP). The Authority would be responsible for issuing the RFP on behalf of Fredonia, as well as providing support to Fredonia during the post RFP issue stage. This would include issuing post bid addenda, responding to questions, organizing and attending a walkthrough of the site, developing a scoring matrix, and undertaking evaluations of the bids received. The Authority would also support Fredonia in all tasks associated with project management and completion, including the management of the site and the implementation of the project until the project becomes operational.



The proposed array is approximately 1.4 MW DC [1.15 MW AC] and has the potential to generate 1,700,000 kWh/year. Incorporating this array will assist the University in achieving its Executive Order 88 goals of reducing average source energy use intensity 20% by 2020. A solar PV array of 1.4MW DC would reduce Fredonia's source kBTU by 12,412,856 kBTU, which equates to a 3.25% reduction.

Electricity generated from this array will help to offset 2,789,220 lbs of CO<sub>2</sub>. That is equivalent of taking 279 passenger cars off the road, electrifying 137 homes, or consuming 2,929 barrels of oil.

## 2. Residence Life Projects

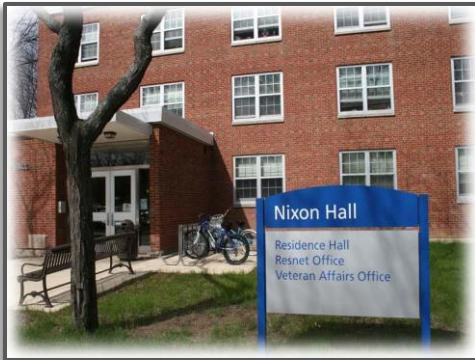
- Studies and Reports:
  - Supporting Enrollment & Student Services with their Residence Hall Master Plan
- Planning:
  - Residence Hall Capital Plan
- There is one project in design phase for a total of \$600,000
- There are no projects currently in the construction phase
- There were no projects completed in the 2017-2018 fiscal year

Projects in Design or Bid-Ready	Projects in Construction	Projects Completed
McGinnies Hall Roof Replacement		
Residence Hall Master Plan		



## Residence Life Major Commissions

- **Residence Hall Master Plan**



The Office of Residence Life strives to provide a comprehensive residence life program as an integral part of the educational program and academic support services of the institution. The residence life program is committed to providing opportunities for personal growth and development and supports the educational mission of the college by providing facilities and programs to assist students in developing mutually supportive relationships in order to live, work and learn with people of diverse backgrounds and individual differences.

Campus housing is composed of a variety of residence halls in corridor, suite, and townhouse configurations. The residences consist of single gender halls, co-educational halls and independent living halls. In total there are 20 residence halls that vary in age from four years old to 70 years old.

In the past SUNY Fredonia has upgraded the various residence hall components such as bathrooms, lobby's and fire alarm systems as well as providing student quality of life updates that include carpeting, painting and water stations but these upgrades were performed with no focus on the true overall needs of the students and the buildings. Therefore, a Residence Hall Master Plan would provide a near and long term strategy for student housing that would enhance SUNY Fredonia's student housing portfolio, improve the student experience, support SUNY Fredonia's academic mission as well as Enrollment and Student Services mission and vision.

Over the course of evaluating the need for a Residence Hall Master Plan, Enrollment and Student Services found that there were a number of occurring themes, student satisfaction, student learning experience, student sense of community, appearance and functionality, and deferred maintenance.

Facilities Planning is supporting Enrollment & Student Services in working with DASNY and Trudeau Architects of Latham, NY to develop a Master Plan that will analyze desired demographics, desired program space assignments, residential education experience, and existing building conditions as well as exploring options for residential improvements. The options will include strategies to meet the program requirements through renovation, new construction, site improvements and combinations of each. Capital cost estimates, operating costs, rental rate and schedules will be used to advance planning options. The master plan will narrow options based on a balance of cost, program goals, and the campus living environment within the campus housing community.

### 3. Additional Significant Accomplishments

- For years, Facilities Planning has supported construction and design solicitations and contracting activities for Campus Let projects. This exceptionally lengthy process is

daunted by numerous laws and regulations governed by numerous State and federal agencies. Staffed with the knowledge and expertise to administer this program at the campus level, our campus receives additional funding to accommodate a construction and design work load through both contract administration and project management. The current value of Campus Let contracting functions over the past year is \$6,268,702.

- Facilities Planning continues working with SUCF to establish yearly projects to fit within an established spending cap for both SUCF lead projects and Campus Let projects.
- Major Capital Plan design starts for 2017-2018 included the following projects:
  - AHU and Controls Upgrade Phase V (Mason Hall)
  - Marvel Theater and Mason Hall Annex Roof Replacement
  - Steele Hall Ice Rink Refrigeration Upgrade
  - McEwen Hall TV Teaching Studio Lighting Rehab
- Major Residential design starts or ongoing for 2017-2018 included the following projects:
  - McGinnies Hall Roof Replacement
- Various design/construction activities were progressed and/or completed during the past fiscal year. Close coordination was maintained with the Construction Fund and DASNY, as well as the campus to ensure regulatory requirements were met and that all construction activities have been designed to meet the needs of the campus constituents. Projects progressed and/or completed include:
  - AHU & Controls Upgrade Phase II & III and Phase IV Projects – Completed
  - Demolition of Academic Spine Bridge Phase I & II Projects – Completed
  - Energy Metering and Conservation Project - Completed
  - Campus Wide Carbon Monoxide Detection System Project – Completed
  - Reconstruct Varsity Drive - Completed
  - Houghton Hall Phase I Demolition/Abatement and Exterior Envelope Project - Construction
  - Houghton Hall Rehabilitation Phase II Fit-out Project — Design
  - Replace Windows Rockefeller Arts Center - Design
  - Rehabilitate Exterior Reed Library - Design
  - Maytum/Reed/McEwen Plaza Rehabilitation - Design
- Facilities Planning along with Facilities Services, Finance and Administration and the Construction Fund are in the process of continuing to refine the Campus Five-Year Capital Plan to fit within yearly spending caps and to establish funding requirements for major capital projects. The Capital Plan is a multi-year plan which allows the University to identify and propose programs to address the ongoing critical maintenance priorities of the campus. The objective of the Capital Plan is to protect, preserve, modify and maintain the campus' environment, facilities and supporting infrastructure. In addition, the plan identifies several Special Project Initiatives such as the Houghton Hall Rehabilitation and the Building Towards Student Success Corridor with a one-stop shop facility to be located in Jewett Hall and a Learning Center to be located in Reed Library. This new plan has identified approximately \$44 million of critical maintenance projects and adaptation projects.
- Facilities Planning continues to refine its requirements for building permits, tent structure permits, certificate of compliance and inspections during construction. During this fiscal year Facilities Planning issued 11 building permits, and 10 tent permits.

## **Statistical Data**

A Summary of Current Capital Construction Projects is included which provides a breakdown of projects by Academic/Administrative Buildings, Residential Rehabilitation, and Other Site/Infrastructure. An accompanying chart illustrating the percentage of each category to the overall capital construction cost is included as well. Also provided is statistical data of contracting activities during this past fiscal year of 2017-2018, Campus Let Design and Construction Projects Report, and related charts illustrating unit support and volume/value increases for campus-administered contracting activities.

## **Assessment Update**

### **Assessment Statement**

Facilities Planning will address planning issues revolving around the Five-Year Capital Plan, Master Planning, and campus operational procedures. This department will also progress design/construction activities and monitor regulatory compliance to ensure functional and safe facilities and grounds, as well as work with campus authorities in their efforts to attain appropriate funding, support critical construction priorities, and identify measures to track sources of funding currently unavailable.

### **Assessment Activities**

Facilities Planning completed or began the following activities per its goals of the 2017-2018 Annual Report and Assessment Update:

- Completed construction of AHU and Upgrade Controls Phase II (Reed Library North) & Phase III (McEwen Hall Computer Lab) Project and Phase IV (McEwen Hall) Project
- Completed construction phase of Demolition of Academic Spine Bridge Project Phase II
- Completed construction phase of Carbon Monoxide Detection System Project
- Completed construction phase of Energy Metering and Conservation Project
- Completed construction phase of Reconstruct Varsity Drive Project
- Began design phase of Houghton Hall Rehabilitation Project Phase II Fit-Out
- Began construction phase of Houghton Hall Rehabilitation Phase I Demo/Abate and Envelope
- Began design phase of Marvel Theater/Mason Hall Annex Roof Replacement Project
- Began design phase of Replace Windows RAC Project
- Began design phase of Maytum/Reed/McEwen Plaza Rehabilitation Project
- Began design phase of Reed Library Exterior Rehabilitation Project
- Began design phase of AHU and Upgrade Controls Phase V (Mason Hall) Project
- Began design phase of McGinnies Hall Roof Replacement Project

### **Assessment Goals**

- Work with all entities involved in the implementation of projects identified in the Five-Year Capital Plan.

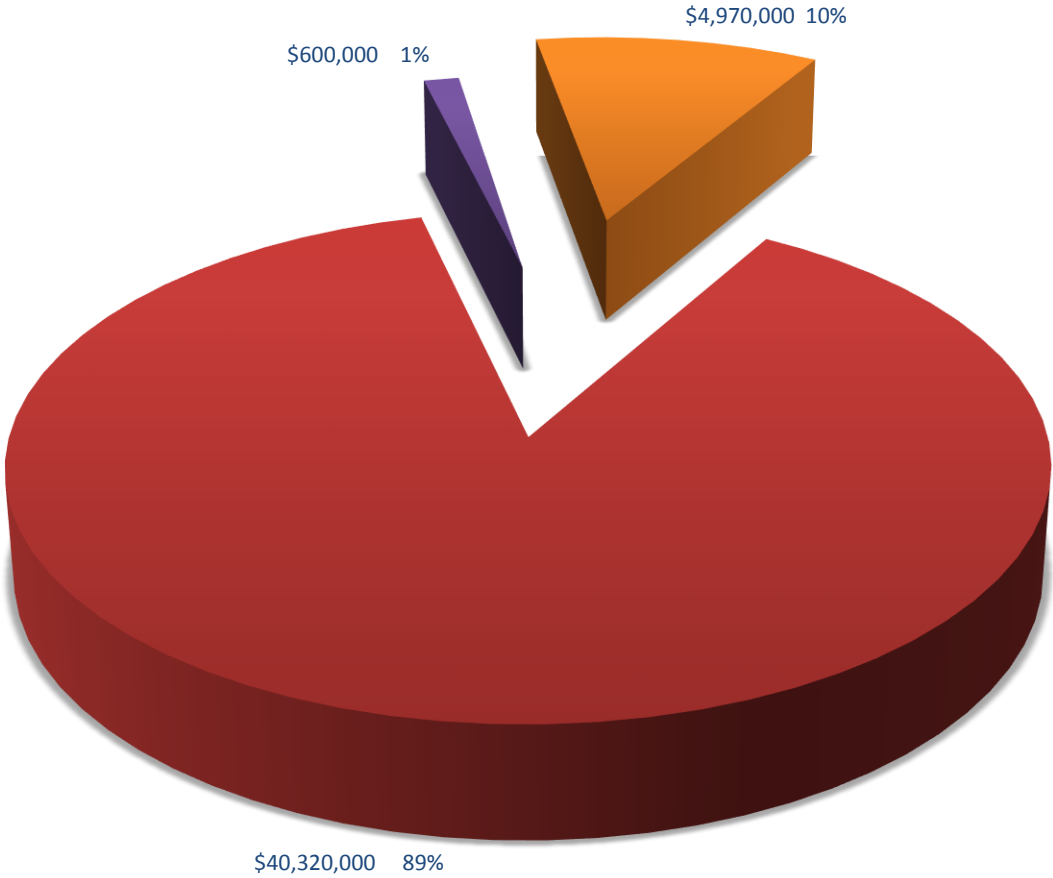
- Continue to progress ongoing projects and identify and address those not already identified. Ensure close coordination with those affected by the planning and construction, and maintain close working relationships with the Construction Fund and Dormitory Authority in the implementation of campus construction. Continue to provide coordination among all relevant parties and monitor construction for compliance with contract and regulatory requirements. Projects already identified for advancement include:
  - Complete design phase and begin construction phase of the following projects:
    - Houghton Hall Rehabilitation Phase II Fit-Out Project
    - Replace Windows RAC Project
    - Maytum/Reed/McEwen Plaza Rehabilitation Project
    - AHU and Upgrade Controls Phase V (Mason Hall) Project
    - Marvel Theater/Mason Hall Annex Roof Replacement Project
    - Steele Hall Ice Rink Refrigeration Upgrade Project
    - McEwen Hall TV Teaching Studio Lighting Rehab Project
    - McGinnies Hall Roof Replacement
    - Fredonia Solar PV Array
  - Complete construction phase of the following projects:
    - Houghton Hall Rehabilitation Phase I Demo/Abatement and Envelope
    - Marvel Theater/Mason Hall Annex Roof Replacement Project
    - Steele Hall Ice Rink Refrigeration Upgrade Project
    - McEwen Hall TV Teaching Studio Lighting Rehab Project
    - McGinnies Hall Roof Replacement
  - Begin design phase of the following projects:
    - Dods Hall Roof Replacement Project
  - Begin RFQ/RFP phase of the following projects:
    - Lanford Rehabilitation Project
    - Dods Hall Gymnasium Bleacher Replacement Project
    - AHU and Upgrade Controls Phase VI Project
  - Begin scoping phase of the following projects:
    - Facilities Master Plan Update - Concentration on Thompson & Fenton Halls
    - Learn Commons - Reed Library
    - Student Success Center – Jewett Hall
    - All Gender ADA Compliant Restrooms
    - Rehabilitation of the Athletic Track
- Continue to provide support to newly identified priorities in an effort to obtain funding toward the continuous advancement of campus facilities and grounds. Continue appraising the Five-Year Capital Plan as well as establishing projects per the Campus Master Plan.
- Continue working with the Office of the State Comptroller, State University Construction Fund and DASNY to identify expectations and clarify standard measures for processing the procurement of consultant and construction contracts.

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**Summary of Facilities Planning Capital Projects 2017-2018**

<b>Project Description</b>	<b>Estimated Cost</b>	<b>Project Status</b>	<b>Contractor</b>
<b><u>I. Academic/Administrative Buildings</u></b>			
Replace AHU's Controls Phase II and III	1,400,000	Completed	MLP Plumbing and Mechanical
Replace AHU's Controls Phase IV	1,900,000	Completed	MLP Plumbing and Mechanical
Energy Metering and Conservation	700,000	Completed	BECC Electric
Campus Carbon Monoxide Detection System	320,000	Completed	BECC Electric
Houghton Hall Rehabilitation Phase I Demo/Abate Envelope	6,100,000	Construction	Resetarits Construction
Houghton Hall Renovations Phase II Fit-Out	20,100,000	Design	Mitchell Giurgola Architects
Replace AHU's Controls Phase V	3,000,000	Design	Wendel
Replace Windows Rockefeller Arts Center	2,130,000	Design	Bell & Spina
Reed Library Exterior Rehab	3,200,000	Design	Bell & Spina
Marvel Theater and Mason Hall Annex Roof Replacement	500,000	Design	Wendel
McEwen Hall TV Teaching Studio Lighting Rehabilitation	350,000	Design	Popli Design Group
Steele Hall Ice Rink Refrigeration Upgrade	620,000	Design	LaBella Associates
<b><i>Subtotal – Academic/Administrative Buildings</i></b>	<b><i>\$40,320,000</i></b>		
<b><u>II. Residence Hall</u></b>			
McGinnies Hall Roof Replacement	600,000	Design	LaBella Associates
<b><i>Subtotal – Residence Halls</i></b>	<b><i>\$600,000</i></b>		
<b><u>III. Other Site/Infrastructure</u></b>			
Demolition of Academic Spine Bridge Phase II	900,000	Completed	Perry Construction
Reconstruct Varsity Drive	350,000	Completed	Louis Del Prince
Maytum/Reed/McEwen Plaza Rehabilitation	3,600,000	Design	Bell & Spina
Fredonia Solar PV Project	120,000	Design	New York Power Authority
<b><i>Subtotal – Other Site/Infrastructure</i></b>	<b><i>\$4,970,000</i></b>		
<b><i>Total Construction Cost</i></b>	<b><i>\$45,890,000</i></b>		

# CAPITAL CONSTRUCTION PROJECTS

Total Program Budget: \$45,890,000



- ACADEMIC ADMINISTRATIVE BUILDINGS -- Consists of new construction and renovations in academic buildings
- RESIDENTIAL REHABILITATION -- Consists of new construction and renovations in residential halls
- OTHER SITE/INFRASTRUCTURE IMPROVEMENTS -- Consists of other miscellaneous construction and/or renovation projects

**Construction and Design Projects**  
(July 2017 - June 2018)

<b>Facilities Planning Construction Projects (including Change Orders)</b>		
<b>Project #</b>	<b>Project Title</b>	<b>Cost</b>
051004	Dods Hall Air Conditioning Upgrade	\$ 196,435.00
051005	Campus Energy Metering & Conservation	\$ 495,650.00
051006	Campus Carbon Monoxide Detection System	\$ 162,220.00
051012	Replace AHUs & Controls Phase IV - McEwen Hall	\$ 1,400,000.00
051014	Reconstruct Varsity Drive	\$ 270,990.00
05344	Dods Hall Exterior Rehabilitation	\$ 858,117.00
05J01	Replace AHUs & Controls Phases II & III	\$ 959,723.00
	<b>TOTAL:</b>	<b>\$ 4,343,135.00</b>

<b>Facilities Planning Design Projects (including Amendments)</b>		
05J01	Replace AHUs & Controls Phases II & III	\$ 196,150.07
05344	Dods Hall Exterior Rehab	\$ 126,814.27
051004	Dods Hall A/C Upgrade	\$ 39,281.00
051005	Campus Energy Metering & Conservation	\$ 121,916.00
051006	Campus Carbon Monoxide Detection System	\$ 64,490.00
051012	Replace AHUs & Controls Phase IV - McEwen Hall	\$ 267,861.74
051013	Marvel Theater & Mason Annex Roof Replacement	\$ 63,926.79
051014	Reconstruct Varsity Drive	\$ 45,800.00
051018	McEwen Hall TV Teaching Studio Lighting Rehabilitation	\$ 38,690.59
051019	Steele Hall Ice Rink Refrigeration Upgrade	\$ 86,125.00
051020	Replace AHUs & Controls Phase V - Mason Hall	\$ 195,310.00
D059HL	McGinnies Hall Roof Replacement	\$ 65,394.00
	<b>TOTAL:</b>	<b>\$ 1,311,759.46</b>

<b>Facilities Services Construction Projects (including Change Orders)</b>		
I291ST	Campus Roadway Milling and Paving	\$ 47,420.00
M05493	Gregory Hall HVAC Improvements	\$ 116,607.00
M05505	University Commons Boiler Replacement	\$ 72,967.00
M05520	Campus Wide Sidewalk Replacement	\$ 79,935.00
M05537	Campus Safety Site Lighting Improvements	\$ 73,679.00
M05541	Mason Hall HVAC Upgrade	\$ 89,000.00
	<b>TOTAL:</b>	<b>\$ 479,608.00</b>

<b>Facilities Planning Construction-Related Service Projects</b>		
05338	Rockefeller Arts Center Signage	\$113,220.00
05338	RAC Kiln Venting	\$14,180.00
No #	Lanford House Condition Assessment	\$6,800.00
	<b>TOTAL:</b>	<b>\$134,200.00</b>

	<b>GRAND TOTAL:</b>	<b>\$6,268,702.46</b>
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## **Facilities Services**

- **Capital Projects/Energy Management/HVAC**
  - **Building Automation Systems**
  - **Heating / Refrigeration/Air Conditioning Services**
- **Custodial Services**
- **Facilities Trades Services**
  - **Electrical Services**
  - **Plumbing Services**
  - **Grounds and Landscaping Services**
  - **Structural Trades**
- **Office Operations**



## FACILITIES SERVICES

### Introduction

The Facilities Services Department's major focus is to provide efficient, quality support services to all departments, academic and non-academic, that are a component of the campus. We plan, create and maintain the campus both inside and outside including an outstanding physical appearance. A dedicated team of maintenance and cleaning staff work to provide clean, safe and well-maintained facilities that support the overall mission of Fredonia.

The department, under the direction of the Director of Facilities Services, includes 138 full-time permanent, part-time and seasonal positions. Numerous students during the academic year and summer months provide additional support staffing to the department. The department maintains 2,331,461 gross square feet of buildings; 249 acres of land; 24 acres of parking lots with 3,129 parking spaces; over five miles of roadways; and over eight miles of sidewalks. The department services and maintains more than 12,000 energy management control points; 6,000 fire alarm devices; 5,000 doors; 2,500 clocks; 1,700 motors; 571 pumps; 490 street lights; 438 fan coil units; 277 air handlers; 189 drinking fountains; 100 boilers; 99 hot water heaters; 46 fire hydrants; 37 elevators and lifts; 23 emergency generators; 26 outdoor emergency phones, and over 20,000 light fixtures.



*From left to right: Kevin Cloos, Mark Delcamp, Bob Lawson and Tim Bentham*

The department is comprised of four units all working toward the department and University missions:

1. Capital Projects, Energy and HVAC
  - a. Building Automation Systems
  - b. HVAC/R (Heating Services / Refrigeration / Air Conditioning)
  - c. Project Management
2. Custodial Services
  - a. Cleaning and Minor Maintenance
  - b. Moving and Event Setup
  - c. Flooring and Window Treatment Installations
3. Facilities Trades Services
  - a. Electrical and Plumbing Services
  - b. Grounds and Landscaping Services and Athletic Field Management
  - c. Structural Trades (Carpentry / Masonry / Lock Shop / Painting / Roofing)

4. Office Operations
  - a. Work Order Processing
  - b. Key Management
  - c. Purchasing and Requisitioning
  - d. Personnel Record Management
  - e. Work Order System Management
  - f. Physical Space Inventory Management
  - g. Webpage Development

### **Mission Statement**

Our purpose in the Facilities Services Department is to support the academic mission of the campus by providing quality customer service, well maintained facilities and a safe, clean environment that enhances the appearance and condition of the campus for the campus community, visitors and guests while encouraging teamwork; encouraging staff to take pride in themselves, the organization and services provided by setting high quality standards and accountability which provides acknowledgement and recognition to the staff, which is our most valuable resource.

## Annual Report

The Facilities Services Department continues to identify maintenance repairs and improvements across the campus in all buildings as part of the biannual building inspections and routine review of the existing conditions. The department continues to strengthen the commitment to the campus, students, campus mission and sustainability efforts developed across the campus.

The Facilities Services Department utilizes an electronic work order system to manage over 9,000 work orders generated each year. The requests submitted each year to the department for work range from general repairs, to routine requests to hang pictures. The annual preventative maintenance work and work orders generated internally by the staff within the department are categorized by the types shown below. The category of the work order created defines the required response time for the staff within the department.

<b>Category</b>	<b>Description</b>	<b>Allotted Time</b>
Emergency Maintenance	Same day response required (graffiti, personal safety, security)	2 days
Trouble Calls	Requests from faculty, staff and students	7 days
Corrective Maintenance	Inspections; furniture repairs; sign installations; Work orders generated by the Facilities Services staff	30 days
Preventative Maintenance	Pre-planned work orders	30 days
Non-Maintenance	Event setups, moving, hanging pictures, issuing keys	30 days
Projects	In-house and capital projects	Varies

The work order category response times are based on the expected number of days that someone requesting work should expect for the work to be completed. Often there are conditions that will alter the completion time, as in work requested for a specific time period such as when classes are not in session, or if parts must be ordered to complete a repair.

The Facilities Services Department manages many projects across the campus each year in addition to the day-to-day maintenance and operational activities performed by the department. Project development and oversight have grown significantly over the past several years. Working closely with the campus departments and leadership, many wonderful enhancements to the campus have been completed during the past year. The department is responsible for project design, cost estimating, and coordination of construction for all in-house renovation projects. Working closely with engineers, architects and contractors for work performed on campus, the staff prepares the scope of work, budget specifications and design for areas proposed for renovations. Administering many replacement projects including preparation of budget specifications, coordination of bid procurement and oversight of work in progress is also performed. Many Minor Critical Maintenance projects are managed by the Facilities Services Department including obtaining bids and quotes, authorizing purchases and specifying materials, monitoring work in progress, authorizing payment applications and performing a punch list review of work at completion. The department continually works to communicate and coordinate in-house maintenance and renovation projects with faculty, staff and students to ensure project issues are resolved and that projects are completed on schedule.

## Significant Accomplishments

- Developed and provided a Leadership Program for all supervisors and management staff in Facilities Service during the fall and spring.
- Completed many improvements across campus including updating lighting to LED lighting, fire alarm maintenance, plumbing and mechanical improvements, painting of many areas, maintaining the campus grounds, preparing and cleaning the building interiors and exteriors for numerous events across the campus, and ensured the heat, air conditioning, lighting and water were operational each day.
- Prepared the project request information for the State University Construction Fund for the 2018/2019 Minor Critical Maintenance program totaling \$1.7 million.
- Completed or started several projects as part of Minor Critical Maintenance program and DIFR Funding including card access upgrades at several buildings, sidewalk replacements, roadway and parking lot improvements, several masonry and stair improvements, HVAC improvements, and residence hall improvements.
- Completed the clean out of Houghton Hall to prepare for the capital project.
- Completed several office renovations and classroom projects.
- Completed parking lot, crosswalk, sidewalk and roadway maintenance improvements; paving and striping throughout the entire campus.
- Completed painting in the student rooms at all residence halls, several classrooms, hallways and many office areas on campus.
- Prepared the campus for many events including Commencement, Open Houses, Family Weekend, Scholars Breakfast, Maker Faire, Homecoming and Living History Day.
- Completed new flooring installations at several locations on campus including offices, classrooms, and areas in the residence halls.
- Completed work to renovate the former print shop at Gregory Hall.
- Completed the relocation of Admissions from the Fenner House to Maytum Hall.
- Prepared the Residence Halls for all summer camps and for the return of students.
- Maintained the campus grounds, planting beds and trees.
- Prepared performance programs and evaluations for all staff in Facilities Services.
- Completed work at Dods Hall includes the refurbished gymnasium with the installation of new lighting and scoreboards, refinishing of the hardwood floor, and painting of interior walls, as well as the complete renovation — with new lighting, flooring and equipment — of the lower level Performance Center used by athletes. Additionally, two new team locker rooms have been established, exterior doors have been replaced, card access installed and interior painting of hallways occurred.

## Capital Projects, Energy and HVAC

The **Building Automation System (BAS)** controls, monitors and regulates the campus HVAC systems by providing alarm conditions (high water in basements or temperature ranges within buildings, equipment, etc.) and controls the operation of exterior lighting. The BAS also monitors area conditions. When these conditions exceed parameters established by the operator of the BAS, alarms are transmitted and crews are dispatched to respond. The group continues to find new areas to expand the use of the BAS to control equipment that will help in the reduction of energy consumption, and to add building functions to the BAS to monitor and provide alarms for when they malfunction. Controlling the campus' energy usage is the most significant operation of this group. Currently, there are over 12,000 control and monitoring points throughout the campus.

The primary use of the BAS is to control and schedule mechanical equipment functions that provide ventilation and regulate the temperature in campus buildings. In addition, the BAS is used to regulate most outdoor lighting.



*Tim Bentham*

Examples of the monitoring include:

- Space temperatures
- Heating Hot Water/Boiler Systems
- Chilled Water/DX Air conditioning Systems
- Air Handling/VAV Systems
- Air Handling Fan Speeds
- Hot Water/Chilled Water Pump Speeds
- Fume hood Controls in Science Center, Houghton and Jewett Halls
- Outside air temperature (OAT)
- Exterior lighting at:
  - Parking lots
  - Rockefeller Arts Center
  - Symphony Circle
  - Roadways
  - Tennis courts
  - Basketball courts

Should the equipment malfunction, the BAS generates an alarm that is monitored by Facilities Services. Facilities Services responds and assesses the malfunction. The BAS also monitors and generates alarms for other building functions such as:

- High water in electrical manholes
- Water alarms in the basements of Nixon, Houghton, Maytum, and Thompson Halls

- The Steele Hall Ice Rink operation
- The Natatorium pool operations
- Domestic hot water
- Various FSA freezers and coolers
- Biology's "80 degrees below Zero" Freezers Alarm. Text and email messages sent to personnel
- Air compressors

### **Significant Accomplishments**

- Continued to expand the use of the BAS by installing additional control and monitoring points. Most campus mechanical systems are controlled by the BAS.
- Designed and coordinated the installation of (Phase I) BAS Controls for HVAC equipment in the Services Complex Commissary.
- Managed the BAS development for the Rockefeller Addition.
- Managed the BAS development for the McEwen/Reed Air Handler Replacement Project.
- Managed the BAS development for the McEwen Air Handler Project Phase IV.
- Managed the BAS development for the Mason Hall Ventilation Improvements Project.
- Coordinated with Facilities Planning, SUNY Construction Fund, Engineers and Contractors for the new HVAC equipment, systems and controls in capital projects including Rockefeller Addition, Reed/McEwen Air Handler Project, McEwen Hall Air Handler Project Phase IV, Dods Hall Air Conditioning Upgrades, and Campus Metering and Energy Conservation Project.
- Designed and coordinated the installation of a new BACNET BAS system for the new heating and cooling system for University Police Offices and Dispatch areas in Gregory Hall.
- Designed and coordinated the installation of a new BACNET BAS system for the new heating and cooling VAV air handling system for the Marketing and Communications office project at Gregory Hall.
- Built new animated graphics for equipment being controlled by the BAS.
- Managed and distributed contractor access cards for Facilities Services and Facilities Planning.



The HVAC/R group is highly trained and responsible for the maintenance and operation of the heating systems, refrigeration, air conditioning and exhaust systems throughout the campus. Preventative maintenance is performed on all satellite boiler equipment, emergency generators and building components. They provide complete maintenance on the campus heating systems, its distribution system, exhaust fans, controllers, metal ductwork distribution systems, campus ice machines, walk in coolers and freezers, and laboratory fume hoods. Chiller equipment and cooling tower water treatment is maintained by this group. In addition to performing many repairs throughout the campus, the staff uses their skill to perform many in-house projects each year. The staff maintains the Heating Services office 24/7 during the academic year providing continuous customer service to the campus.



*From left to right: Daniel Halas, Randy Grant, Gary Hardy, Kevin Watrous, Larry Pelz, Herb Farmer, and George Tucker*

### **Significant Accomplishments**

- Performed preventative maintenance on all of the heating boilers throughout the campus.
- Provided after-hour and weekend coverage to the campus.
- Completed monthly testing of the emergency generators throughout the campus.
- Responded to several work orders regarding heating and cooling issues.
- Performed preventative maintenance on all refrigeration equipment on campus including refrigeration equipment at all FSA locations, the Biology department, water coolers throughout campus and air conditioning equipment across the campus.
- Completed the annual maintenance and startup of equipment at the Ice Rink in Steele Hall.
- Worked closely with the Building Automation Systems to make systems on campus perform more reliably and efficiently.
- Provided temporary air conditioning for summer programs, Resident Director Apartments and several offices on campus.
- Continually monitored all campus cooling towers and water treatment to comply with regulations implemented by the New York State Department of Health, to prevent Legionella growth in the cooling towers.
- Serviced the steam traps and temperature controls on the second floor of Fenton Hall.
- Installed air conditioning in the uniform supply room, and two coaches' offices in Dods Hall.
- Upgraded exhaust fans for the lounges, bathrooms and showers in Nixon, Chautauqua, and McGinnies Hall.
- Rebuilt heating system pumps for Steele Hall and flushed the heating system.
- Completed renovations to the Gregory Hall first floor public restrooms.
- Assisted contractors with McEwen Hall air handler replacement project, and Gregory Hall Marketing and Communications office project.

## Custodial Services

The [Custodial Services](#) unit consists of 88.5 FTE positions including the Assistant Director, Head Janitor, Supervising Janitors, Janitors, Cleaners, two SUNY Campus Workers and two seasonal cleaners. Custodial Services is responsible for the routine and construction cleaning of academic/administrative buildings and residence halls, which includes waste removal, collection of recyclable materials, dusting, mopping, waxing, and polishing terrazzo floors, vacuuming, shampooing of carpets, cleaning of public areas and restrooms, lamp replacement, window washing, surplus equipment transfers and snow removal at building entrances which ensures the entrances are safe and well maintained.

The department also provides minor routine maintenance and repair of items such as window blinds, drapes, and furniture and performs many various minor handyman type of repairs. Most notably, the unit is responsible for commencement setup at Steele Hall each year and also provides setup and support for many other special events throughout the Academic year. In addition, Custodial Services is responsible for opening and closing most buildings and provides moving services for the campus.



*From left to right: Tim Lillie and Mark Delcamp*



**1<sup>st</sup> Shift Custodial – Academic Staff**

*From left to right, front row: Keshia McCloskey, Sara Jagoda, Bob Miller, Cathy Walters, and Jose Rosario; back row: Jeff Jakse, Lee Szalkowski, Darlene Miller, Wayne Seabolt, and Dave Tarnowski*



**1<sup>st</sup> Shift Custodial – Corridor Dorms Residential Staff**

*From left to right, front row: Kyle Baumgartner, Julie Echevarria, and Linda Nixon; back row: Kevin McCarthy, Brooks Glapa, Darlene Miller, Carmen Vazquez-Ruiz, and Darlene Burchett*





**1<sup>st</sup> Shift Custodial – Residence Hall Staff/Andrews Quad, Gregory & University Commons**

*From left to right, front row: Melissa Buchanan, Josue Roman, Mike Gettings, Elizabeth Goblirsch, Rafael Santiago, Juliana Krauter, Mary Leckliter, and Art Franklin; back row: Tim Clarke, Scott Pagano, Elizabeth Kujawa, Jim Michaels, Debra Kujawa, and Mary Ann Wykstra*



**1<sup>st</sup> Shift Custodial – Residence Hall Staff/Kirkland Quad & Floaters**

*From left to right, front row: Sheri Burlison, Ramona Padua, Melissa Mt Pleasant, Steve Peters, Phil Collier, and Art Franklin; back row: Bob DeGolier, Tim Clarke, Len Coniglio, and Jorge Rosa*





**2nd Shift Custodial Staff – Academic**

*From left to right, front row: Jean Worosz, Dan Schrader, Sue Smith, Kitty Pencek, Lisa Boardman, and Nick Valentine; middle row: Jessica Brown, Barb Barreca, Iris Rosa, Tony Pagano Jr., Joe Andrasik, Silverio Burgos Jr., Jack Anderson, and Pete Privitere; back row: Fred Babar. and Mark Stewart*



**3rd Shift Custodial Staff – Academic**

*From left to right, front row: Matt Bishop, Kim Burlison, Edwin Nieves, Chris Brunecz, and Jeff Deering; middle row: Melanie Mazur, Lori Martin, Donna Poncharik, Candy Nolan, and Rich Logan; back row: Seth Wolnik, Derek Case, Joel Rivera, Denilson Costa, Rob Rivera, and Andrea Markham*

## Significant Accomplishments

- Continued to serve as a major contributor to the successful maintenance of Fredonia's facilities, including the pro-active repairs based on daily observations, biannual building inspections, and the Annual Residential Custodial Report (ARCR) conducted immediately after commencement.
- Performed moving services for many departments including inter-office furniture moves for academic and residential areas, and larger furniture moves resulting from construction.
- Provided services for the many specialized athletic and educational camps and programs residing on campus; the groups associated with these programs use academic, athletic, and residential areas throughout the year.
- Provided extensive cleaning to buildings that had major construction work occurring during the summer months.
- Managed all window treatment replacements in several areas of the campus.
- Managed repairs and replacement of carpet and vinyl floor tile in offices, classrooms, hallways and student rooms; most notably, installed new stair treads in Gregory Hall; new carpet in McGinnies Hall hallways; new LVT flooring in Hendrix and Hemingway RD apts.; Thompson Hall classroom w246; installed new LVT flooring in Gregory 400-500 Penthouses; new carpet in E218 offices.
- Coordinated the relocations of Admissions from Fenner to Maytum and ESS offices from Maytum to Fenton Hall.
- Coordinated the removal of Surplus Athletic equipment from the old Dods Hall Performance lab.
- Coordinated construction cleanup following the rehabilitation of the Dods Hall Performance lab.
- Assisted with the coordination, set up and tear down for many campus events, most notably commencement, Living History Day, the Scholars Breakfast, Stroke Awareness Walk, a BOCES event and the All Campus Party at the Lanford House.
- Evaluated and purchased many new environmentally friendly equipment items for use in the custodial department. Reviewed new cleaning products and then initiated the installation of new cleaning chemicals, a savings of 50 cents per diluted gallon.
- Provided basic restroom, carpet and hard surface floor cleaning training to the department, using an ISSA certified Master Trainer.
- Continually evaluated and made the necessary staffing changes to support the day-to-day custodial operations.
- Continued working with Residence Life to ensure their cleaning standards are being met daily.
- In conjunction with the Office of Environmental Health and Safety and Sustainability, continued to provide annual training in Right-to-Know and Blood Borne Pathogens, as well as the annual Custodial Safety training.
- Worked closely with Property Control and University Services to provide numerous equipment transfers of various surplus items; coordinated the tear down and removal of a large quantity of library shelving.

## Facilities Trades Services

The **Electrical** group is responsible for maintaining the campus-wide electrical systems. The staff maintains the interior and exterior lighting and electrical distribution systems within and between all buildings, emergency phones, electric motors and controllers, fire alarm systems and elevator electronics. In addition to performing many repairs throughout the campus, the staff uses their skill to perform many in-house projects each year.



*From left to right: Rodney Hayes, Thomas Deike, Orion Purslow, and Daniel Riewaldt*

### Significant Accomplishments

- Completed numerous fire alarm upgrades throughout the campus.
- Managed the annual testing of the campus fire alarm system.
- Upgraded the following areas on campus to LED lighting saving over 19,000 watts of electricity with the new led lamps and fixtures installed:
  - Dods Hall Cheerleader locker room
  - Carhan Jackson Center Archives area – installed three LED light fixtures
  - Gregory Hall Market and Communications new office suite - installed 46 LED light fixtures
  - Exterior walkway lighting upgrade to LED near the Andrews and Kirkland Complexes
  - Maytum Hall first floor hallways
  - Nixon, Alumni, McGinnies, and Chautauqua Halls – installed over 800 new LED lamps in the hallways
  - Old Main Drive roadway lighting
  - RAC – installed 31 new LED lights in the ground floor area
  - RAC King Concert Hall - installed 46 new LED lamps
  - Reed Library – installed 50 new LED can lights
  - McEwen Hall third floor hallway - installed 13 new LED lights
  - Parking Lot 7 – installed new LED lighting
  - Dods Hall gym – installed 30 new LED lights
  - Mason Hall 1001 – installed new LED lights
  - Dods Hall room 136 – installed new LED light fixtures
  - RAC dressing room – installed 48 new LED lamps
  - Igoe Hall photo lab hallway and lobby area – installed LED can lights
  - Igoe Hall first floor – installed LED can lights
  - Various locations in the residence halls- installed new LED fixtures
- Assisted with the installation of several hydration stations.

- Completed several smart classroom installations.
- Continued to install occupancy sensors throughout campus to control lighting.
- Assisted with the maintenance and inspection of the campus high voltage system.
- Assisted many contractors with electrical needs on campus.
- Completed the installation of the new Press Box at University Stadium.
- Completed renovations at Gregory Hall for the new Marketing and Communications Office Suite.
- Completed renovations to the Gregory Hall first floor public restrooms.
- Completed upgrades to the Disney Hall RD apartment kitchen.
- Worked with the local electric utility company on several energy saving projects and received several rebates for these projects. Most of the projects were lighting projects where lights were replaced with more energy efficient LED lights.
- Setup lighting and electrical service for the All Campus Party at the Lanford House.
- Started the renovations at Gregory Hall for the penthouse kitchens.
- Completed renovations at the Fenton Hall 115 Computer Lab.
- Completed repairs to one elevator at the Carnahan Jackson Center.



The **Plumbing** group maintains the potable water, storm and sanitary drainage systems on campus. The staff maintains the emergency eyewash and shower stations, swimming pool, plumbing fixtures, supply fan units, water softeners, fire hydrants, backflow preventers, dishwashers, water purifiers and natural gas lines. In addition to performing many repairs throughout the campus, the staff uses their skill to perform many in-house projects each year.

### Significant Accomplishments

- Upgraded drinking fountains at several locations; the new fountains provide chilled, filtered water and include bottle filling stations.
- Completed annual testing for the backflow preventers in many campus buildings.
- Managed the annual fire hydrant testing across the campus.
- Managed the annual testing for the fire sprinkler systems, as well as several repairs and upgrades to the system.
- Completed annual preventive maintenance, repairs, and inspections of the plumbing fixtures and sprinkler system in the Town Houses.
- Performed repairs to the natural gas system at several buildings.
- Exercised water main valves on campus.
- Completed several repairs to the water lines in several buildings.
- Performed weekly eye wash system inspections.
- Responded and repaired many appliance issues at the Town Houses.
- Drained and filled the diving pool at the Natatorium for scheduled maintenance and repairs.
- Managed the semi-annual flushing of sanitary sewer lines at the dining hall and Starbucks.
- Addressed many work orders for plugged drains on campus.
- Started the renovations at Gregory Hall for the penthouse kitchens.
- Completed upgrades to the Disney Hall RD apartment kitchen.
- Completed renovations to the Gregory Hall first floor public restrooms.
- Completed the hot water tank replacements at McGinnies Hall and University Commons.
- Completed repairs to the water main at Maytum Hall.
- Completed annual preventative maintenance inspections and repairs to the plumbing fixtures in the residence halls.



*From left to right: Jeff Peterson, Nelson White, Steve Kosierb, Steve Peterson and Jim O'Connor*

The [Grounds and Landscaping Services](#) group is responsible for maintaining 249 acres of land; 24 acres of parking lots with 3,129 parking spaces; over five miles of roadways and over eight miles of sidewalks. The group includes the Head Grounds Supervisor who oversees the entire operation, Supervisor of Grounds, Senior Athletic Groundsworke and seven trades people consisting of Highway Equipment Operators and Groundsworke, as well as several Student Workers during the summer months.

The staff specializes in aspects of landscaping, forestry, and athletic field maintenance, as well as being CDL qualified highway and construction equipment operators. This group is responsible for the care and maintenance of every square inch of lawn on campus. They prune and maintain the trees and shrubbery, and design, plant, and maintain all of the numerous flower beds. The group is also responsible for around the clock emergency control of storm damage. During the winter months, the maintenance includes snow removal and ice control 24 hours a day. In addition, they maintain all traffic and regulatory signs along the campus roadways and parking lots. They perform special operations, such as excavation, hauling, and traffic control for in-house, electrical, plumbing and concrete work. They perform set up operations for events such as Alumni Weekend and continually look for ways to enhance the campus' appearance. The grounds crew also maintains several athletic fields, including the University Stadium soccer/lacrosse fields; one practice soccer field, baseball and softball fields, outdoor running track, and the cross-country running course. The maintenance includes layout, lining, irrigation and fertilization of the fields. The crew also cleans up debris and litter, and maintains the numerous waste and recycling stations keeping the campus looking great.



*From left to right: Robert Schwerk, Gerald Polvino, Phil DiFrancisco, John Jakubowicz, Natalio Matias, Rich Newton, Matt Walters, Charles Gatto, Jim Foringer, and John Cole*

### Significant Accomplishments

- Maintained existing planting areas, and continued to increase the ratio of Perennials vs Annuals planted on campus, in an ongoing effort to be more environmentally, and fiscally sustainable.
- Worked to expand No-Mow and Low-Mow areas on campus. The difference being that Low-Mow areas will be mowed once every year in the fall, and No-Mow areas will only be mowed once every few years, if at all.
- Worked to prepare a course for a five-mile SUNYAC Cross Country championship meet, utilizing portions of existing trails and grassy fields, and crossing roads and sidewalks several times along the route.
- Continued treating trees in-house and monitoring varying species for Hemlock Wooley Adelgid, Emerald Ash Borer, and various other invasive pests.

- Assisted contractors with numerous projects, including the Spine area restoration, and various other small scheduled and emergency projects.
- Continued the training and development of staff to provide the highest quality NCAA Division III outdoor athletic venues at our multi-use stadium, baseball and softball fields, track, volleyball courts, tennis and basketball courts, rugby field and the balance of acreage where campus groups, general students and community alike, partake in activities.
- Continued the use of environmentally favorable products such as winter ice melt, weed treatments and fertilizers.
- Continued the use of “Horganix” for use on Athletic Fields and highly visible areas on campus, in an effort to introduce a 100% organic fertilizer and reduce the amount of chemicals used on campus turf.
- Provided tools, and occasionally assisted or guided various campus groups that were performing service projects, whether an invasive weed pull on campus or assisting the elderly community residents with yard clean-up.
- Maintained the miles of roads and sidewalks, and acres of parking lots through what was a very harsh winter, including one of the most damaging storms to hit the area in over a decade. The storm caused extensive damage to almost 50% of the trees in the residence hall and academic areas of campus, and took weeks to clean up.
- Provided set up for a growing number of outdoor events, picnics, gardens and community use including Alumni Weekend, Athletic Tournaments and the Senior Picnic.
- Completed parking lot, crosswalk, sidewalk and roadway maintenance improvements, paving and striping throughout the entire campus.
- Installed new, and updated many street and parking lot signs at various campus locations.
- Worked to maintain a clean, sustainable, and friendly environment for all who use the campus on a daily basis.
- Completed the installation of the new Press Box at University Stadium.
- Assisted with the annual community electronic recycling day and many events as part of Earth Month.

The **Structural Trades** unit consists of five groups including Carpentry, Masonry, Roofing, Painting and the Lock Shop. The Structural Trades unit provides repairs in all areas of the campus including the Residence Halls, Academic buildings and several other campus buildings. In addition to performing many repairs throughout the campus, the staff uses their talents to perform many in-house projects each year such as upgrading classrooms, renovating office areas or replacing concrete sidewalks.

Services provided include repairing broken and damaged windows; repairing wall damage; replacing bathroom tile; replacing tile flooring; repairing carpeting; performing needed repairs to furniture and cabinetry; repairing doors, door hardware and window systems; fabricating custom shelving and similar pieces of furniture; routine work requests to hang pictures, signs and bulletin boards; repairs to brick and masonry walls; installation of masonry door frames; repairs to stair nozings, and installing concrete light pole bases.



*From left to right, front row: Mike Wygant, James Kuras, Joe Siragusa, and Pete Cortes; back row: Andrew Cross, Duane Blakely, Don Dillenburg, Nick Polvino, and Bryan Miller*

Expertise in the area of roofing enables the investigation and identification of roof leaks, with many repairs performed in-house. Support and supervision are provided on capital projects for roof repairs, replacements and new installations. Semi-annual inspections are performed on all roofs throughout the campus. The existing conditions are reviewed, roof drain strainers are cleaned, and leaves and debris are removed from the rooftops. This proactive approach helps extend the life cycle of the roofs.

Painting services are provided for many offices, classrooms, student rooms and public areas. The staff paints and refinishes doors and window frames; power washes outside areas; removes graffiti; makes special stenciled signage; refinishes table tops and chairs, and paints light poles when needed.

The Lock Shop services all campus doors including all hardware, locking mechanisms, door closers and associated parts. Safes, vaults, cabinets and various other items containing locking mechanisms are also serviced. The staff is called upon to open locks when no keys exist or when the locks are inoperable. This group also services and maintains the hardware side of the card access system on campus that integrates with the FREDCard and authorizes or denies building entry. In addition, the Lock Shop assists in the specification and replacement of doors and hardware. Keys are prepared and distributed to Faculty, Staff and Students by the Lock Shop, which maintains detailed records of the key assignments.



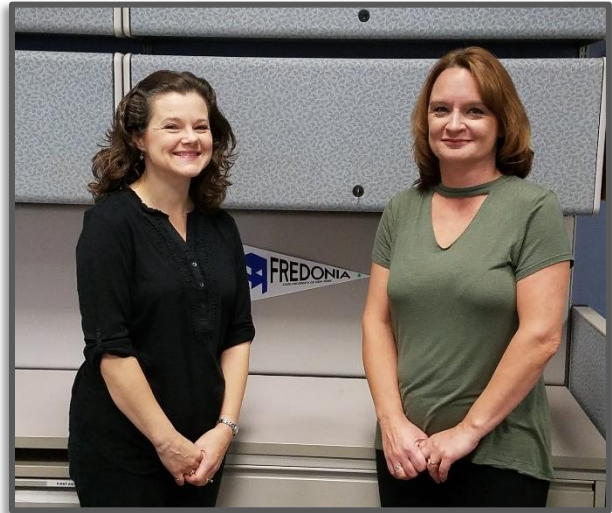
## Significant Accomplishments

- Continued painting of numerous offices, hallways, classrooms, corridors, doors and frames, and conference rooms in the Academic buildings and Residence Hall student rooms.
- Developed, maintained and prepared lock systems; keys for numerous Faculty, Staff and Student requests; programed hundreds of users in the card access system.
- Continued to address repairs identified under the Annual Residential Custodial Report (ARCR); this program focuses on maintaining the student living areas within the Residence Halls.
- Continued to identify and install new room signage in many areas to enable guests, maintenance staff and emergency staff to better locate rooms.
- Completed concrete sidewalk replacements at several locations on campus.
- Completed several office renovations and improvements at the Residence Halls.
- Completed several smart classroom improvement projects.
- Completed renovations at Gregory Hall for Marketing and Communications offices.
- Completed the installation of the engraved paver walkway near the Williams Center.
- Completed the installation of the new Press Box at University Stadium.
- Completed renovations to the Gregory Hall first floor public restrooms.
- Completed upgrades to the Disney Hall RD apartment kitchen.
- Completed the installation of several hydration stations.
- Completed the installation of Fire Evacuation Maps in the student rooms at several Residence Halls.
- Completed renovations at the Fenton Hall 115 Computer Lab.
- Completed renovations on the sixth floor of Maytum Hall for the Admissions Office.
- Completed painting of the entire third floor hallways at Thompson Hall and the RAC.
- Completed work to refresh the Planetarium at Jewett Hall.
- Completed improvements at Dods Gym.
- Completed painting of hallways and doors at Dods Hall.
- Started renovations at Dods Hall for new locker rooms and the new Performance Lab.

## Office Operations

The **Office** is the customer service center for the Facilities Services Department. This unit is staffed with two Office Assistant positions. In addition, student workers provide valuable assistance with the day-to-day tasks. The staff is responsible for maintaining the following information and services for the Facilities Services Department:

- Receiving and distributing trouble or emergency calls from campus constituents to applicable personnel in trades.
- Requisitioning for supplies, projects and monthly payment of all blanket purchase orders by procurement card.
- Processing key requests for faculty, staff and students.
- Maintaining records for:
  - Work Order System (PM's, building inspections and corrective maintenance)
  - Department budget
  - In-house and minor rehab/repair projects
  - Asbestos Abatement
- Maintaining the department's personnel records for:
  - Change of Status transactions (COS)
  - Performance Evaluations
  - CDL Compliance
  - Asbestos Handling License
  - Accident Reports



*From left to right: Cindy Dietzen and Shannon McKoon*

## Significant Accomplishments

- Processed purchases with the online Web Procurement System.
- Continued a high volume of usage of the Citibank Visa Procurement Card.
- Prepared the Facilities Services staff meeting minutes.
- Processed COS forms for all Facilities Services transactions.
- Prepared the overtime summary report on the web-based overtime database.
- Monitored and issued probationary reports for both permanent and temporary employees.
- Monitored and issued yearly evaluation reports for permanent employees.
- Trained and supervised student assistants in office procedures.
- Maintained the student key database.
- Maintained the database and records for pest control needs.

- Processed 9,457 work orders.
- Processed 250 online requisitions and 160 paper requisitions.
- Assigned, processed and tracked many projects including in-house; Minor Critical Maintenance; Capital Construction Projects; and Residence Hall (DIFR) projects.
- Processed 10 departmental staff travel arrangements for meetings, trainings and certifications.
- Processed 119 student key requests.
- Reconciled purchases on blanket purchases to local vendors on a monthly basis.
- Processed 355 pest control problems.
- Processed 1,246 transactions using the Citibank Visa procurement card for a total amount of \$732,170.40.
- Managed the Marketplace uStore for 23 student key deposits and refunds.
- Maintained the Facilities Services portable two-way radio inventory.
- Maintained the Facilities Services department webpage.
- Maintained the staff listserv for Facilities Services, Finance and Administration and FSA.
- Coordinated several Asbestos Abatement Projects.
- Coordinated the annual training for the in-house asbestos team.
- Coordinated the annual respiratory physicals and fit testing for the Trades staff.
- Coordinated the quarterly CDL license random testing.
- Assigned all Fire Inspection work orders resulting from the annual OFPC inspection.
- Managed the annual rolling fire door inspection.
- Attended the semi-annual building inspections including walking through all campus buildings and identifying needed work orders during the fall and spring semesters.
- Assisted several student groups with materials and setup for several outdoor events.
- Assisted with the planning and setup for the Scholars Breakfast.
- Managed the Maintimizer work order system.
- Maintained the Physical Space Inventory (PSI) information database as required by SUNY System Administration.

### **Statistical Data**

During the past year, the department completed projects that involved all the units within the department. The Facilities Services Department embraces the practice of using environmentally sound building materials and techniques. Working closely with the staff within the Facilities Services Department, each unit provides valuable participation with each project. This team approach strengthens the commitment to ensure the health and safety of the campus community, and that the preservation of the facilities is a top priority. Projects are completed in Academic, Administrative and Residence Hall buildings across the campus. Additionally, many projects have been identified, scope of work created, and requests for qualifications (RFQ) for consultant design services have been completed for many new projects.

Work orders were completed throughout the campus in all buildings during the past year. The following chart shows the total number of work orders completed during the past year compared to previous years.

Trade	No. Closed 2017-2018	No. Closed 2016-2017	No. Closed 2015-2016	No. Closed 2014-2015	No. Closed 2013-2014	No. Closed 2012-2013	No. Closed 2011-2012	No. Closed 2010-2011	No. Closed 2009-2010	No. Closed 2008-2009
Structural	1,448	1,562	1,830	1,734	1,868	2,074	2,035	2,337	2,648	2,539
Electrical	1,314	1,227	1,515	1,354	1,631	1,845	1,685	1,852	1,232	1,353
HVAC/R	1,678	1,667	1,642	1,374	1,403	1,310	819	823	532	457
Building Automation	44	96	68	40	33	8	6	2	1	6
Lock Shop	1,139	1,112	1,491	1,295	1,381	1,595	1,385	1,430	1,355	1,414
Plumbing	1,907	1,622	1,628	1,429	1,267	1,606	1,445	1,615	1,529	1,817
Grounds and Landscaping	442	436	343	207	200	297	342	185	182	266
Asbestos	15	16	45	47	55	44	56	81	108	109
Custodial	1,470	1,361	1,430	1,416	786	487	715	758	644	795
<b>Total:</b>	<b>9,457</b>	<b>9,099</b>	<b>9,992</b>	<b>9,331</b>	<b>8,624</b>	<b>9,266</b>	<b>8,488</b>	<b>9,083</b>	<b>8,531</b>	<b>8,756</b>

## Assessment Update

### Assessment Statement

The Facilities Services department maintains an effective working relationship with the campus community to assist in providing an environment that enhances the overall campus experience, while responding promptly and professionally to meet the demands of the campus by continually evaluating performance and striving to meet the expectations for a safe and healthy work environment. The department provides outstanding customer service to the campus community with continued evaluation of performances, services and equipment used by the department, and regularly reviews the needs and concerns of our customers to provide the highest quality service, which encourages staff to lead by example, take pride in their work and commit to the department mission by providing excellent customer service to the campus community.

### Assessment Activities

- It is standard procedure to observe, review, inspect and monitor staff work while in progress and when completed to ensure the proper use of materials and equipment, workmanship, that regulations and codes are followed, schedules are met, and that the work is performed according to plan.
- Training, instruction and assistance is provided to ensure assignments are completed accurately and efficiently.
- Completed work orders to ensure work is completed timely and that staff is working efficiently.
- Comments from faculty, staff, students and visitors express great appreciation and support of the work performed on campus by the Facilities Services Department. The comments



are often unsolicited. These comments are expressed at the All Campus Meeting and throughout the year by the campus.

### **Assessment Goals**

- Continue Incentive Program Safety Awards for proper chemical labeling, correct bulb storage and no chocked doors.
- Review appropriate procedures to perform all custodial operations in the most effective, efficient and economical manner.
- Evaluate and modify standards for the quality and quantity of work produced where needed.
- Evaluate cleaning methods and work performance standards to ensure a more effective and efficient cleaning program.
- Evaluate new products and procedures for cleaning.
- Evaluate work performance against the established cleaning procedures and periodically monitor operations of the staff.
- Provide training, instruction and assistance to ensure assignments are completed accurately and efficiently.
- Periodically inspect buildings and assigned areas for compliance with cleaning programs and standards.
- Continue daily and biannual building inspections each semester.
- Continue to train staff in the proper and efficient operation of the equipment, methods and procedures of the department to ensure assignments are completed accurately and efficiently.
- Continually observe, review, inspect and monitor staff work while in progress and when completed, to ensure the proper use of materials and equipment, and workmanship. Ensure schedules are met and that the work is performed according to plan.
- Review completed work orders to ensure work is completed timely and staff is working efficiently.

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## **Faculty Student Association**

- **Executive Offices**
- **Bookstore/Retail Operations**
- **Dining Services**
- **Human Resources**
- **Information Technology**
- **Special Events, Marketing, Licensing**
- **Support Services**



# **FACULTY STUDENT ASSOCIATION**

## **Introduction**

The Fredonia Faculty Student Association, incorporated in 1951, (hereinafter referred to as FSA) is a private corporation governed by the Not-for-Profit Corporation Law of the State of New York. The by-laws of the corporation detail the purpose, meeting requirements, Board of Director responsibilities and specifications for corporation assets and funds.

An Auxiliary Services Corporation exists within most of the SUNY campuses. Each corporation individually holds a contract with their respective campus. The current 5-year agreement between the FSA and the State University of New York at Fredonia expires June 30, 2023. The contract specifies individual campus activities and services of the corporation. This contract includes physical space and equipment documentation, as well as corporation indemnification of SUNY and the State of New York. In addition, budget requirements and matters of financial reporting are specified. The agreement guidelines include areas of organization, specifying Board composition and structure. Auxiliary services are listed in each agreement with the opportunity for additional services added through an agreement amendment process. Provisions for audit review, funded reserves, and corporate equity guidelines are also specified in the agreement.

## **Mission Statement**

The focus of the auxiliary services provided by the FSA is best described in the corporate mission statement which is as follows:

The mission of the Faculty Student Association is to identify and provide appropriate goods and services that may not be otherwise provided by the State of New York. Central to this effort is the ability to recognize the variety and dynamic nature of the population involved in an attempt to maximize customer satisfaction, while maintaining the financial integrity of the corporation.

The Faculty Student Association focuses on serving the needs of a diverse university community, including a significant on campus residential student population. We accept the challenge that it is our responsibility to provide the proper environment to facilitate and enhance the learning experience.

Along with the mission statement, the Faculty Student Association strives to provide program funds to Fredonia. The program support has steadily increased over the years and FSA has worked to maintain that in a period of declining enrollment. This has been primarily accomplished through a strong capitalization program resulting in new and/or renovated facilities offering contemporary and revitalized services. FSA strives to identify the needs of the entire campus community, while focusing on operating efficiency and appropriate staffing.

## Executive Offices

### Annual Report

The Executive Offices for the Faculty Student Association include the Executive Director and Controller. The services performed include accounting, cash control, ID card production, along with student meal plan and FREDCard services, and all general administrative functions for all FSA operations and activities including Human Resources and Information Technology Services.

The Executive Office staff consists of ten full-time management employees, five full-time CSEA employees, and one part-time CSEA employee.



**FSA Executive Office and Administrative Offices Staff**

*From left to right, front row: Courtney Remington, Terri Helwig and Matt Snyder; back row: Eric Johnson, Lucas Catalano, Michelle Kowalski, Sarah D'Amaro, and Darin Schulz*



### **Cash Control Office**

*Seated: Debra Slate; back row from left to right:  
Courtney Remington, Tami Johnson, and John Lampert*

### **Significant Accomplishments**

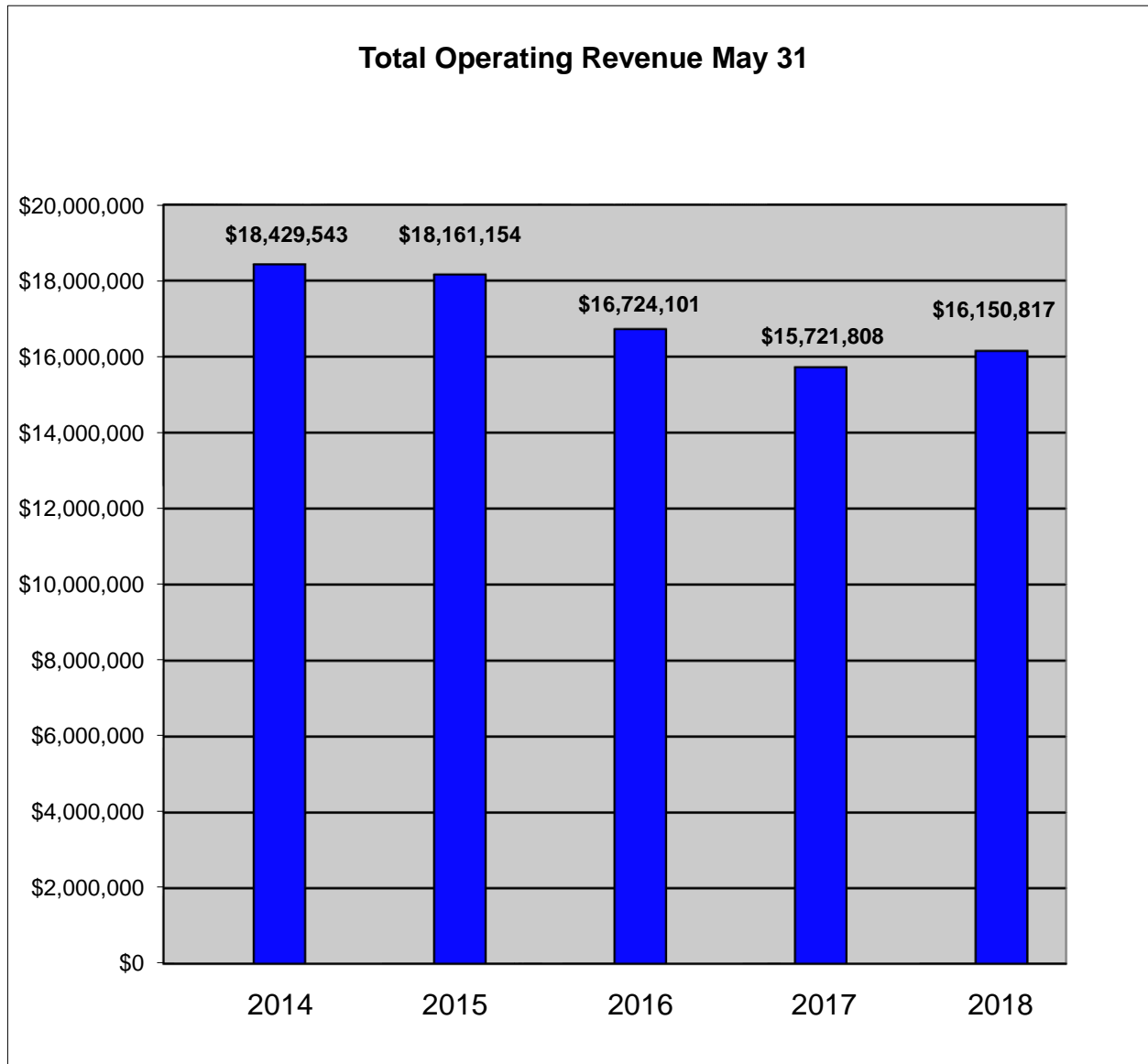
- Provided \$1,046,784 in support to the Campus in 2017-2018 with \$594,784 in Programs and \$450,000 in Space and Utility support.
- Continued to manage for right sized operations in a fluctuating enrollment environment. Fall 2017 presented new challenges with a larger than expected freshman class.
- Developed the 2018-2019 operating budget based on \$16,566,315 in revenue and will return net revenue under expenditures of \$296,246 or 1.8%.
- Budgeted a total of \$1,214,495 of support to the Campus for 2018-2019 with \$762,495 in Program allocations and \$450,000 in Space and Utility charge support.

### **Statistical Data**

- Revenue from operations totaled \$16,150,817 representing a 2.7% increase from the previous year.
- Operating expenses totaled \$15,841,985 which is a 1.0% increase from the previous year.
- Program expenditures, serving 50 campus groups and organizations, totaled \$594,784.
- While providing the high level of support, net results from operating and non-operating activities yielded an increase in Net Assets of \$308,832.

FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK  
AT FREDONIA

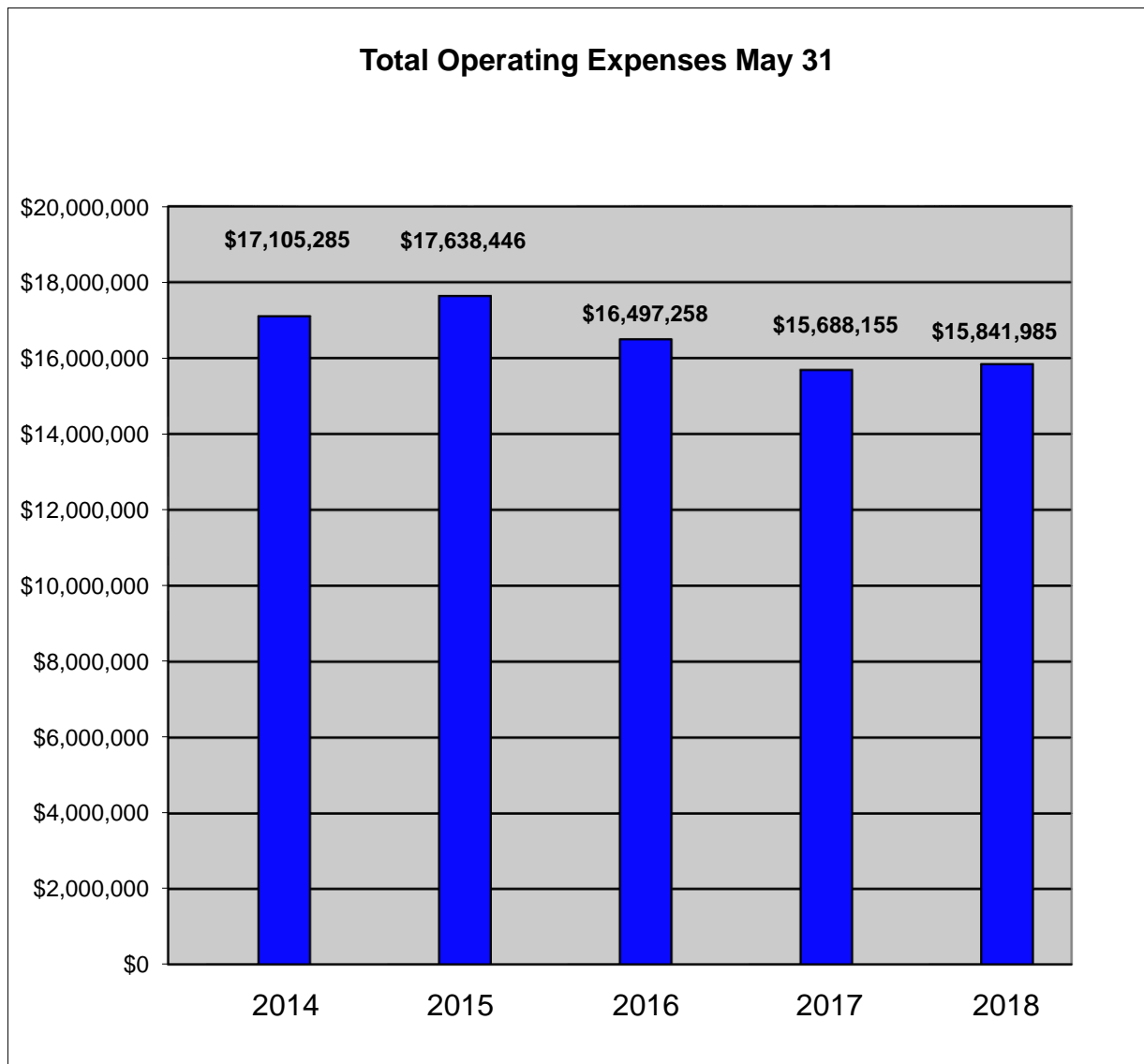
The following chart represents total FSA operating revenue by year for each of the past five years:





FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK  
AT FREDONIA

The following chart represents total FSA operating expenses by year for each of the past five years:



## **Assessment Update**

### **Assessment Statement**

The annual independent audit resulted in an unqualified audit opinion. FSA's internal control structure is appropriate based on the auditor's evaluation. Therefore, no management letter highlighting deficiencies and recommended improvement actions was issued. The annual budget was reviewed in depth with the Audit/Budget Committee of the FSA Board prior to unanimous Board approval.

The above accomplishments reflect the efforts of the FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

### **Assessment Activities**

The services performed by the Executive Office include accounting, cash control, ID card production, along with student meal plan and FREDCard services, and all general administrative functions for all of FSA's operations and activities.

### **Assessment Goals**

- Continue to innovate and look for opportunities to improve services. Specifically, initiated planning the renovation of the Williams Center food court
- Continue to assess internal controls to enhance the financial integrity of the organization and maintain regulatory compliance.
- Enhance corporate marketing to educate the consumer and grow revenue.
- Continue to evaluate the appropriate level of services to effectively provide services to the campus while maintaining fiscal responsibility.
- Continue to work with SUNY to obtain and maintain compliance with SUNY and New York State initiatives and regulations.

## Bookstore/Retail Operations

### Annual Report

The University Bookstore offers a variety of merchandise for the campus community including textbooks, course materials, study aids, and gifts. Located on the first floor of the University Commons, FSA offers a multi-operation Bookstore, Convenience Store, Satellite Convenience Store and a Starbucks that enables us to meet the requirements of Fredonia's dynamic residential population. The facility is designed to be a flexible retail outlet that adapts to Fredonia's changing needs.



**Bookstore/Retail Operations Staff**

*From left to right, front row: Nicolette Nichols and Katie Brown; middle row: Mary Gier, Dorothy Russo, Tina Reilly, and Laura Lynden; back row: Yvonne Wright, Karie Pencek, Jeff McMinn, Peggy Hillman, and Sharon Hogg*

The Bookstore's greatest challenges are with the textbook pre-pack program, as well as the emerging online textbook orders. This is the twelfth year the Bookstore has offered residence hall survival kits. The kit is customized each year to include several of the most popular items requested when students move into a new residence hall.

The Bookstore operates a full service Starbucks that accepts all methods of tender associated with the Bookstore, as well as Starbucks proprietary gift cards and campus meal plans. Starbucks also offers a line of associated giftware.

Retail Operations also oversees vending machine operations throughout campus that are sub-contracted to The Cuyahoga Group. Retail Operations handles a majority of the service calls and other customer service issues with vending.



**FREExpress**  
*Tricia DeJoe*

The Bookstore, Convenience Store, Satellite Convenience Store and Starbucks Coffee staff currently consists of seven full-time management employees, six full-time CSEA employees, 16 part-time CSEA employees, and thirty-seven part-time student employees.

### **Significant Accomplishments**

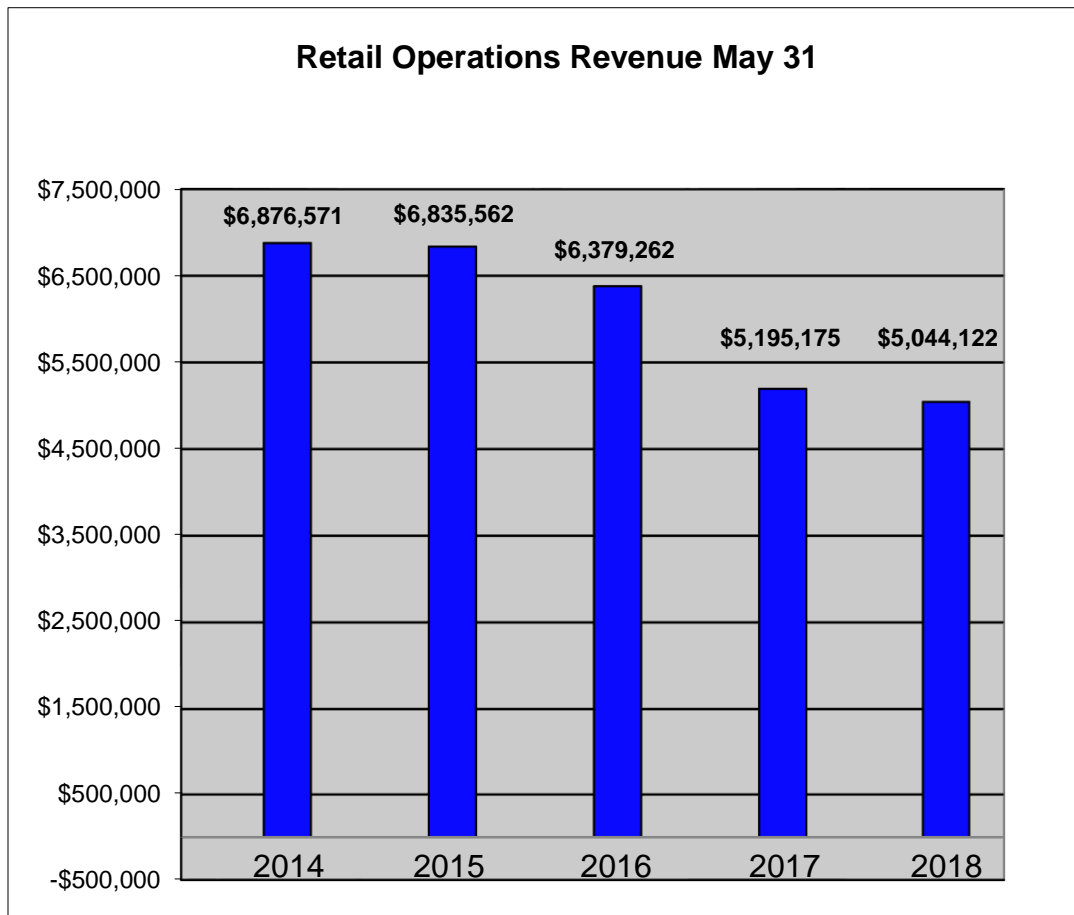
- Enhanced textbook rental program.
- Increased product line for giftware, electronics, clothing, and school supplies.
- Ensured that all vendors of imprinted merchandise complied with the University Trademarks and Licensing Program.
- Revised the product mix of the Dorm Survival Kit.
- Increased sustainability efforts throughout the Bookstore, Starbucks and the Convenience Store to include recycling of all consumables as well as stocking environmentally friendly products when possible.
- Maintained mandates outlined in the Federal Higher Education Opportunity Act.
- Increased product mix from local vendors.
- Replaced incandescent lighting with more efficient LED bulbs.
- Evaluate vending agreement.
- Implemented non-paper bag initiative.
- Purchased mobile POS device.

## Statistical Data

- Revenues for the 2017-2018 fiscal year were \$5,044,122 compared to \$5,195,175 in 2016-2017, a decrease of 3.0%.
- Debit Accounts decreased by 70 participants to 1,107 in fall 2017, from 1,177 in fall 2016.
- Fall of 2017 Textbook Pre-packs totaled 447; a decrease of 2.0%.
- Net Revenues decreased .6%.
- Operating expenses increased \$64,359, or 3.5%.

## FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK AT FREDONIA

The following chart represents total FSA operating revenue by year for each of the past five years which includes Convenience Store, FREDEExpress, Starbucks, and the University Bookstore:



## Assessment Update

### Assessment Statement

The above accomplishments reflect the efforts of the FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

### Assessment Activities

Monthly accounting reports are reviewed and assessed in depth for all matters relating to the cost of goods and labor.

The Bookstore stocks a varied amount of textbooks, study aids, course supplies, and miscellaneous merchandise to help enable the general college population to acquire the materials needed to attain the highest standards of excellence in education. It is the Bookstore's goal to provide these goods and services in a convenient manner using the widest variety of product lines possible. A standing FSA Board Bookstore Committee reviews all relevant matters.

The Bookstore has strived to maintain adequate stock on all required textbook and course supplies in order to meet the above assessment activities. Providing needed materials is essential to enable students to achieve their personal and intellectual growth.

The retail operations will continue to evolve the product lines and the services that are offered focusing on healthy alternatives. The Convenience Store will be taking a more active role in promoting healthy choices with an increased variety of fresh fruits, healthy entrees, and organic selections. Online presence will continue to be enhanced at [www.fredoniabookstore.com](http://www.fredoniabookstore.com). This site not only offers textbooks and general merchandise, but allows the store to comply with the federal Higher Education Opportunity Act.

### Assessment Goals

The assessment goal of the Bookstore is to identify the appropriate product mix to meet customer demands.

- Assess space utilization of store and warehouse.
- Assess product selection to reflect the needs of the Fredonia campus.
- Evaluate student employee training procedures for the store and revise as needed in order to increase annual retention rates.
- Maintain 100% compliance with the college-licensing program.
- Maintain compliance with the Higher Education Opportunity Act.
- Decrease lead time between ordering and receiving of imprinted merchandise.
- Enhance Fredonia imprinted merchandise with increased selection. Work with vendors to decrease minimum orders allowing for less investment in inventory.
- Continue to develop a campus wide marketing program.
- Continue to search for environmentally friendly general merchandise options for the Bookstore.
- Enhance online shopping presence and marketing efforts offering new and innovative products to the Fredonia students, faculty, staff and alumni.

- Refine product mix for the FREDEExpress convenience store in Thompson Hall.
- Look for new and interesting social media marketing opportunities.
- Explore and increase product mix from local vendors.
- Plan implementation of credit card readers for vending machines.
- Refine OER program.
- Evaluate printing of OER material for distribution.
- Plans campus shipping and delivery program for students.
- Investigate software tracking program for student package delivery.
- Evaluate vending machine placement and product mix.



## Dining Services

### Annual Report

FSA Dining Services is dedicated to enhancing the quality of life for the University community. Reflecting the Fredonia Vision Statement and the FSA Auxiliary Corporate Mission Statement, Dining Services strives to provide quality food and exemplary service for a diverse community, while maintaining the financial integrity of the division.

Focus on customer service and flexible meal plans allows customers to concentrate on their academic endeavors. A variety of menu selections and dining options reflects the individual needs of a diverse campus population. The continued success and growth of Dining Services requires a vision that combines an efficient and effective operational strategy with a clear understanding of the needs of our customers and employees, combined with strategic marketing of our goods and services.

The Dining Services staff consists of 14 full-time management employees, 15 full-time CSEA employees, 58 part-time CSEA employees, and 173 part-time student employees.



**Cranston Marche Staff**

*From left to right, front row: Brenda Butler, and Felicia Nowak; back row: Dean Messina, Paula Santangelo, and Matthew Furman*



**Centre Pointe & El Diablo Azul Staff**

*From left to right, front row: Peter Fedrick, Rita Zambotti, Nakita Stewart, and Jeanette Guziec; back row: Stephen Lowman, Cindy Holcomb, Rick Kirchenwitz, Oscar Wilson, and Mary Logan*



**Tim Hortons Staff**

*From left to right, front row: Jessica Pope, Grace Lyons, Terri Walker, Ashlee Rhoades, and Destiny Martinez; in back: Rodrigo Rodriguez*





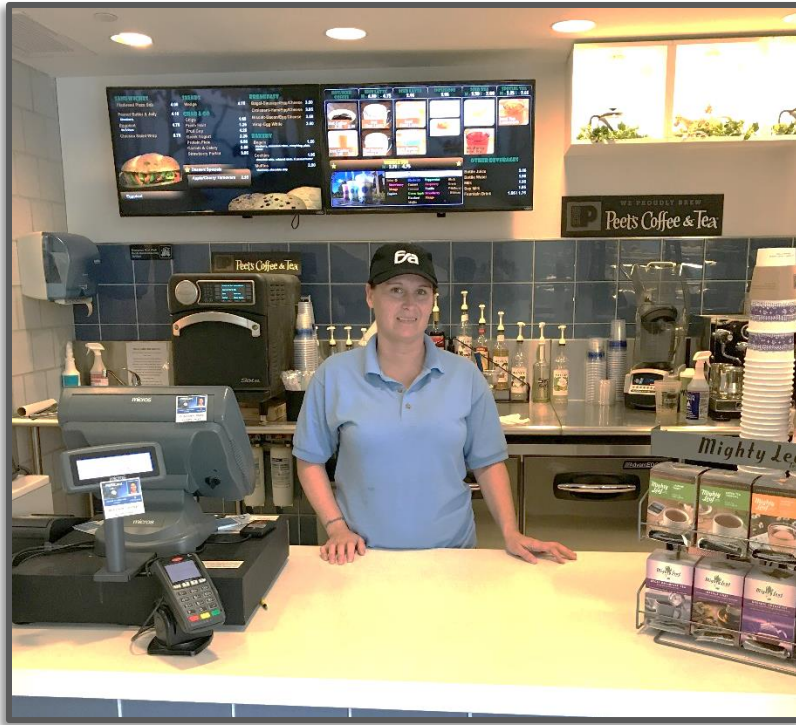
**Café McEwen**

*From left to right: Lynette Neallard and Fatou Sarr*



**Café Fenton**

*From left to right: Olivia Rusinek, and Sue Neuhaus*



**Café T-Rex**  
*Amanda Reading*



**Café Mason**  
*Karen Fisk*





#### **Catering Office**

*From left to right: Mark Kinney, Katie Thies, Linda Kurgan Monaco, and Dean Messina*

### **Significant Accomplishments**

- FSA Dining Services planned the following fall events in the fall of 2017: Food Truck Thursday on September 21<sup>st</sup>, a “Walking Dead” fall season premier special event at Centre Pointe on October 22<sup>nd</sup>, Harry Potter Halloween Day on October 31<sup>st</sup> in Cranston Marche and the 4th annual FREDChef competition on November 7th. Also featured our Thanksgiving Day Celebration on November 16<sup>th</sup> and the Holiday Dinner on December 7<sup>th</sup> in Cranston Marche.
- A Special Events/Monotony Break Calendar was implemented for the fall semester featuring “National Food Days”, for example Chocolate Milkshake Day, Lobster Day and Cupcake Day.
- Established the third annual FREDChef competition on campus, pairing three teams of three students competing to be the best team of student chefs on campus.
- Tim Hortons Café & Bakeshop continues to exceed expectations and is extremely popular as a dining location.
- El Diablo Azul Mexican Grill remains a popular dining location.
- Cranston Marche continues to invest in local offerings with the addition of Costanzo’s Rolls for “Burger Wednesday” and alternative healthy beverage offerings from Elmhurst Milked featuring Milked Almonds and Milked Hazelnuts.

- Started exploring the concept of an all plant-based vegan grab-n-go facility on campus to accommodate the needs of the campus community that follow such a diet. A possible addition on campus in the fall of 2018.

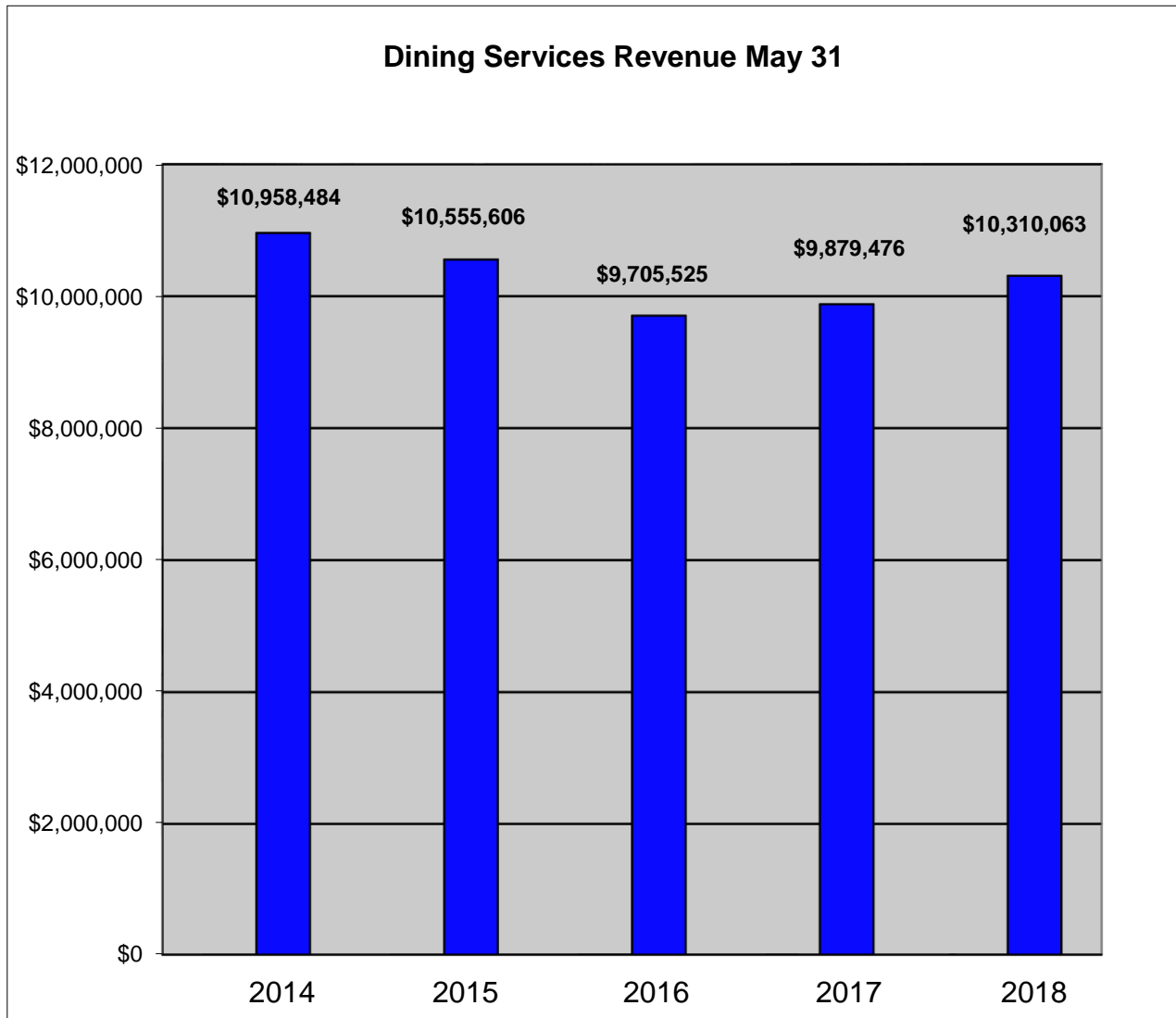
Demand for catering services by the campus continues. External customer events have increased to include weddings, family reunions and corporate client outings.

### **Statistical Data**

- Self-operated Dining Services revenue for the 2017-2018 fiscal year was \$10,310,063 compared to \$9,879,476 in 2016-2017, an increase of 4.4%.
- Meal plan enrollment increased by 4 participants to 2,848 in fall 2017, from 2,844 in fall 2016; a 0% change for the fall 2017 semester.
- Net Revenues increased 4.0%.
- Operating expenses decreased by \$33,400 or .6%.
- In conjunction with our primary food vendor, Maplevale Farms, local food purchases exceed 15%.

FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT  
FREDONIA, NEW YORK, INC.

The following chart represents total FSA Dining Services operating revenue by year for each of the past five years which includes Catering, Centre Pointe, Cranston Marche, El Diablo Azul, FSA Cafes & Concessions, and Tim Hortons:





## **Assessment Update**

### **Assessment Statement**

Through an exhausting FSA Central Staff Summit, Resident Meal Plan Options were restructured to allot more “meals” and lessen the amount of “points” on the declining balance of Meal Plan options.

Management is directed to constantly monitor food and service quality, unit cleanliness, and employee productivity.

Regular inspections are conducted by the Chautauqua County Health Department to assure compliance with all areas of Dining Services, as it applies to the New York State Sanitary Code.

Customer comment cards and emails are reviewed, assessed, and answered in an effort to evaluate all consumer based observations and requests as they reflect our recognition of the varied needs of our diverse clientele. All management staff is encouraged to engage customers on a daily basis for input, including daily interaction with student customers who are also staff members.

Various unit staff meetings are scheduled on a regular basis to examine and evaluate all issues relative to dining services and its customers.

Planning initiatives are routinely reviewed for immediate and long-term performance.

The above accomplishments reflect the efforts of the FSA Dining Services to support the academic mission of the University by providing excellent goods and services to our customers, while maintaining the financial integrity of FSA.

### **Assessment Activities**

Based upon routine customer and employee input, many dining service suggestions were implemented, improving customer satisfaction.

Evaluated and fine-tuned all menus to provide a variety of choices for the diverse campus clientele, including healthy options.

### **Assessment Goals**

The assessment goals for Dining Services focus on maximizing customer satisfaction while stressing efficiency and achieving budgetary goals.

- Creatively meet the challenge of increased volume in Tim Hortons and all Cafés through staff training and necessary enhancements in the infrastructure.
- Continue to fine tune Café menus for freshness and popularity.
- Maintain menu integrity and portion control in El Diablo Azul to accurately reflect retail counterparts.

- Maintain current positive catering operations through efficient operations and adding more outside catering to increase revenue.
- Market all units to increase customer awareness via various media.
- Continue prompt and thorough responses to comment cards and emails.
- Develop more sophisticated food and labor cost monitoring and control tools.

## Human Resources

### Annual Report

The Human Resources (HR) staff currently consists of two full-time management employees (considered part of the Executive and Administrative Offices). The HR department is responsible for the staffing of management, CSEA, and student employees. Responsibilities include interpretation of contract, employee handbooks, and policies and procedures. Also performs payroll functions and administers pension, health insurance, and dental plans for Management, CSEA and Student employees, as well as Worker's Compensation and NYS Disability.

The FSA Corporation consists of 74 full-time management and CSEA employees, 86 part-time CSEA employees, and 218 student employees.

### Significant Accomplishments

- Coordinated Annual Employee Orientation meeting.
- Trained all employees on the "Right-to-Know" law, fire extinguisher use, and workplace safety.
- Trained all employees on Diversity, Equity, and Inclusion.
- Continued Food Handling and Knife Safety training to all student employees.
- Maintained Wage Theft Prevention Act Compliance.
- Held Annual Student Recognition Banquet.
- Recognized Employee of the Semester and Years of Service.
- Completed orientation for all new CSEA and management employees.
- Conducted safety audits in each work location.
- Provided monthly safety, wellness, and management training material.
- Followed grievance procedures.
- Conducted investigation and participated in DOHR hearing.
- Maintained Facebook Page for FSA employees to provide information as well as recognition.
- Completion of ACA Forms 1095 and 1094.
- Continued training/orientation group sessions for new student employees.
- Complete CSEA Contract Negotiations and signed a 5 year agreement
- Attended multiple training sessions for NYS Paid Family Leave.

### Statistical Data

- 132 FSA employees attended the Annual Orientation Meeting.
- Hired 10 new employees.

## Assessment Update

### Assessment Statement

The above accomplishments reflect the efforts of the FSA Human Resources to support the academic mission of the University by providing personnel to deliver the goods and services to support the needs of our customers in the most efficient and cost effective manner.

### Assessment Activities

- Meet regularly with management staff to review employee policies and procedures outlined in employment handbooks and the union contract.
- Meet with Worker's Compensation insurance representatives to provide a safe work environment.
- Perform ongoing inspections of work locations regarding the proper labeling for new materials including input to the Material Safety Data book.
- Prepare review of monthly unemployment experience rating to ensure compliance.
- Assure Department of Labor Compliance by posting information for the Wage Theft Prevention Act.
- Perform NYS New Hire Reporting with health insurance eligibility requirements.
- Ensure proper payment of wages and deductions for all employees.
- Maintain confidentiality of all employee personal information and data.
- Submit monthly payroll data to the US DOL Bureau of Labor Statistics.
- Ensure pension contributions are properly submitted.
- EEOC and OSHA reporting.
- Schedule individual employee meetings with TIAA representative.

### Assessment Goals

The assessment goal of Human Resources is to become a resource base for all FSA operations to increase efficiency.

- Meet with all new employees to review Employment Handbook, Contract, Safety Manual, and job descriptions.
- Continue to work with health insurance broker to provide updated information on Wellness and Smoking Cessation programs.
- Meet with each employee annually to increase employee awareness of individual benefits including, retirement, SRA, health insurances and EAP programs.
- Develop training program to ensure all new employees are properly trained in all areas.
- Remain up to date on current procedures and retirement options, and work with TIAA-CREF representative to provide individual counseling to employees.
- Review examinations for all CSEA positions that require testing.
- Research educational opportunities for Management Staff.

- Provide continued training and protective equipment to decrease work related injuries such as cuts, burns, trips and falls.
- Brainstorm ideas to build morale.
- Monitor FLSA changes to ensure compliance.

## Information Technology

### Annual Report

Information Technology (IT) strives to support and further develop the use of technology within FSA for organization and campus-wide utilization. During this process, we continue to evaluate current processes to increase efficiency and productivity. With endless possibilities, Information Technology is always excited at the opportunity to advance the use of technology throughout FSA and the campus.

The Information Technology staff currently consists of three full-time management employees (considered part of the Executive and Administrative Offices).

### Significant Accomplishments

- Established Point-to-Point wireless network connection between campus and the College Lodge, allowing for high-speed Internet services and FREDsecure access.
- Installed new network firewall, Internet content filter, and Intrusion Prevention System.

### Statistical Data

- 9,586 add-on online deposits totaling \$351,895.89 through the MyFRED-Card.com/CBORD GET sites.
- 596 Help Desk tickets submitted.

### Assessment Update

#### Assessment Statement

The above accomplishments reflect the efforts of the FSA to support the academic mission of the University by providing the technology required to support the needs of our customers in the most cost effective manner.

#### Assessment Activities

The IT Committee, comprised of the FSA Executive Director, Associate Executive Director of FSA and Controller, Director of Retail Operations, Director of Information Technology, and FSA IT staff, continues to review the technology needs of FSA, addressing issues as they arise and plan for hardware/software expansion and upgrades. The IT Committee has placed a system of checks and balances related to the IT Unit, sharing with its members the details needed to fully understand the issues at hand in order to make thoughtful decisions.

#### Assessment Goals

The assessment goal of Information Technology for next year is to improve technology that directly enhances services offered to students.

- Upgrade Cable TV service to all high definition channels
- Develop package handling system for notifying students when packages are delivered to the bookstore and ready for them to be picked up
- Improve formal documentation of standard operating procedures.
- Work with business units to help facilitate improved data flow and consistency.
- Streamline processes and information where needed/requested.

## **Special Events, Marketing, Licensing**

### **Annual Report**

This department is focused on the image of FSA, its operations and overseeing all areas of marketing, public relations, conferences, and licensing. It is the department's responsibility to maintain a clear understanding of the programs, policies and procedures within FSA and the campus community.

This department is staffed with one full-time management employee and one full-time CSEA employee (considered part of the Executive and Administrative Offices).

### **Significant Accomplishments**

- Coordinated the planning and implementation of all marketing for the 2017-2018 Academic year, which included special events in both Dining Services and Retail Operations.
- Continued to expand social media marketing efforts, with the help of student interns.
- Presented the FSA/Finance and Administration Services Orientation DVD at the 2017 New Student Summer Orientation sessions.
- Coordinated all 2017 summer conferences, which included: The Quartet Program, two NYSSSA (New York State Summer School for the Arts) programs, the School of Choral Studies, the School of Visual Arts, the Rotary Youth Leadership Academy (RYLA), the NYS Earth Science Teachers Association and both the EDP JEWEL and Upward Bound Summer Programs.
- Continued involvement as emeritus of Chautauqua Leadership Network (CLN) serving on various committees.

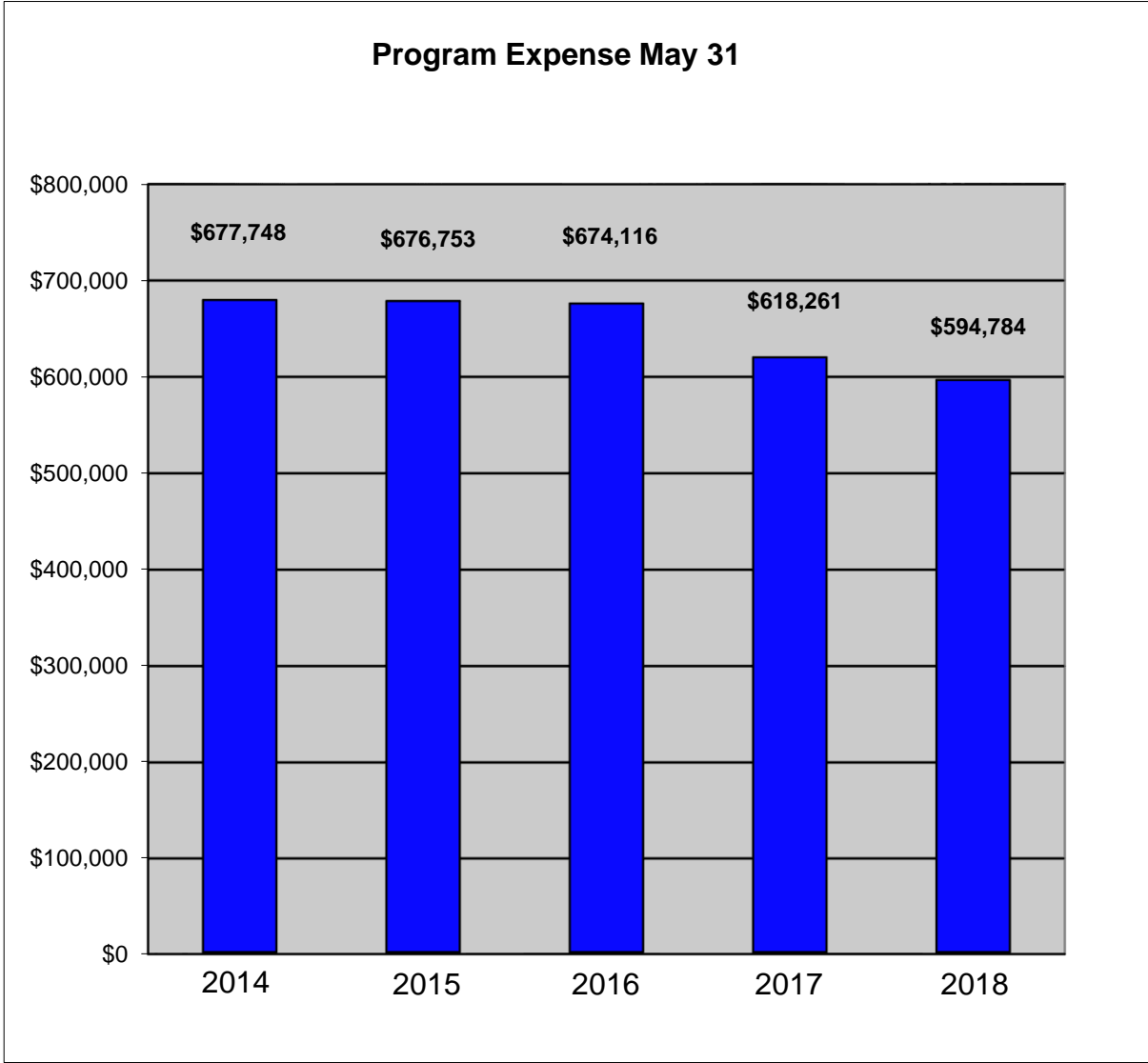
### **Statistical Data**

- Twelve residential summer programs on campus.
- Twelve summer day programs on campus.
- Five residential experiential training programs at the College Lodge.
- Eight day experiential training programs at the College Lodge.
- One hundred licensed vendors.



FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK  
AT FREDONIA

The following chart represents total FSA Programs supporting about 50 activities annually on campus by year for each of the past five years:



## Assessment Update

### Assessment Statement

The above mentioned accomplishments reflect the efforts of FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

### Assessment Activities

Worked closely with unit management to promote and encourage participation in Dining Services and Retail Operations special events.

Regular monitoring of licensing procedures has helped to promote the production and sale of Fredonia merchandise, both on and off campus. The 2017-2018 fiscal year represented another good year for Fredonia's royalties.

Encouraged open communication with all faculty and staff via the Special Events Committee to ensure that our campus guests, attending a variety of summer conferences, had an enjoyable stay and their programs were successful. We continue to meet and exceed expectations as a campus.

### Assessment Goals

- Continue to market all FSA operations.
- Continue to promote the College Lodge as a wedding venue, for the Experiential Training Program, and the property as a whole through expanded efforts with the Chautauqua County Visitors Bureau (CCVB) and advertisements with the Post Journal and Observer.
- Continue to provide and strengthen the conference coordination needs of the campus community and outside clients through membership in the Association of Collegiate Conference and Events Directors – International (ACCED-I) by attending seminars, sessions and workshops at the regional meeting and the annual conference.
- Continue to foster relationships with faculty and staff via the Special Events Committee and other campus constituents to ensure successful campus experiences for our conference groups.
- Continue to monitor, provide training, and approve the numerous needs of Trademarks and Licensing by licensed and non-licensed vendors, our students, and the campus community.
- Develop creative advertising to inform the entire campus community about the many services available throughout our campus, and continue to collaborate with other members of the State Auxiliary Services Association (SASA) Marketing group, both at meetings held once a semester and via email.
- Assist other FSA management with the continual need to inform students of any changes, additions, and deletion of policies and procedures regarding the services we provide for them at Fredonia.
- Continue to host student interns through the Career Development Office, and provide an experiential learning environment for students across all majors.
- Remain an active member of the Chautauqua Leadership Network (CLN) by serving on committees and providing support for the growth of other Fredonia members in the CLN network.

## Support Services

### Annual Report

Support Services adapted to the major changes in operations brought on by the ever-changing desires of the students. Additional products and services, varied delivery schedules to maintain fresher product, and increased demand stretched our resources. Demand in the cafes and food service increased the food production in Central Prep. New menu items and higher demand of sandwiches for grab-and-go were very popular. Started planning stages for development of a plant-based vegan grab-n-go facility on campus for the fall of 2018.

The Support Services group continued with three full-time management employees, 14 full-time CSEA employees, 11 part-time CSEA employees and 8 student employees.



#### Support Services/Commissary Staff

*From left to right, front row: Fred Tripp, Chris Sipp, Tracey Simmons, Rachel Bialaszewski, Mary Zielinski, Linda Johnson, Linda Willoughby, Stephanie Westbrook, and Trisha Bankoski; back row: Kelly Harper, Kim Collins, Jeff Keddie, Bob Jaqoda, Jared Farnham, David Bobik, Julie DePasquale, Matt Furman, and David Lewis*

## Significant Accomplishments

- Completed more than 700 work orders.
- Cleaned and maintained all FSA operated facilities.
- Provided Experiential Training for 525 participants in 2017-2018, which reflected a significant decrease from the previous year. Many campus groups who previously booked failed to come back and three campus groups cancelled after booking.
- Continued to expand operations of Central Prep by adding new items in our cafes, FREDExpress, and the Convenience Store, including healthy choice snacks and sandwiches, and the production of salads for Centre Pointe to present a consistent product to our customers.
- Continued to evaluate all purchased products from our supplies to decrease the cost of producing bakeshop goods and menu items.
- The Lodge solar panels continue to produce power to reduce the cost of electricity at the Lodge. Their success has resulted in the Lodge getting off demand pricing, and the electric bills could be close to eliminated based on our current usage and production.
- The College Lodge successfully hosted five weddings.
- Continued to fine tune the Cleaning department schedule.
- Successfully transitioned two management roles as a result of employee retirements.
- Partnered with a local Boy Scout troop on an Eagle Scout project that added an informational map kiosk.

## Statistical Data

- Revenues from Support Services for 2017-2018 totaled \$568,778 compared to \$542,412 in 2016-2017, which is an increase of 4.9%.
- Operating expenses increased 2.9%.

## Assessment Update

### Assessment Statement

The previously mentioned accomplishments reflect the efforts of FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

### Assessment Activities

The Support Services unit coordinates formal inspections by the Chautauqua County Health Department, New York State Fire Inspectors, New York State Department of Labor, New York State Department of Environmental Conservation, and Fredonia's Environmental Health and Safety and Sustainability Department, to assure compliance in all necessary areas.

## **Assessment Goals**

Support Services will continue to anticipate and react in a positive and timely manner to the challenges of the University.

- Implement a management plan at the College Lodge that takes into account the biological survey currently being conducted and the concerns of the campus community.
- Continue to market FSA's Experiential Training Program at the College Lodge.
- Update menu choices to meet the ever-changing demands of our customers and maintain product freshness.
- React in a timely manner to meet our customers' expectations.
- Assist in the renovation of our buildings and equipment to meet the changing demands of our customers.
- Expand additional fresh baked items and menu items into the Convenience Store, FREDExpress, and the Cranston Marche.

# **Human Resources**





## HUMAN RESOURCES

### Introduction

As a staff function, no departments report directly to Human Resources (HR). Yet, based on the numerous employee-centric functions performed, HR has ongoing and detailed interactions with, and provides guidance and confidential advice to all campus employees. Whether supporting recruitment, hiring, onboarding, orientation and employee development efforts, communicating benefit-related information, updating the HR information system, generating reports and notices, responding to and to the extent possible, informally resolving grievances, processing personnel and payroll transactions including those for Research Foundation staff, managing the Family and Medical Leave Act (FMLA) and Workers' Compensation (WC) cases, interpreting contract or policy language, collaborating on policy creation, offering employees wellness programs and confidential assessment and referral via the Employee Assistance Program (EAP), or advising senior Management on a course of action, HR's work impacts *all* employees at Fredonia.



*From left to right, seated: Leah Betts and Mike Daley; back row: Jen Costa, Sue Murphy, and Heather Martin*

### Mission Statement

The core mission of HR is closely aligned with the university's vision. The HR department seeks to support Fredonia's efforts to produce students who are "Skilled, Connected, Creative and Responsible." Human Resources strives to attract and retain the best-qualified applicants by constantly promoting Fredonia as an "Employer of Choice." Specifically, HR's Mission Statement is:

"As a strategic partner with University Leadership, Human Resources is committed to exceptional and evolving, innovative service in the recruitment, retention and continuous development of a diverse workforce. Our efforts are directed by common values of trust, respect, and promotion of a positive work environment designed to support excellence in teaching, scholarship, research and administration."

Once that best-qualified individual is identified, it is important that HR as an initial and primary campus contact, facilitates the employee's seamless and efficient transition to campus. To support that goal, HR commences the onboarding process before the employee sets foot on campus through the online completion of required forms. Then, "in-person" orientation further supports the newly hired employee's "onboarding." Through this process and productive interaction thereafter, HR endeavors to provide relevant information to staff, thus allowing them to focus on instruction, student support services, administrative activities and the performance of their discrete yet collaborative duties thereby supporting Fredonia's mission.

HR is committed to a continuous review of its activities to ensure they promote efficiencies and best practices. By strategically partnering with senior Management and union and governance leadership, HR provides timely and strategic advice, and works to proactively and creatively solve problems. Additionally, as a department, HR, through *intentional* actions seeks to promote service excellence and champion positive and productive employee relations on campus. HR also works to ensure that all activities are performed ethically in full-compliance with governing Federal, State and SUNY statutes, thus insulating the University from external liability.

## Annual Report

HR is responsible for the following functions: position classification and compensation analysis; mandatory policy creation and implementation; compliance training; Faculty, M/C, Professional and Classified recruitment and employment—including tasks related to advertising positions externally and on the HR web; benefits administration and consultations regarding three health insurance plans; three retirement programs; three vision and dental plans and numerous other employee benefits (e.g.: tuition reimbursement, flex-spending accounts, disability and life insurance, etc.); new faculty and staff orientation; employee relations including contract administration and interpretation of six different collective Bargaining Agreements, grievances processing and, as appropriate, disciplinary action; advisement of faculty, staff, administrators and supervisors regarding Civil Service law, the SUNY Trustees' *Policies* and other relevant State and Federal laws; Immigration; Change of Status (COS) processing; personnel and payroll transaction processing, data base management and report preparation; pre-retirement education programs for faculty and staff; administering attendance and leave policies for faculty and staff; staff development programs; employee evaluations—both probationary and annual; ethics compliance; production of the campus online phone directory—in partnership with Information and Technology Services (ITS); administration of the FMLA and WC case management; renewal process for staff moving toward permanent or continuing appointment; monitoring the preparation of Performance Programs and Evaluations for all Fredonia employees; processing of all HR functions for the RF to include: payroll, classification and compensation, benefits, worker's comp, disability, leaves of absence, performance programs and evaluations, salary plan administration, recruitment, and employee relations.

The HR Office is staffed by the Director of HR, an Assistant Director, an Employee Benefits Coordinator, an Office Assistant 3 and a part-time Employee Assistance Program (EAP) Coordinator.

### Significant Accomplishments

- Continued to improve communication between HR and the campus community. HR utilized its updated, streamlined website, listserv, and campus mailing to update employees on such issues as: vacancy announcements, retirement planning, retirement educational seminars, updates to various benefit programs, Civil Service exam information, etc.
- Achieved 81% completion rate for assigned FREDtraining compliance modules.
- Partnered with the Office of Diversity, Equity, and Inclusion (DE&I) to conduct Search Committee Training.
- Utilized Interview Exchange to conduct 95 searches and trained approximately 180 search committee users.
- Coordinated 15 employee benefit consultation days with TIAA, three days with Fidelity, and two days with Voya.
- Partnered with ITS to continually update the online campus Phone Directory.
- Provided Community Service via active participation on the following committees: SUNY WNY Regional Consortium, SUNY HR Executive Committee Rewards and Recognition Committee, Campus DE&I Committee, EAP Committee, SUNY Fredonia Federal Credit Union, Senate Executive Board, Campus and Community Children's Center Board of Directors, FSA, Secretarial Conference Committee, CSEA Audit Committee, CSEA Election Committee, Judicial Affairs Board, Veterans Recognition Committee, Commencement volunteer, and State Employees Federated Appeal (SEFA) /United Way Committee.

- Maintained positive and professional relations with campus union leadership.
- Achieved 100% compliance with NYS Ethics reporting regulations.
- Successfully introduced and administered the NYS LENS program to Fredonia.
- Successfully trained our Employee Benefits Coordinator (EBC) on numerous SUNY HR competencies.
- Successfully implemented a title consolidation initiative impacting 25 CSEA-represented staff.
- Successfully implemented an Estate Planning Seminar attended by 67 colleagues.
- Successfully partnered with ITS to create and then introduce an online Performance Program for UUP-represented staff.

### **Statistical Data**

- Ten FREDtraining compliance modules were assigned to colleagues, and 15 SANS modules were assigned to 955 colleagues.
- Conducted two Retirement Incentive (RI) “Open Sessions.” Met with five employees to further discuss the RI. Two employees accepted the RI.
- Received and filed Performance Evaluations for Classified, Professional and M/C staff.
- Received and filed Performance Programs for Classified, Professional and M/C staff.
- Opened or continued to manage 33 Workers’ Compensation cases.
- Opened or continued to manage 47 FMLA cases.
- Processed 2,296 COS forms (includes Extra Service and Summer Session).
- Completed 106 pre-employment screens.
- Processed 35 promotions.
- Entered approximately 1,000 LENS transactions.
- Prepared and posted 87 Fredonia vacancy notices (Classified, Professional and teaching positions) ensuring compliance with appropriate provisions of negotiated Agreements.
- EAP programming for this cycle included: Yoga, Group Fitness, Healthy Eating, Monthly Path to Wellness, Wellness for the Holidays, Smoothie Day and EAP Healthy Kick-Off to Summer.
- Conducted salary reviews and prepared written analysis for eight UUP-represented positions.
- Established four CSEA-represented items.
- Recommended a salary increase for an M/C colleague that was subsequently implemented.
- Reviewed and reclassified four UUP-represented lines.
- Reviewed and elected to not reclassify two UUP-represented lines.
- Conducted orientation program for 15 newly-hired faculty and professional colleagues.
- Provided Fair Labor Standards Act (FLSA) classification for four professionals in Academic Affairs.
- Conducted/created 31 classified employee searches or job announcements.
- Created, distributed and coded 5,100 canvass letters for competitive, classified searches.

- Provided benefit consultations for new hires, retirees and those considering retirement.
- Processed 472 Honorarium requests.
- Seven employees, their dependents and departments were assisted in dealing with Immigration issues.
- 203 employment verifications were conducted for such things as mortgage verification, UUP's Tuition Assistant Program, the Tuition Waiver Program, issuance of ID cards, etc.
- Processed numerous requests for HR-related data reports.
- This cycle witnessed the following Employee Relations actions:
  - Two step-1 grievances were filed by CSEA-represented staff; all responded to.
  - Conducted extensive fact-finding and provided a recommendation (that was accepted by campus Management) pertaining to a PEF-represented member.
  - Successfully resolved an Improper Practice (IP) filed by UUP.
  - Responded to IP's filed by CSEA and UUP. Both are still in the appeal process.
  - Two counseling sessions were conducted involving UUP-represented staff.
  - One counseling session was conducted involving CSEA-represented staff.
  - Responded to one Out-of-Title grievance filed by CSEA; sustained at Step 2.
  - Conducted extensive review and crafted solutions agreeable to all parties involving four UUP-represented staff.

## Assessment Update

### Assessment Goals

- Successfully trained campus colleagues on search procedure processes.
- Maintain positive relations with all campus unions.
- Hire new Personnel Associate.
- In concert with UUP and Academic Affairs, update HARP and share revised specifics with the campus.
- In concert with UUP and Academic Affairs, update Search Committee Guidelines and share revised specifics with the campus.
- Successfully cross-train HR staff in various competencies.
- Provide leadership for automating the Performance Program and Performance Evaluation process rewrite initiative.
- Continue to utilize FREDtraining compliance training modules, striving for compliance of 100%.
- Continue to provide timely and accurate HR advice, service and creative problem resolution to university staff.
- Produce in partnership with ITS, 2019-2020 online campus Phone Directory.
- Devise and conduct a "Retirement Preparedness Program" for retirement eligible colleagues.
- Provide leadership to both the SUNY HR Committee and the WNY HR Directors Consortium, and support campus initiatives via participation in various committees.
- Continue to comply with NYS Ethics regulations striving for 100% compliance with same.

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# **Internal Control**





## INTERNAL CONTROL

### Introduction

The Internal Control Department comprises the plan of organization and all of the coordinate methods adopted within the University to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. Although the Internal Control Department currently consists only of the Director of Internal Control, the objectives of internal controls are the responsibility of all campus employees.

### Mission Statement

The mission of Fredonia's Internal Control Program is to ensure compliance with the New York State Internal Control Program and to ensure campus operating practices and procedures are sufficient to minimize the possibility of operational failure, theft, fraud, compromised data, or other actions inconsistent with policy and/or in violation of law. Fredonia's Internal Control Program is designed to review, critique, and provide improvement opportunities to strengthen the University's existing systems and procedures.



*Amy Beers*

## Annual Report

The internal control function originated with the inception of the “New York State Governmental Accountability, Audit and Internal Control Act, Chapter 814 of the Laws of 1987.” It is designed to ensure that this University meets its mission, promotes performance leading to effective accomplishment of objectives and goals, safeguards assets, checks the accuracy and reliability of financial and other key data, promotes operational efficiency and economy, and encourages adherence to applicable laws, regulations and prescribed managerial policies, guidelines and procedures. Internal controls are defined as operating practices, reporting relationships, and procedures that individual departments and the University as a whole have adopted to achieve goals and objectives and to avoid the loss or misuse of assets. When followed, internal controls reduce the likelihood that errors or irregularities will occur that could prevent the successful achievement of such goals and objectives.

Specific activities under the direction of the Director of Internal Control include performance and evaluation of vulnerability assessments for Fredonia-identified high risk areas, internal control reviews of SUNY-specified high risk areas, investigations into situations warranting internal control review/audit, periodic paycheck audits for the purpose of reviewing employment and payroll procedures, periodic review of authorized cash handling/cash collection sites, and periodic review of procurement card activity. The Director of Internal Control is the TouchNet Marketplace Chief Administrator, the campus Freedom of Information Law (FOIL) Officer, the campus Enterprise Risk Manager (ERM), the campus Child Protection Policy Point Person (CPPPP) and the campus Records Management Officer (RMO). In addition, all new IFR custodians are trained on the proper handling of funds and the biweekly Student Association payroll is reviewed and monitored. The Director of Internal Control is responsible for the development of, and proper dissemination of, Finance and Administration specific policies and assists with the development and dissemination of policies that are the result of relevant committee work.

Annual required reporting to the SUNY Office of the University Controller includes the preparation of the Internal Control Program Status Report, the Internal Control Certification signed by the President in response to Division of Budget (DOB) Policy B-350, the Office of the State Comptroller (OSC) Accounts Payable Advisory #28, and the annual Internal Control Program letter from the President to all employees of the campus.

In addition, the Director of Internal Control is responsible for security administration of the Office of the State Comptroller (OSC), SUNY, NYS Department of Civil Service, Statewide Financial System, TouchNet Marketplace, NYSTRS, NYSLRS and the Research Foundation online computer systems. The Director of Internal Control chairs the campus-wide Internal Control Committee and the campus-wide Trademarks and Licensing Committee. The Director is also the co-chair of the campus-wide Information Security Committee, and the chair of the E-Discovery Response Team in addition to being an active member of various other campus-wide committees, including but not limited to the PCI-DSS Subcommittee, FPAC, Building Safety Coordinators and other task forces as assigned throughout the year. The Director of Internal Control is an active member of the SUNY Records Management Officers Shared Services Group and a participant of NYALGRO.

### Significant Accomplishments

- Conducted Internal Control Committee meetings.
- Conducted Trademarks and Licensing Committee meetings.
- Assisted in the facilitation of Information Security Committee meetings.

- Assisted in follow-up of improvement opportunities identified in the CampusGuard audit of PCI-DSS compliance and is an active member of the PCI-DSS Subcommittee.
- Maintained the Internal Control Program structure and followed the established timeline for major events.
- Completed one scheduled Internal Control review.
- Commenced one scheduled Internal Control review.
- Successfully submitted responses to multiple FOIL requests.
- Reviewed cash handling procedures in multiple departments.
- Conducted training regarding PCI-DSS compliance
- Maintained a fully functioning Internal Control Program.
- Maintained and expanded the TouchNet Marketplace by successfully developing over 185 uStores and six uPay sites to date, totaling over 51,000 transactions and \$7.2 million in transacted funds.
- Chaired the Internal Control Committee; chaired the Trademarks and Licensing Committee; assisted in training the campus in the requirements of the Child Protection Policy; currently serving as the Child Protection Policy Point Person (CPPPP).
- Commenced the Finance and Administration policy revision project.
- Currently is the campus Enterprise Risk Manager (ERM).

## Statistical Data

<b>MARKETPLACE TENDER SUMMARY REPORT JULY 1, 2017 – JUNE 30, 2018</b>							
	<b>Credit Card</b>	<b>Signature Debit</b>	<b>ACH</b>	<b>Cash</b>	<b>PayPath</b>	<b>Bank Wires</b>	<b>Total</b>
<b>Amount</b>	549,009.46	368,286.27	50,078.04	0.00	0.00	0.00	967,373.77
<b>Count</b>	3,501	4,307	237	0	0	0	8,045
<b>% Amount</b>	56.75%	38.07%	5.02%	0.00%	0.00%	0.00%	
<b>Credit Card</b>							
<b>Card Type</b>	<b>Credit Card</b>		<b>Signature Debit</b>		<b>Credit Card Merchant Total</b>		
	<b>Count</b>	<b>Amount</b>	<b>Count</b>	<b>Amount</b>			
<b>Visa</b>	2,286	378,445.00	3,096	265,605.58	644,050.58		
<b>MasterCard</b>	1,066	161,650.46	1,211	102,680.69	264,331.15		
<b>Discover</b>	146	8,749.00	0	0.00	8,749.00		
<b>AmEx</b>	3	165.00	0	0.00	165.00		
<b>Total</b>	3,501	549,009.46	2,868	316,883.63	917,295.73		
<b>ACH</b>							
<b>Standard Entry Class</b>	<b>Count</b>		<b>Amount</b>				
<b>PPD</b>	2		(155.00)				
<b>WEB</b>	235		50,233.04				

## Assessment Update

### Assessment Statement

The Internal Control Department ensures the ability of the University to pursue its mission and effectively accomplish its goals and objectives by safeguarding its assets, verifying the accuracy and reliability of financial and other key data, and encouraging adherence to applicable laws, regulations, standards and prescribed managerial policies and practices.

### Assessment Activities

In recognition of the requirements and recommendations provided by a variety of agencies (e.g. COSO — The Committee of Sponsoring Organization of the Treadway Commission, New York State, New York State Division of Budget, the Office of the State Comptroller, and SUNY) for Fredonia's Internal Control Program, we have maintained and built upon the formalized schedule previously set forth.

This has been accomplished through the development of, and follow through on, comprehensive lists to identify individual components for each of the Internal Control Program's priorities as well as projected timelines for several years into the future for these priorities. The Schedule of Internal

Control Activities used as our guiding document has also undergone revision to better communicate the status of various scheduled and unscheduled assignments to the Internal Control committee and ultimately the Department of Budget and the campus President. In addition to responding to the requirements for structure and documentation of the Internal Control Program, this schedule also serves to emphasize the continuity of this Program by immediately providing for establishment of a projected timeframe for follow-up.

Throughout the past fiscal year, mandatory internal control reviews of pre-determined high risk areas, paycheck audits, and other activities were conducted or commenced as noted above. Recommendations were issued where weaknesses were detected and/or improvement opportunities noted. Timelines for implementation of recommendations were established with individual departments along with projected timeframes for follow-up by Internal Control. Implementation of these recommendations reduces the likelihood that errors or irregularities will occur that could prevent the successful achievement of campus goals and objectives. All review findings and recommendations were also included in the Internal Control Summary that accompanied the Internal Control Certification signed by the President. The OSC Accounts Payable Advisory # 28, which required evaluation of the adequacy of controls over the payment process in Purchasing and Accounts Payable for travel and non-travel expenditures as well as controls over the evidence and records retention process, was also completed and submitted.

### **Assessment Goals**

- Increase awareness of our Internal Control Program.
- Conduct program reviews as required by System Administration.
- Oversee random reviews of Procurement Card, NET Card and Travel Card activity.
- Oversee paycheck audits at various locations across campus.
- Provide training for new IFR custodians on the proper handling of receipts; provide “refresher” information to established IFR custodians.
- Provide timely responses to situations warranting internal control review.
- Conduct PCI-DSS training for TouchNet uStore and uPay managers
- Continue to administer campus-wide training on Internal Control via WeComply.
- Attend applicable conferences, trainings and seminars.
- Present at conferences, trainings and seminars.
- Continue to develop TouchNet Marketplace uStores and uPay sites in which campus departments will have the ability to sell approved products and services online. Identified locations of applicability include but are not limited to the following:
  - School of Music
  - Lifelong Learning and Special Programs
  - Reed Library
  - Theatre & Dance
  - AIT
  - RAC
  - Career Development Office
  - Student Health Center
  - Campus Life

- University Police
- Finance and Administration
- School of Education
- Facilities Services
- Facilities Planning
- Faculty Student Association
- English Department
- Student Accounts
- Intercollegiate Athletics
- Registrar
- International Education Center
- Graduate Studies
- Communication Disorders & Sciences
- Admissions
- Computer Science Department
- Field Experiences
- History Department
- Accounting Office
- Professional Development Center
- Environmental Health and Safety and Sustainability
- College Foundation
- President's Office
- Residence Life
- Human Resources
- Alumni Affairs
- Research Foundation
- EDP
- Student Association
- Fredonia Technology Incubator
- Youngerman Center
- Psychology Department
- Sociology Department
- School of Business
- Ticketing Office
- ENACTUS and other student groups



## **University Services**

- **Automotive and Fleet Services**
- **Campus Photocopy Services**
- **Central Receiving**
- **Central and Mechanical Storehouses**
- **Contract Services**
- **Mail Services**
- **Park and Ride**
- **Property Control**
- **Telecommunications**



## UNIVERSITY SERVICES

### Introduction

Under the management of its Director, the University Services Department provides general support services to the campus community. These services include, but are not limited to, contract procurement, asset tracking, telecommunications, the receiving of parcels and the campus-wide delivery of supplies. The divisions under the University Services Department include the following offices:

- Automotive and Fleet Services
- Campus Photocopy Services
- Central Receiving
- Central Storehouse
- Contract Services
- Mail Services
- Mechanical Storehouse
- Park & Ride
- Property Control
- Telecommunications



*From left to right: Jody Myers and Terry Tzitzis*

### Mission Statement

University Services has a mission to provide the necessary support services to implement appropriate programs and services which enhances Fredonia's mission of "Fredonia educates, challenges, and inspires students to become skilled, connected, creative, and responsible global citizens and professionals. The university enriches the world through scholarship, artistic expression, community engagement, and entrepreneurship". University Services ensures that all State and SUNY regulations, guidelines and procedures are followed. Each of the areas under University Services strives to achieve the best services possible to faculty and staff to augment their performance and focus on the teaching and learning processes for our students.

In Fredonia's Vision Statement, states "Fredonia prepares graduate students to be engaged and informed citizens of the region and world, through discipline-specific coursework, interdisciplinary collaboration, experiential research and creative activity. The university establishes opportunities for graduate students to connect their academic work and professional aspirations in meaningful ways by networking with faculty, professionals, alumni and peers. The faculty and professional staff help our graduate students strive to meet their highest goals by challenging them to research, write, publish, innovate and teach, becoming lifelong contributors to their communities"; this clearly shows the direct relationship that all of the departments under University Services have between a student's education and the practical experience they gain in a business office. Through Work Study, Student Assistant and Internship programs, University Services proudly

provides many students the opportunity to apply the classroom knowledge they have learned at Fredonia in a real business environment.

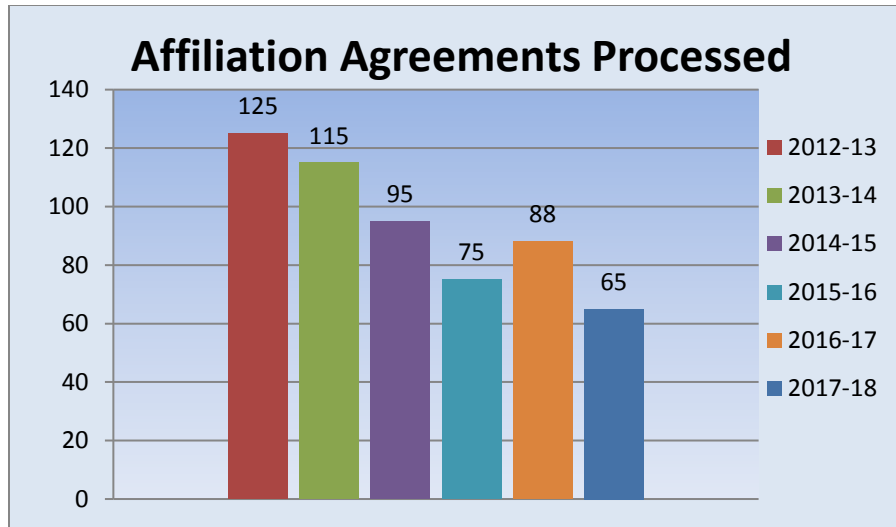
Equally important, University Services has gained from these very students that we are teaching. As a community of learners, we must respect both individual and cultural differences, reminds us that we too have learned so much from our students.

## Annual Report

The Director of University Services is responsible for the supervision of the various departments stated previously. The Director University Services, along with the Director of Contract Services, are responsible for the advertising, review, approval, implementation, and renewals of many of the University's contracts and services rendered to the campus community. University Services also reviews all revocable permits, insurance issues and affiliation agreements of the University. University Services works closely with SUNY System Administration on new policies and State regulations that were issued and signed into law. University Services helps develop and implement new cost saving procedures, and coordinated the relocation of the offices of Property Control, Mail Services, Telecommunications, and University Services to Maytum Hall.

### Significant Accomplishments

- Prepared and issued bids and contracts for assorted campus-wide services.
- Reviewed and approved 65 affiliation agreements for the campus.
- Miscellaneous bids for services.
- Processed numerous software/miscellaneous agreements.
- Involvement with the Campus and Community Electronic Recycling Day.
- Involved in the SUNY initiative of Shared Services.
- Participated in Administrative workshops for campus departments.
- Member of the Board of Directors of the SUNY Purchasing Association.
- Served as Past President of the Upstate New York Region of the National Association of Educational Procurement.
- Serve on the Board of Directors for the Upstate New York region of the National Association of Educational Procurement (NAEP).
- Attended the National Association of Educational Procurement (NAEP) national conference.
- Attended SUNY Purchasing Association Conference, and the Fall Upstate New York NAEP/ SUNY Purchasing Association Conference.
- President of the Board of Directors of the SUNY Fredonia Federal Credit Union.
- Member of the Sustainability Committee.
- Campus Lead on the Jaggaer Procurement Initiative that the Western NY campuses are leading for SUNY.



## Assessment Update

### Assessment Statement

The University Services department serves as a resource to all departments on the ever-changing New York State regulations and SUNY policies. The Director of University Services attended all SUNY and campus training sessions held to be able to support the campus in complying with the regulations and policies.

### Assessment Activities

- Maintained working relationships with all departments, providing guidance on the changes in policies and procurement rules and regulations.
- Continued working relationships with the Office of State Comptroller (OSC), Attorney General, SUNY System Administration and the SUNY Counsel Office.
- Served on the Western NY Shared Services for cost reductions committee.

### Assessment Goals

- Continue working with the Western NY Shared Services group for cost reductions on services and products.
- Campus representative for the implementation of Jaggaer procurement initiative undertaken by the Western NY campuses on behalf of SUNY.

## Automotive and Fleet Services

### Annual Report

The Automotive and Fleet Services unit is responsible for maintaining the campus fleet of vehicles and motorized equipment. The staff provides mechanical support to over 100 licensed vehicles and 140 unlicensed pieces of motorized equipment including lawn mowers, tractors, backhoes, man-lifts and the Zamboni. This unit is responsible for all repairs, maintenance, painting and annual inspections. The staff is N.Y.S. certified to perform annual vehicle inspections. In addition to maintaining the campus fleet, the staff repairs damaged snow blowers and floor cleaning equipment. They repair the campus emergency generators located in many of the buildings on campus and respond to fleet vehicle accidents and equipment malfunctions. The unit maintains the gasoline fueling system which provides fuel, using a special key identification system, to all campus vehicles and equipment including the Faculty Student Association (FSA) vehicles. In addition, the unit cleans, fuels, and prepares all fleet vehicle and athletic vehicle requests used by campus personnel. The unit is responsible for the scheduling of all fleet vehicles for faculty and staff use. There are sixteen fleet vehicles and six athletic vehicles which are scheduled out of this office.



*From left to right: Jay Jacques, John Schmidt, and Steve Gromala Jr.*

The department is staffed with one Motor Equipment Maintenance Supervisor, one Motor Equipment Mechanic, and one Maintenance Assistant Mechanic.

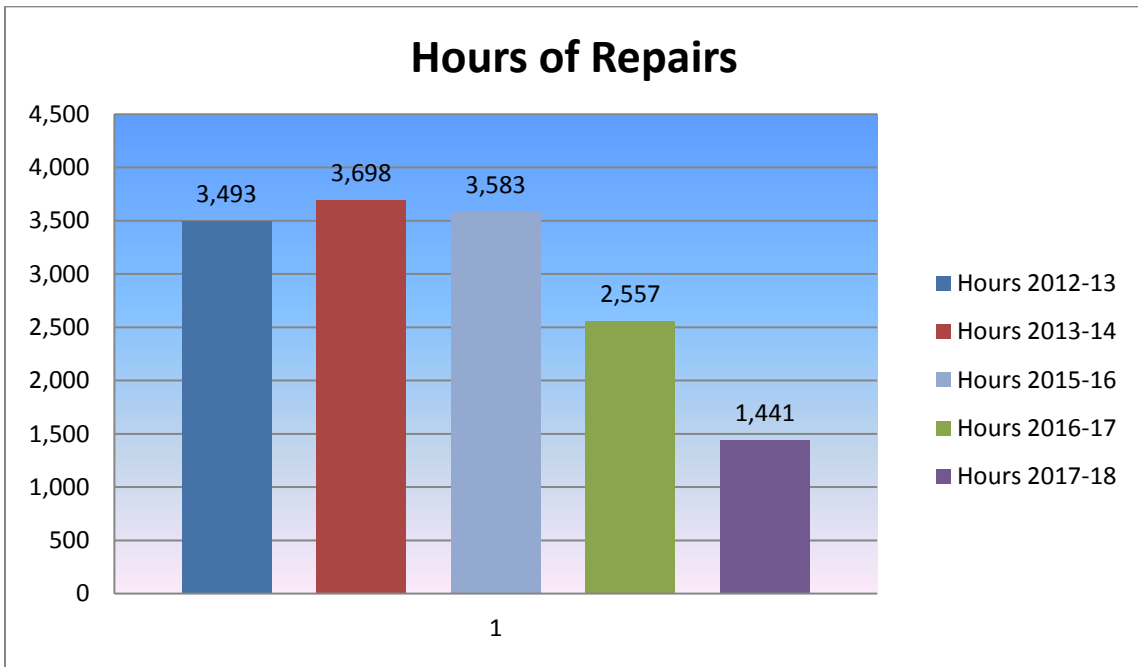
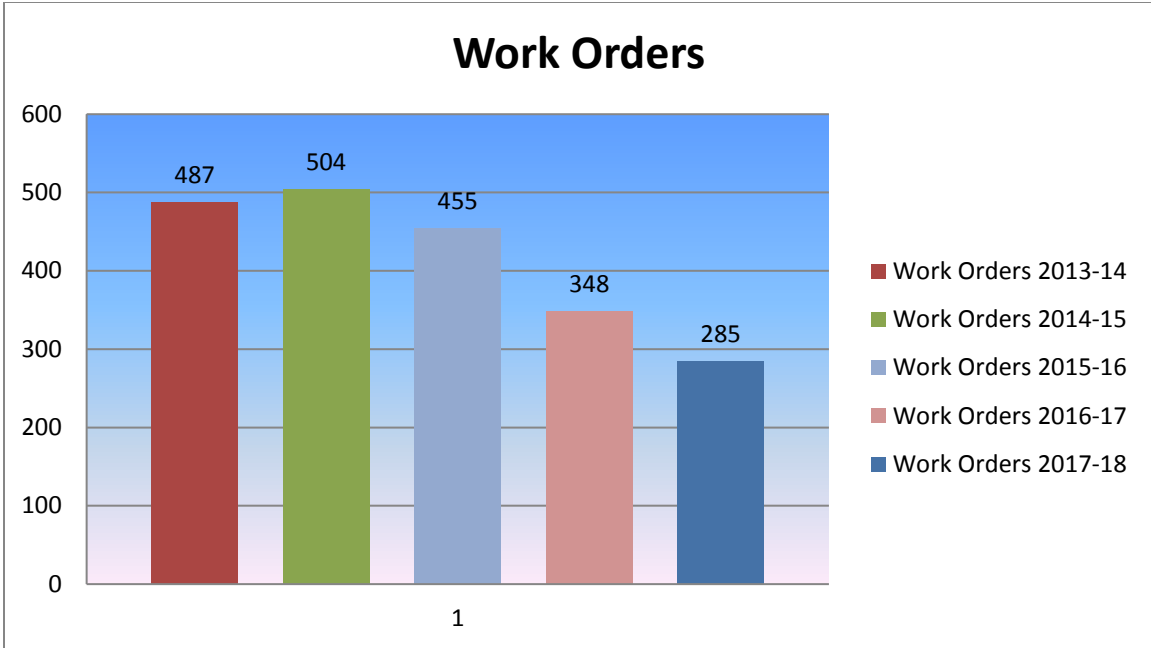
### Significant Accomplishments

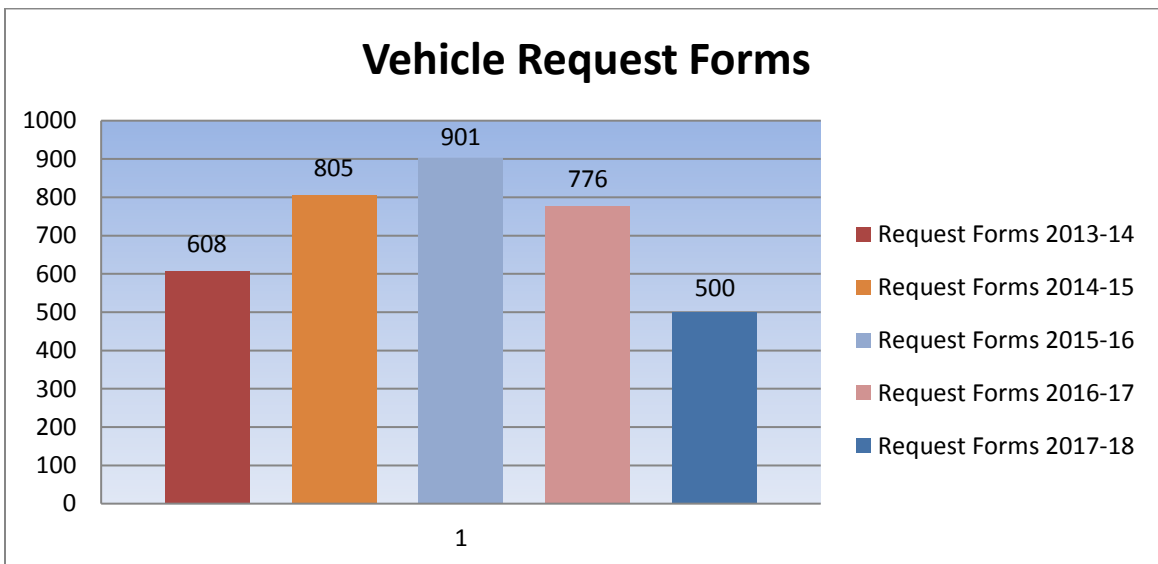
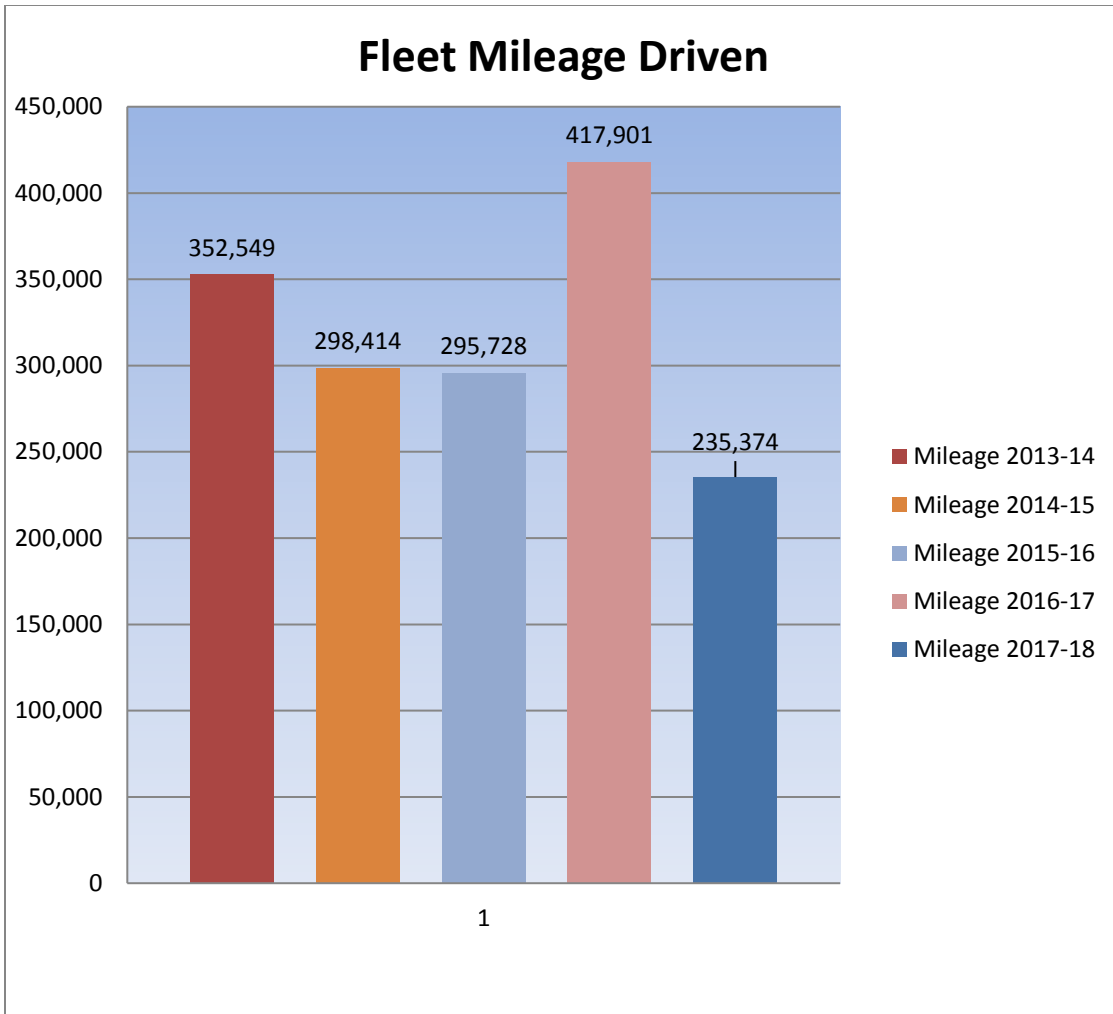
- Continued to replace various fleet and campus service vehicles as needed.
- Continuing to train staff on new vehicle repair procedures.
- Completed 277 work order requests.
- Prepared, cleaned and fueled fleet vehicles for over 600 fleet vehicle requests.
- Responded to various maintenance equipment malfunctions and on-campus building repairs.

### Statistical Data

- Worked on 285 work and preventive maintenance orders.
- Completed 277 work and preventive maintenance orders.
- Total of 235,374 miles were driven by the fleet vehicles.
- There were 500 fleet vehicle requests.







## **Assessment Update**

### **Assessment Statement**

The Automotive/Fleet Services unit provides consistent quality customer service to ensure all vehicles and equipment are safe and ready for use while evaluating the equipment and supplies for quality and reliable performance.

### **Assessment Activities**

- It is standard procedure to observe, review, inspect and monitor staff work while in progress and when completed, to ensure the proper use of materials, equipment and workmanship.
- Ensure that schedules are met, and that the work is performed accordingly.
- Training, instruction and assistance are provided to ensure assignments are completed accurately and efficiently.
- A total of 277 work orders were completed, with 11 open waiting for various parts.

### **Assessment Goals**

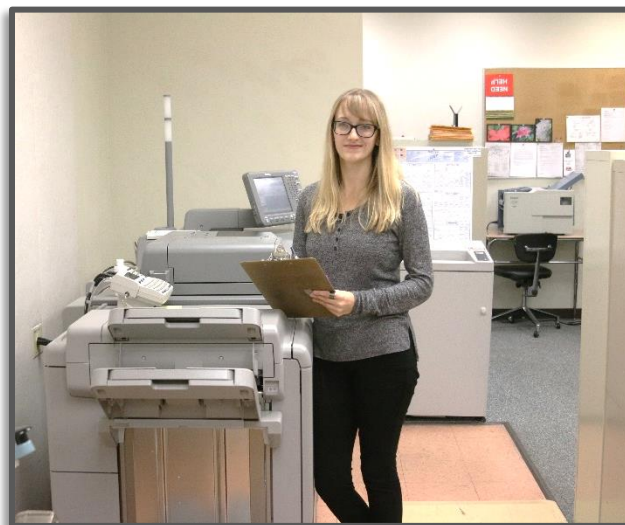
- Continue training on new equipment for servicing and repairs.

## Campus Photocopy Services

### Annual Report

The Campus Photocopy Services mission is to provide the absolute best value in copying. Our highly creative in-house team is prepared to complete your job. Whether you have a simple black and white copy job, binding job, student packets, etc., this unit will excel in fulfilling your copying needs. There is a total of nine photocopy centers situated across campus to meet the needs of our faculty and staff. Their locations are:

- Thompson Hall, Room E357  
Main Manned Center
- Thompson Hall, Room W251
- Fenton Hall, Room 155
- Jewett Hall, 2nd Floor
- McEwen Hall, Room 323
- Services Complex, Main Office
- University Police, Gregory Hall
- Campus Life, Williams Center



*Nicole Raynor*

The costs at all centers are tracked to evaluate usage and possible future cost savings. This department was able to maintain the current pricing structure to campus departments at the same cost as in previous years, even though some supply costs have risen. As machines age, we are replacing them with new digital models to stabilize our costs. We have continued with the arrangement made with FSA to sell the student packets at the Bookstore.

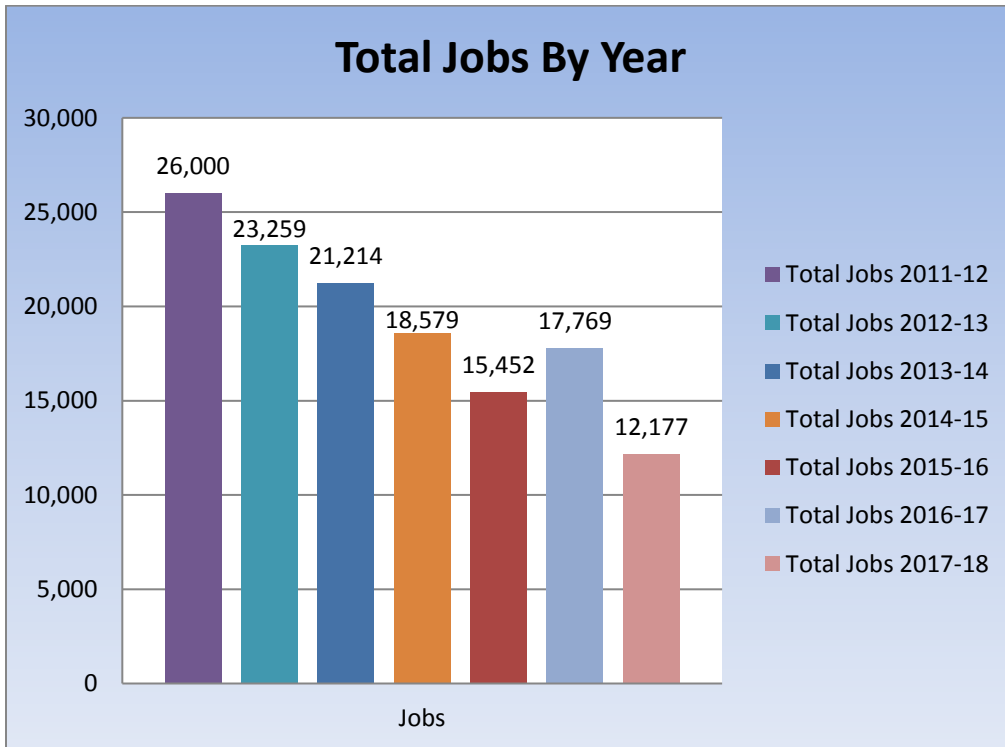
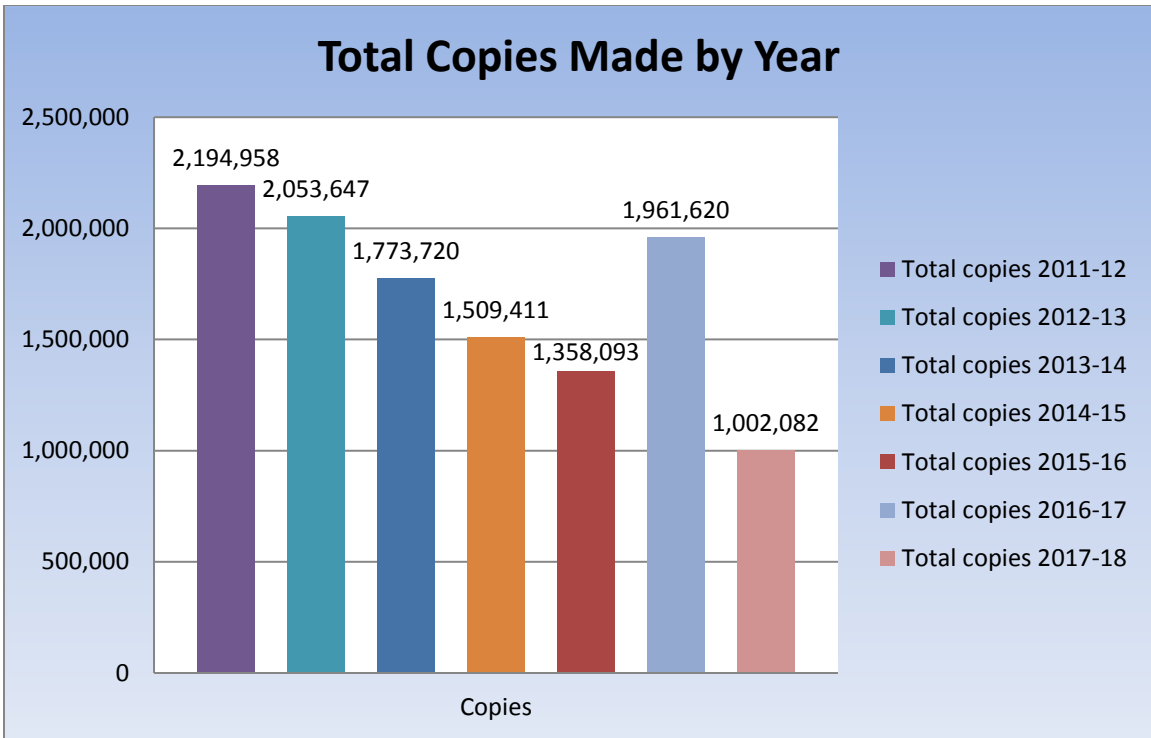
The Campus Photocopy Services Department had a supervision change during the year with Nichole Raynor supervising both the copy center and mail services. The manned centers were staffed by three part-time Green Thumb workers.

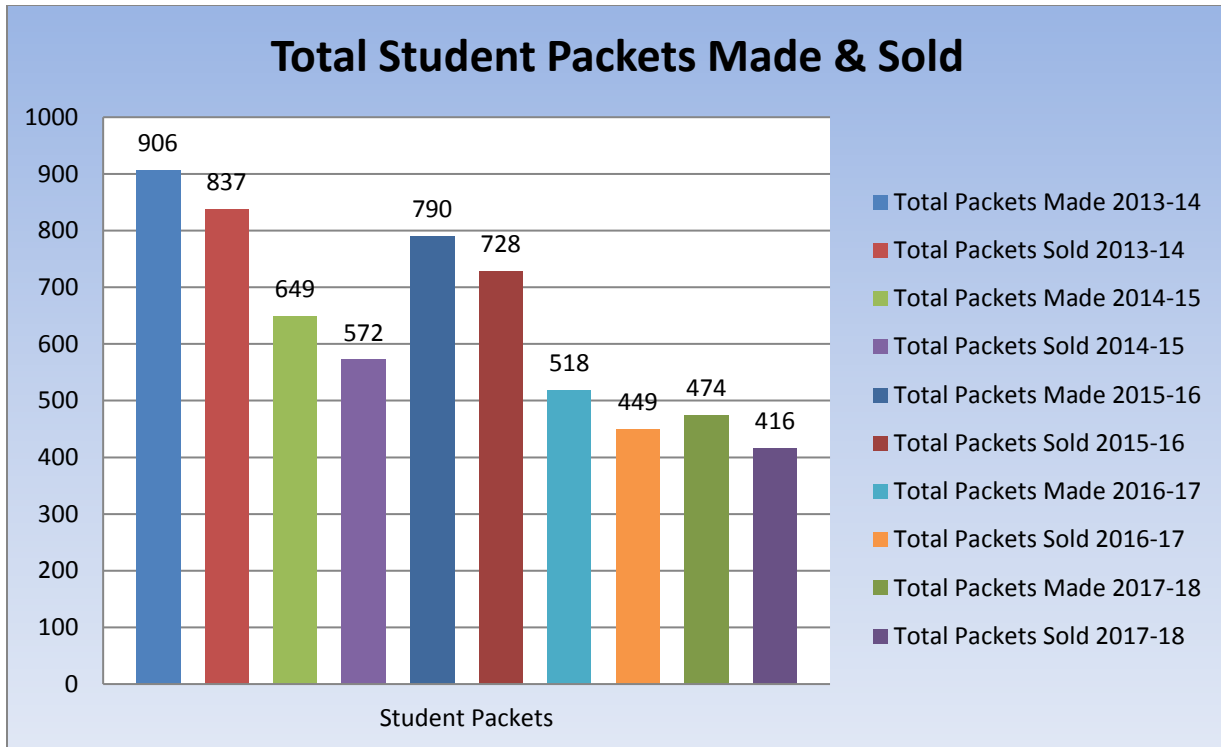
### Significant Accomplishments

- Maintained cost to departments at the same level as 2016-2017.
- We have been able to combine the supervision of the Copy Center and Mailroom in an effort to maintain low pricing of copies to faculty and staff, while also cutting costs to campus operations.

### Statistical Data

- Decrease of 48.9% of photocopies made in 2017-2018.
- There were 12,177 jobs with 1,002,082 copies made at the centers last year.
- We made 474 student packets, and we sold 416 packets this past year. This represents a decrease of 9% in packets made and a decrease of 8% in packets sold.





## Assessment Update

### Assessment Statement

The Campus Photocopy Services unit provides the most economical photocopying services to departments.

### Assessment Activities

- While this department saw an decrease of copies made for the past year, we were still able to keep the price per copy the same for our customers.
- We had another decrease in student packets made and sold.

### Assessment Goals

- Reduce the number of photocopies/cost.

## Central Receiving

### Annual Report

The daily operations of Central Receiving consist of receiving packages from both on campus and common carrier deliveries, opening, counting, and receiving items to purchase orders. Upon receipt of incoming packages, the packages are opened and checked against open purchase orders, and then signed off on the new web based receiving module which replaces old legacy software. All paperwork is then sent to Accounts Payable to match with invoices and payment in accordance with State procedures. Central Receiving also supplies the campus with a truck and personnel for moving furniture, equipment, and large items when needed. University related off-campus runs are scheduled and made as needed.



*From left to right: Chris Frommer and Mason Riggle*

Central Receiving is staffed by one Office Assistant 2 (Stores/Mail) and one Office Assistant 1 (Stores/Mail).

### Significant Accomplishments

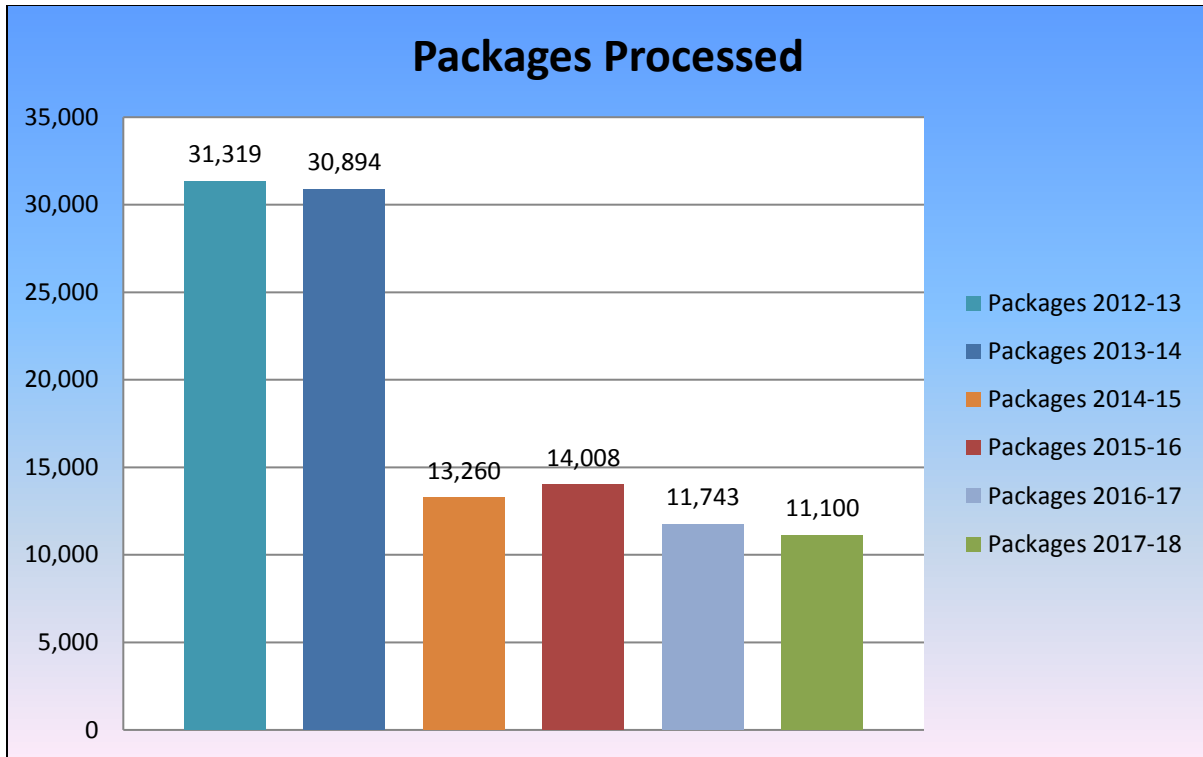
- There were 11,100 packages received.
- There were 17 truckload deliveries received.

### Statistical Data

- |  |       |
|--|-------|
| • UPS packages received:                           | 5,896 |
| • Federal Express, Ground, Home packages received: | 1,927 |
| • Miscellaneous deliveries                         | 955   |
| • Common carrier packages received:                | 2,322 |
| • Truckload deliveries:                            | 17**  |

\*\* Note: Truckloads numbers are the number of deliveries, not the total packages received by the deliveries.





## Assessment Update

### Assessment Statement

The Central Receiving unit provides for efficient receiving and delivery of packages for the campus.

### Assessment Activities

- Central Receiving is evaluating our receiving/delivery systems to see where efficiencies can be made.

### Assessment Goals

- Improve delivery performance.
- Evaluate area for cost reductions.

## **Central and Mechanical Storehouses**

### **Annual Report**

The Central Storehouse consists of custodial and office supplies and is responsible for 231 SKU items with a value of \$109,278.69 at the end of June 2018. The custodial and office supply inventory dollars decreased by 25%.

The Mechanical Storehouse is responsible for 2,457 SKU items with a value of \$272,451.66 at the end of June 2018. Items stored are for use by the trades departments (plumbing, electrical, carpentry, etc.) to make necessary repairs to buildings and equipment. This represents an increase in inventory by 2.5%.

The process of combining both storehouses was completed into one area within the existing space constraints of Central Receiving to afford the efficient distribution of supplies.

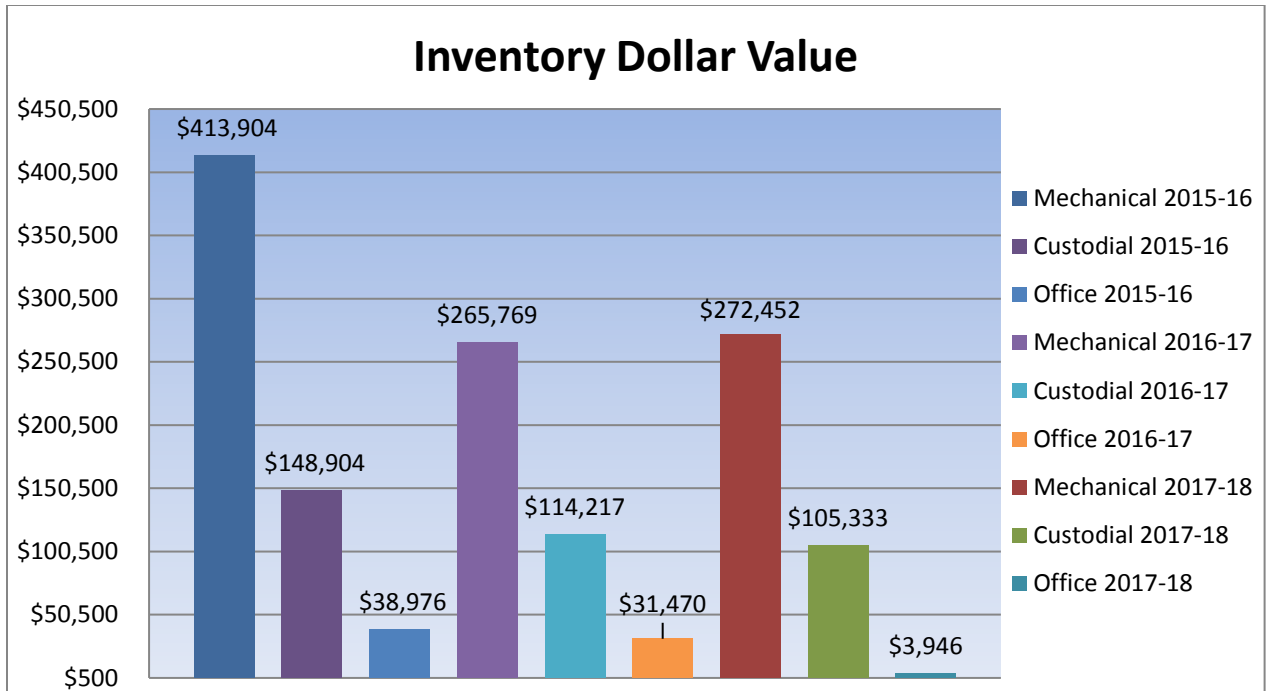
The Central and Mechanical Storehouses are staffed by the Central Receiving personnel.

### **Significant Accomplishments**

- Office supplies inventory items decreased over fiscal year 2017-2018 to \$3,946.
- Custodial supplies inventory items decreased over fiscal year 2017-2018 to \$105,333.
- Mechanical supplies inventory items increased over fiscal year 2017-2018 to \$272,452.

### **Statistical Data**

- Mechanical supplies inventory: \$272,451.66
- Custodial supplies inventory: \$105,332.96
- Office supplies inventory: \$3,945.73



## Assessment Update

### Assessment Statement

The Central and Mechanical Storehouse unit provides supplies and repair parts to departments in a cost efficient manner.

### Assessment Activities

- This department was able to reduce our inventory of supplies.

### Assessment Goals

- Reduce inventories.

## Contract Services

### Annual Report

The Department of Contract Services was conceived out of the desire to maximize resources and efficiencies in the review and approval of campus contracts. Managed by one professional position, this office is responsible for the coordination and lawfully compliant administration of all contracts at Fredonia. While few contracts can be reviewed and approved within a 24-hour turnaround time, these are the exception; in these cases, documents only consist of minor or no language issues. Typical contracts can take from one week to over one year to realize full approval by all parties, depending on the size, the complexity, the flexibility of the vendor and other issues. Additionally, working with foreign and out-of-state vendors creates unique barriers to negotiating Fredonia's position and imposing governing laws. Because of the variety and uniqueness of each contract, this department handles multiple priorities at a time where the administration of one overlaps numerous others.



*Shannon Moore*

Although some contracts may take an arduous amount of time, which may be of considerable inconvenience to a department, campus staff should be aware of the risks associated with attempting to “push” a purchase through in order to “speed up” the process. By bypassing the approval process and purchasing off of the P-card, by completing click-through agreements downloaded from the internet, or by signing a name to accept a proposal, staff are accepting personal liability and responsibility for that transaction. Fredonia maintains a list of authorized signatures with the Office of the State Comptroller of staff who are authorized to enter into agreements on behalf of Fredonia. Signatures or acceptances by personnel not on that list constitute an invalid agreement with Fredonia. All risks are, therefore, assumed by the unauthorized signer/acceptor. Quite often, the level of risk is not associated to the dollar value of the expenditure. There are many cases where “freebies” and zero dollar value transactions pose considerable risk to the campus and in many cases, additional documentation to complete the procurement record is required. By circumventing the appropriate approval process, staff is circumventing SUNY procurement guidelines which leaves the campus vulnerable to risk and to auditing implications. The Department of Contract Services is working toward full compliance with SUNY requirements and governing laws.

Utilizing a detailed working knowledge of SUNY, New York State, Legal, Purchasing and Procurement, DASNY, Construction Fund and M/WBE rules and regulations, major responsibilities include:

- Preparation and coordination of specifications, bidding and negotiations.
- Contract execution of major campus procurements and capital construction projects.
- Preparation of College contracts for all commodities and services in accordance with existing rules and regulations.

- Assistance to related departments with workflow process and improvement in order to maintain compliance with governing procurement rules and regulations.
- Education to the campus community on proper protocol for entering into contracts with outside vendors.
- University lead on MWBE compliance and goal requirements as they pertain to procurement opportunities.
- Compliance oversight of vendor insurance requirements.

## **Significant Accomplishments**

- During this fiscal year, Contract Services managed 160 contracts. This equates to just over three new contracts per week and does not include a variety of issues referred to this area by Purchasing on a regular basis.
- Total contract workload is comparative to last fiscal year, however, the majority of contracts this year involved software and services versus construction and design – construction and design offers a very structured process for approvals including boilerplate contracts, while service and software involves unique review and negotiations, sometimes involving the review of multiple documents for one item; a shift in workload resulted from: (1) assumed responsibility for under \$50k software reviews previously performed by the Purchasing Director, (2) the need to review all services and software, no matter the funding source (if it is going on a state asset or used for state purposes, it must be reviewed), (3) redistribution of MWBE Program responsibilities so that Purchasing and Facilities Planning manage their own goals and requirements, and (4) transferring the solicitation and contract phase of design projects as well as contract phase of construction projects to Facilities Planning, with the final review performed by Contract Services – while the total number has remained consistent with last fiscal year, length of time required to be spent on each review has increased.
- Five large-scale projects were managed during this fiscal year including the International Pathway Program initiative, Sole Source Amendment to TouchNet, Website Redesign (full RFP), Building for Student Success (full RFP) and the Financial Banking Agreement. The latter four initiatives have realized approved contracts while the Pathways Program, a new endeavor within SUNY, is currently undergoing the final stage of service coordination prior to pursuing contract approvals.
- Worked with IT to develop a contract request system through their new online work request system (Tracker); Tracker has been expanded to allow coordinated reviews of software and hardware with IT and Purchasing, while Contract Reviews (the Contract Services module) allows digital submission and tracking of language review requests for all other services and commodities campus wide.
- Developed and delivered a presentation on contracts and the implementation of the Contract Review system to Fredonia staff at the Fall Procurement Conference.
- Continue to offer guidance to Purchasing on procurement documentation requirements involving all types of construction, maintenance, cleaning and design services.

- Worked with Facilities Planning and Facilities Services on numerous design and construction projects – continue to offer guidance and contract administration.
- Addressed issues with MWBE Program Office on behalf of Fredonia, as needed.

### **Statistical Data**

Managed 160 contracts which involved bids, agreements and contracts for an array of campus-wide services, to include but not be limited to design, construction, equipment, international recruitment, software, and a variety of other services.

### **Assessment Update**

#### **Assessment Statement**

The Contract Services Department coordinates and administers the lawfully compliant management of all contracts for Fredonia.

#### **Assessment Activities**

Staffed by one professional position, this department continues to identify ways to maximize efficiencies and streamline the contract approval process.

#### **Assessment Goals**

- Continue to educate campus community on the importance of obtaining proper approvals on all contracts, and in the acceptance of terms and conditions.
- Continue to educate and assist the campus community with regard to all issues surrounding contracting and procurement, including insurance and procurement record requirements.
- Continue to coordinate and work closely with all campus Departments, SUNY, SUNY Legal, DASNY, the Office of Capital Facilities, SUCF, the Attorney General, Office of the State Comptroller, Office of General Services, other SUNY campuses, vendors and outside agencies.
- Continue to manage and administer lawfully compliant contracts, agreements and terms and conditions in support of university operations.
- Continue to meet MWBE requirements as resources allow.

## Mail Services

### Annual Report

Mail Services provides a reliable and efficient mail delivery service to the Fredonia campus community. Departmental duties include the receipt and distribution of incoming mail from the United States Postal Service along with the distribution of intra-campus mail to the administrative and academic departments. Mail Services also collects and processes outgoing mail (including bulk mailings for the departments), providing most services that are available through the local Post Office. In addition to satisfying the faculty and staff mailing needs, the mailroom staff delivers intra-campus mail to the students living in the dormitories, and delivers packages left by central receiving.

Mail Services had a supervision change during the year with Nicole Raynor as supervisor. Mail Services was also staffed with eight part-time student assistants. The student staff has the benefit of a valuable learning experience in a fast paced work environment. The students play a vital part in the operations of the mailroom. They are exposed to issues of postal regulations, customer service, and are challenged with time constraints, learning first-hand the importance of multi-tasking and teamwork. Among their duties are daily mail deliveries, customer service at the window, and the operation of the postage machine and other office equipment. The student staff is a valuable asset to the Mail Services department.



*Nicole Raynor*

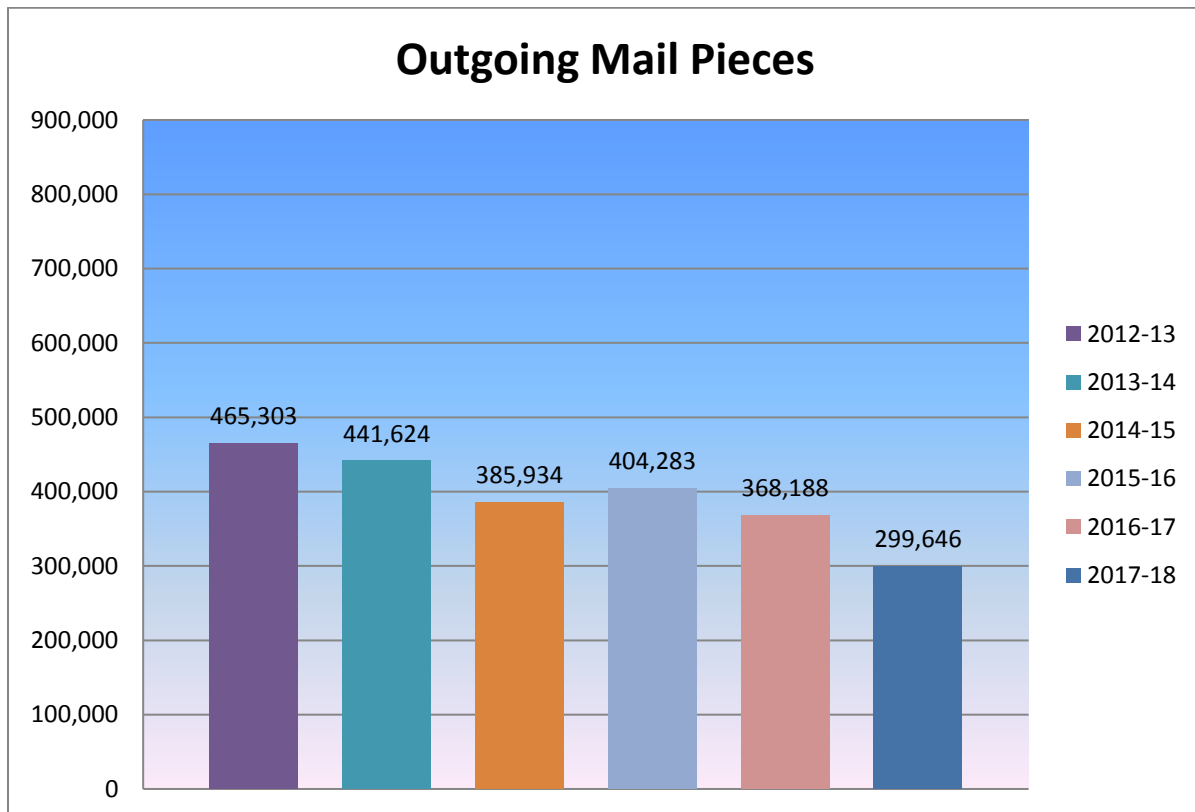
### Significant Accomplishments

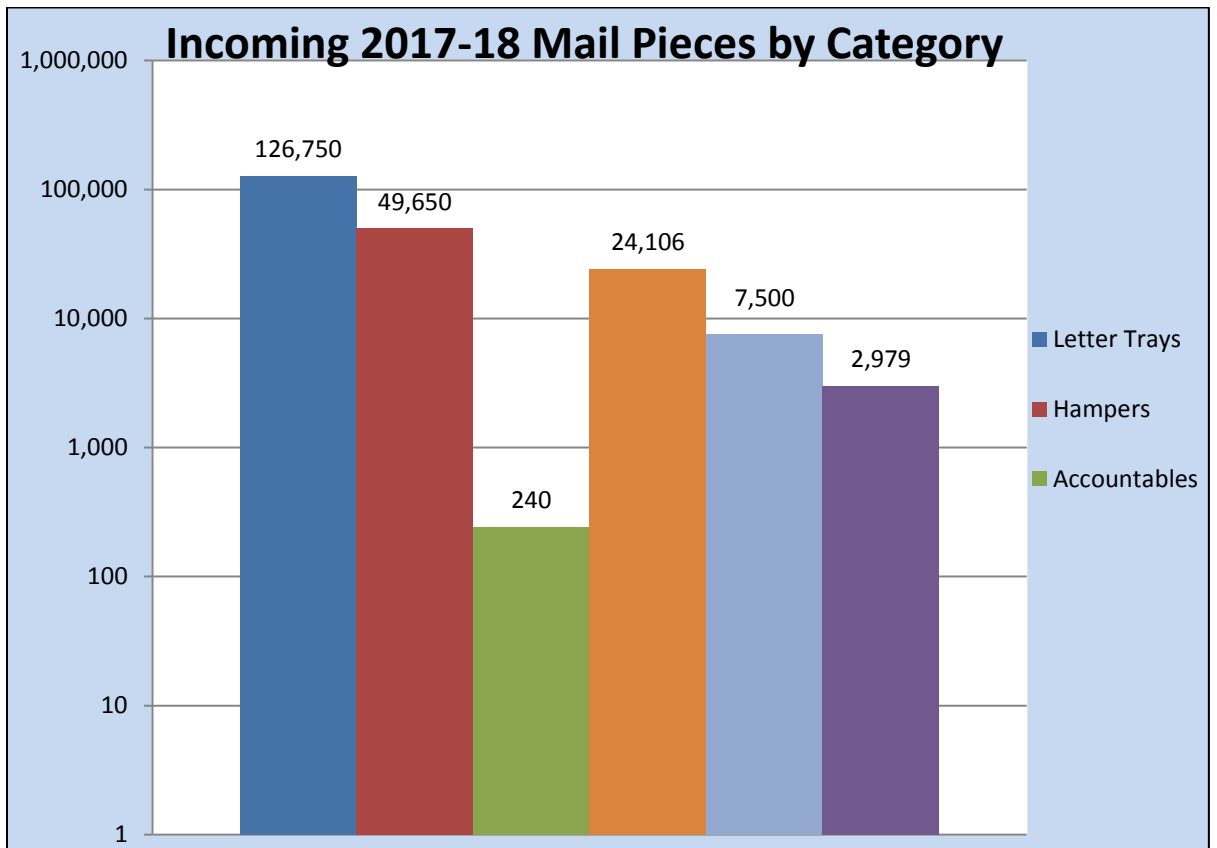
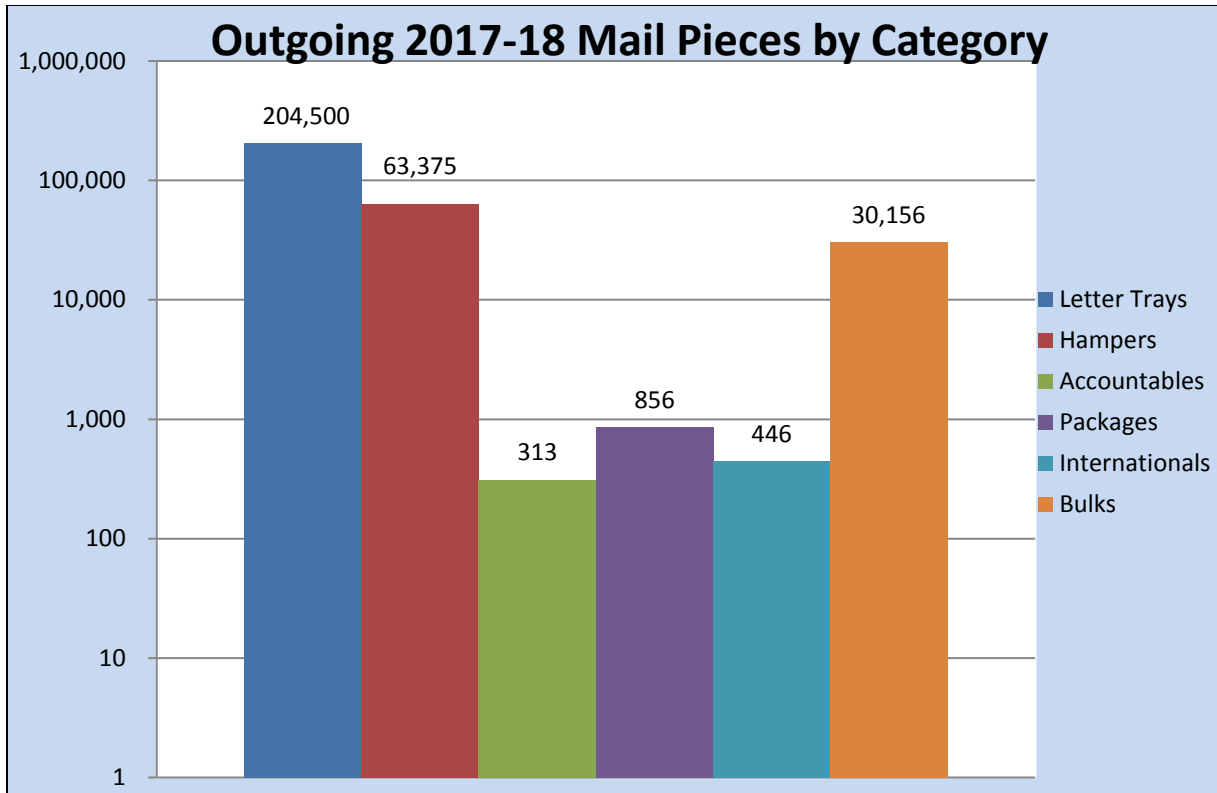
- Deliveries are made to 68 departments and 13 dormitories.
- There were eight student workers for the fall and spring 2017-18 semesters.
- In accordance with Internal Control's Mailroom Security, the annual training session was held in October 2017. The training covered identifying anonymous mail, postal policies and procedures and an Emergency Response Drill review. A video seminar on mailroom safety produced by the NYS Division of Homeland Security and Emergency Services was shown. The training serves as a refresher for returning staff and informs new employees of the importance of observing potential hazards. In addition to the safety and security topics, many other mailroom rules, regulations and procedures were discussed with an emphasis on sorting mail to the correct department. All Mail Services employees, (state staff and students) are required to attend.
- There was an increase in the mailings entered through the #367 permit; 2016-2017 was \$30,022.87, and 2017-2018 increased to \$32,568.48.

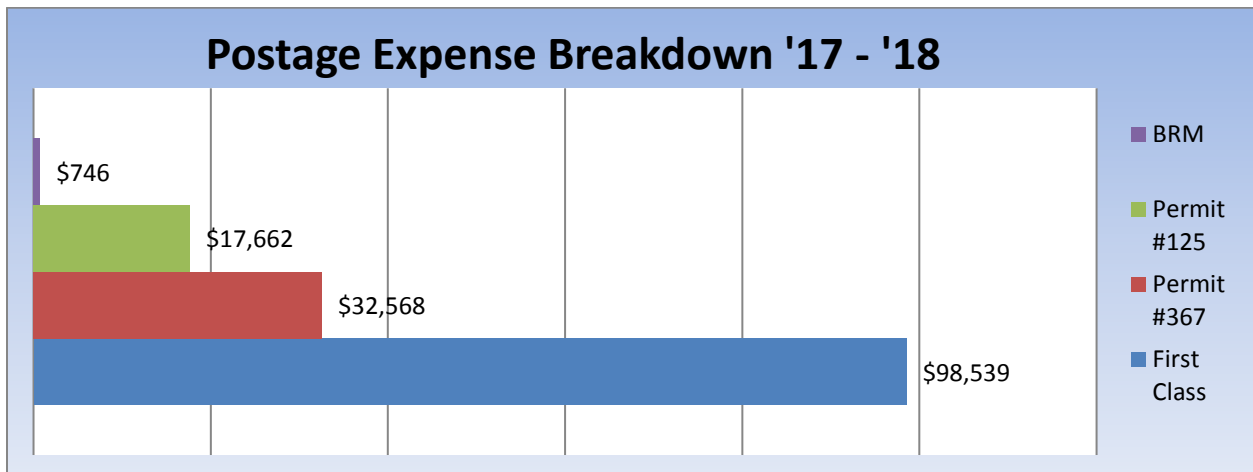
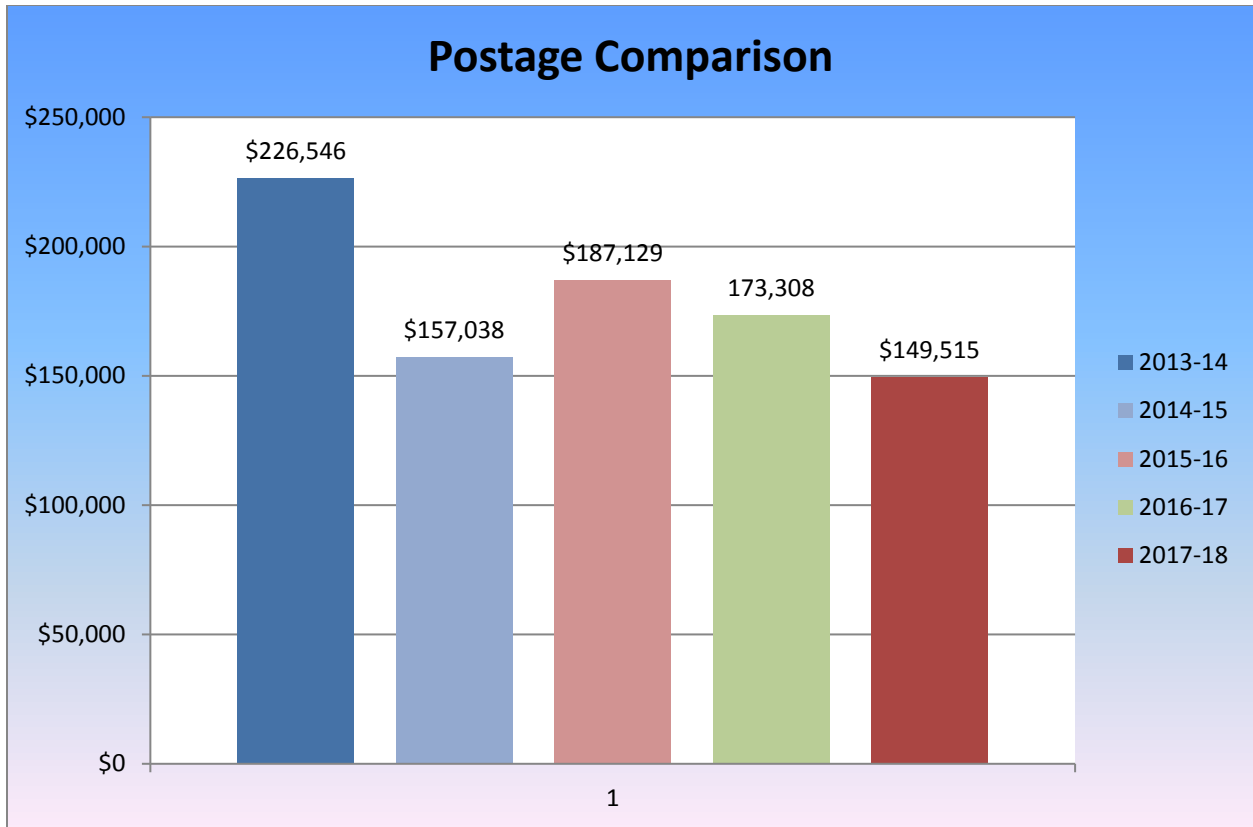


- There was a decrease in the mailings entered through the #125 permit; 2016-2017 was \$31,242.34, and 2017-2018 decreased to \$17,661.80.
- Postage totaled \$149,515.47 for the fiscal year 2017-2018. This is a decrease of 13.73% from 2016-2017.
- Overall the mailroom processed approximately 328,066 pieces of outgoing mail. This is a combination of approximately 295,490 pieces of first class mail and 32,576 pieces of standard bulk mail. The staff also received, sorted and delivered approximately 195,139 pieces of incoming federal mail, and 35,750 pieces of intra-campus mail. In total, the mailroom staff handled about 558,955 pieces of mail this year; on average, about 2,245 pieces of mail are handled daily.
- In January 2018, USPS increased all postage rates. Priority Mail rates had previously started at \$6.65; now they start at \$6.70. Priority Mail Express Mail went from starting at \$23.75 for a flat-rate envelope to \$24.70. Prices for first-class letters, flats, parcels, and various services also increased.

### Statistical Data







## Assessment Update

### Assessment Statement

The Mail Services unit provides departments with up-to-date postal regulations to ensure rapid cost effective mail delivery.

## Assessment Activities

Overall Postage Expense (2017 - 2018) \$149,515.47  
 Postage Expense – Increase or Decrease (%)

173,307.87 16 - 17

149,515.47 17 - 18

23,792.40

23,792.40

173,307.87 = 0.1373

X 100

13.73 =

13.73 % decrease

- Estimated total outgoing pieces **Totals:**

295,490 1st	
32,576 3rd	
	328,066
  
- Estimated total incoming pieces
 

137,750 trays	
54,000 bins	
247 accountables	
3,142 packages	
	195,139
  
- Total incoming and outgoing pieces
 

195,139	
328,066	
	523,205
  
- Estimated Intra-Campus Mail pieces 35,750
  
- Total pieces handled per day
 

35,750 (campus)	
+ <u>523,205</u> (federal)	
558,955	
  
- Yearly total 558,955  
 Days 249 = 2,245 pieces per day

## **Statistical Averages**

Overall the mailroom processed approximately 328,066 pieces of outgoing mail. This is a combination of approximately 295,490 pieces of first class mail and 32,576 pieces of standard bulk mail. The staff also received, sorted and delivered approximately 195,139 pieces of incoming federal mail and 35,750 pieces of inter-campus mail. In total, the mailroom staff handled about 558,955 pieces of mail this year. On average about 2,245 pieces of mail are handled daily.

## **Assessment Goals**

- Educate campus community on cost saving ideas for mail design and postage.
- Continue to prepare in-house bulk mailings for departments.
- Strive to improve sorting accuracy and to make departmental deliveries promptly and accurately.
- Continue to keep website updated to include correct mail addressing for students, parents and departments. Also add more information on preparing cost effective mail and bulk mailings.
- Offer security and safety training to new student help as needed throughout the year.

## Park and Ride

### Annual Report

For students, faculty, staff, and guests to the University, Park and Ride has offered a fast, courteous bus shuttle service from the Park and Ride Lot between the Services Complex and the University Village Townhouses, to academic and administrative buildings on campus. Park and Ride is reliable, fast, friendly and free. There was no need to wait in any of the parking lots for a parking space. Students did not have to be late for classes, and faculty and staff did not have to put off running an errand, or worry about the weather.



*From left to right in front: Jim Schwerk, John Schmidt, and Jim Pinkowski; in back: Tim McGraw, Jim Oddo, Tom Taylor and Gil Uhlendorff*

The Park and Ride Shuttle Service employed seven part-time drivers, who all offered a pleasant attitude to start or end your day. Each driver offered a safe and courteous ride, and little waiting times between bus runs.

Park and Ride had a decrease in ridership this past year with 75,555 passengers. This is attributed to the decrease in enrollment.

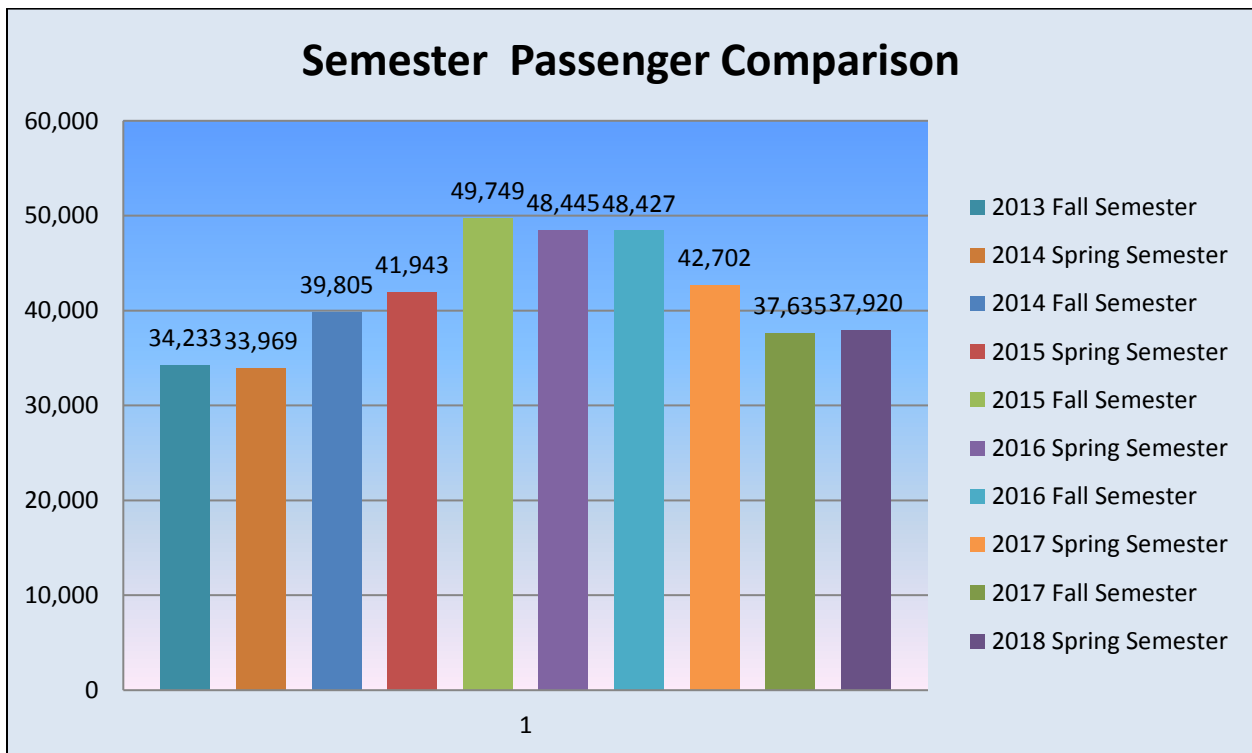
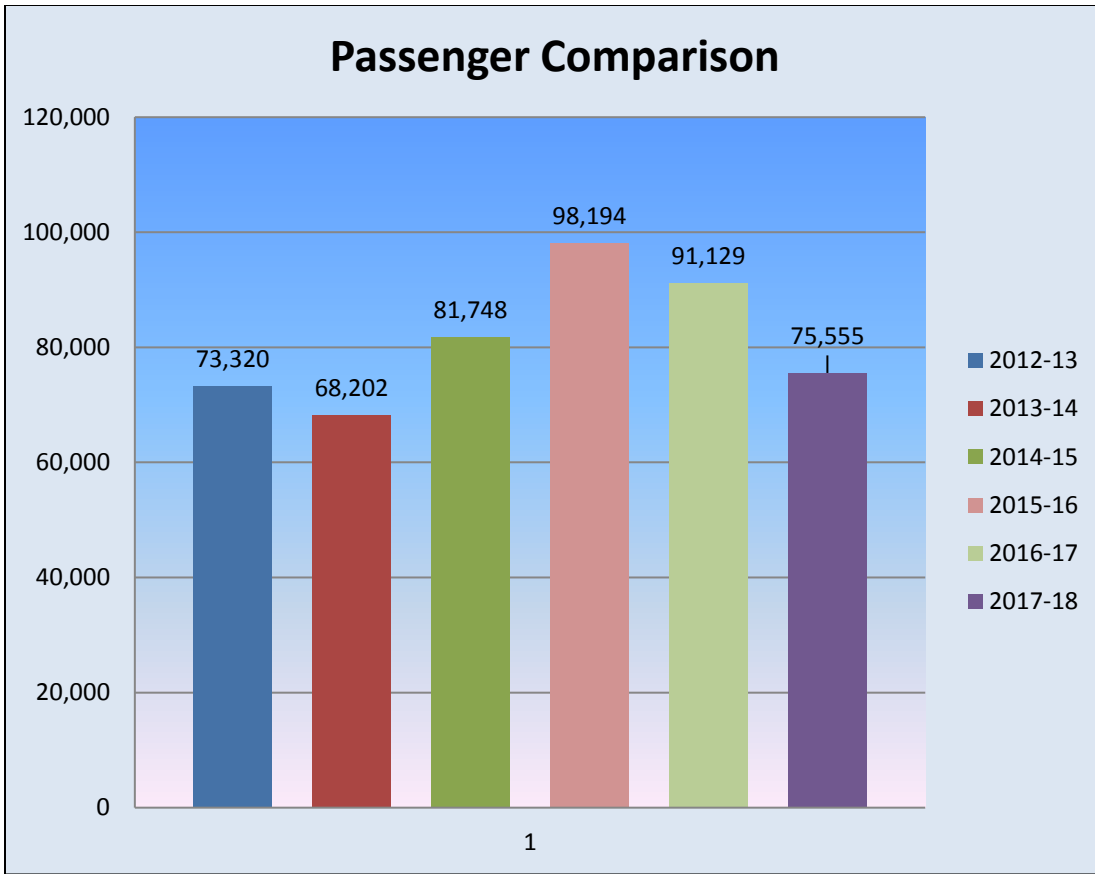
In May, a decision was made to reduce hours of operation for the 2018-2019 academic year.

### Significant Accomplishments

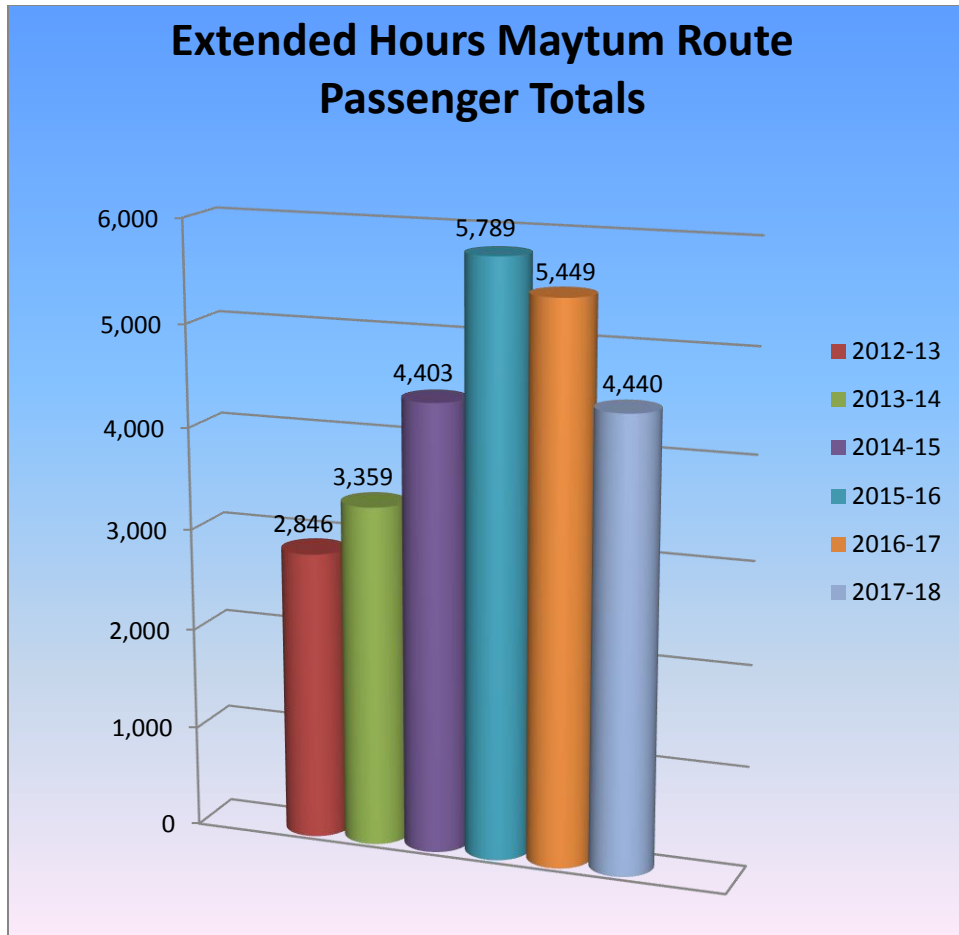
This was the twelfth year that the shuttle service was offered. Over the last 12 years we have transported 650,110 passengers. The passenger totals do not reflect the extra service that the Park & Ride does during the year such as admissions event, home coming to say a few. Every year we receive many compliments from students and staff thanking us for this service.

### Statistical Data

- There were 37,635 passengers serviced for the fall 2017 semester.
- There were 37,920 passengers serviced for the spring 2018 semester.
- A total of 75,555 passengers used the shuttle for 2017-2018.
- A total of 4,440 passengers used the shuttle on the Maytum Extended Hours route, from 5:30pm to 7:30pm.







## Assessment Update

### Assessment Statement

The Park and Ride Shuttle Service unit provides friendly, free shuttle service for faculty, staff and students.

### Assessment Activities

Our passenger count for the Maytum Extended Hours route shows it was a popular service to students, faculty and staff.

### Assessment Goals

- Reduce hours of operations.
- Reduce labor cost.

## Property Control

### Annual Report

The Property Control Department is responsible for the administrative policies and procedures of both the State University and The Research Foundation for the complete record and physical inventory of all assets of the University. Property Control is also responsible for the reporting of all missing assets to the appropriate agencies. This includes all assets that are purchased with State, IFR, The Research Foundation and College Foundation funds (all funds).

Property Control oversees the ownership tagging of equipment, usually but not limited to purchases and donations; monitors the movement of state-owned equipment both on and off campus; initiates the surplus process to make usable items available to other State agencies when these items are no longer of use at Fredonia; facilitates the removal and proper disposal of assets that are no longer useful; conducts a yearly physical inventory and reconciliation.



*Janet Parsons*

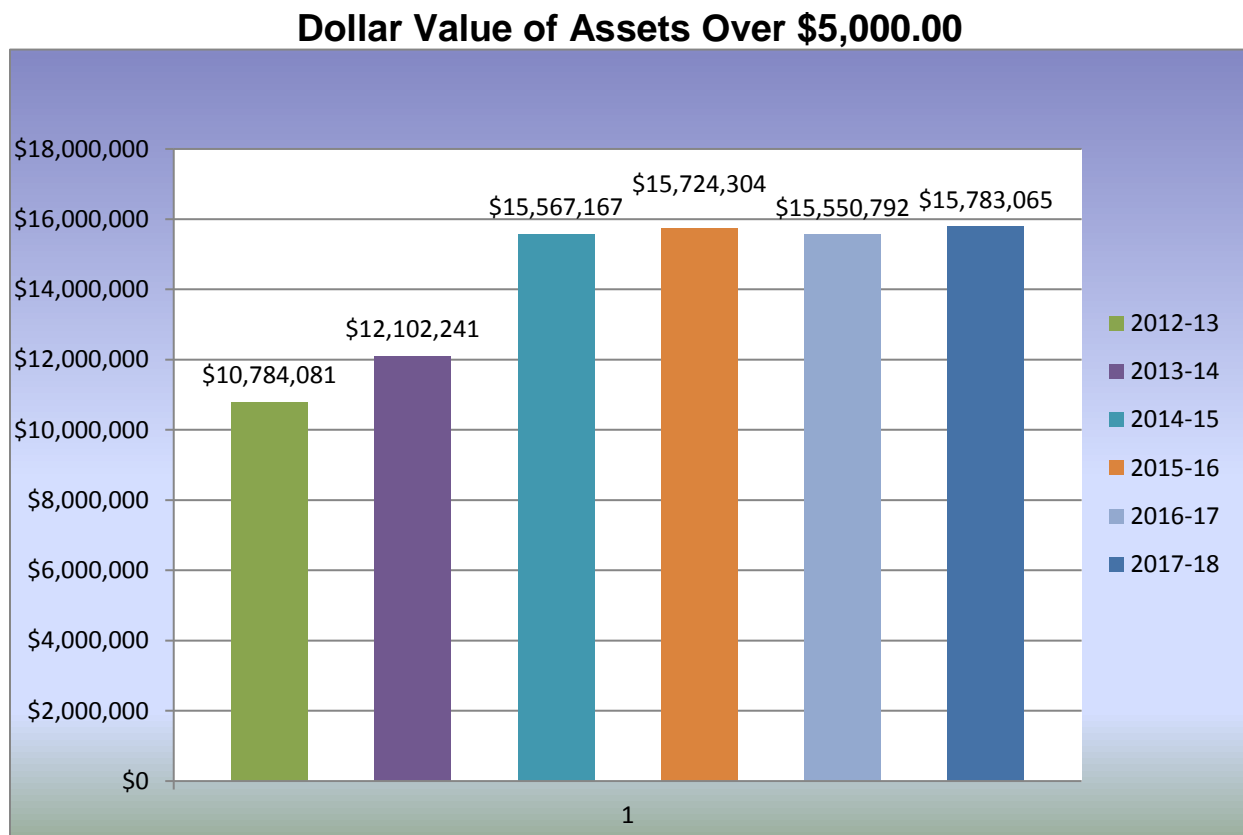
The department staff consists of one Office Assistant 3, and one to two students with good working knowledge of Microsoft Access and Excel. During the months of May through August, student help is recruited for the physical inventory process.

### Significant Accomplishments

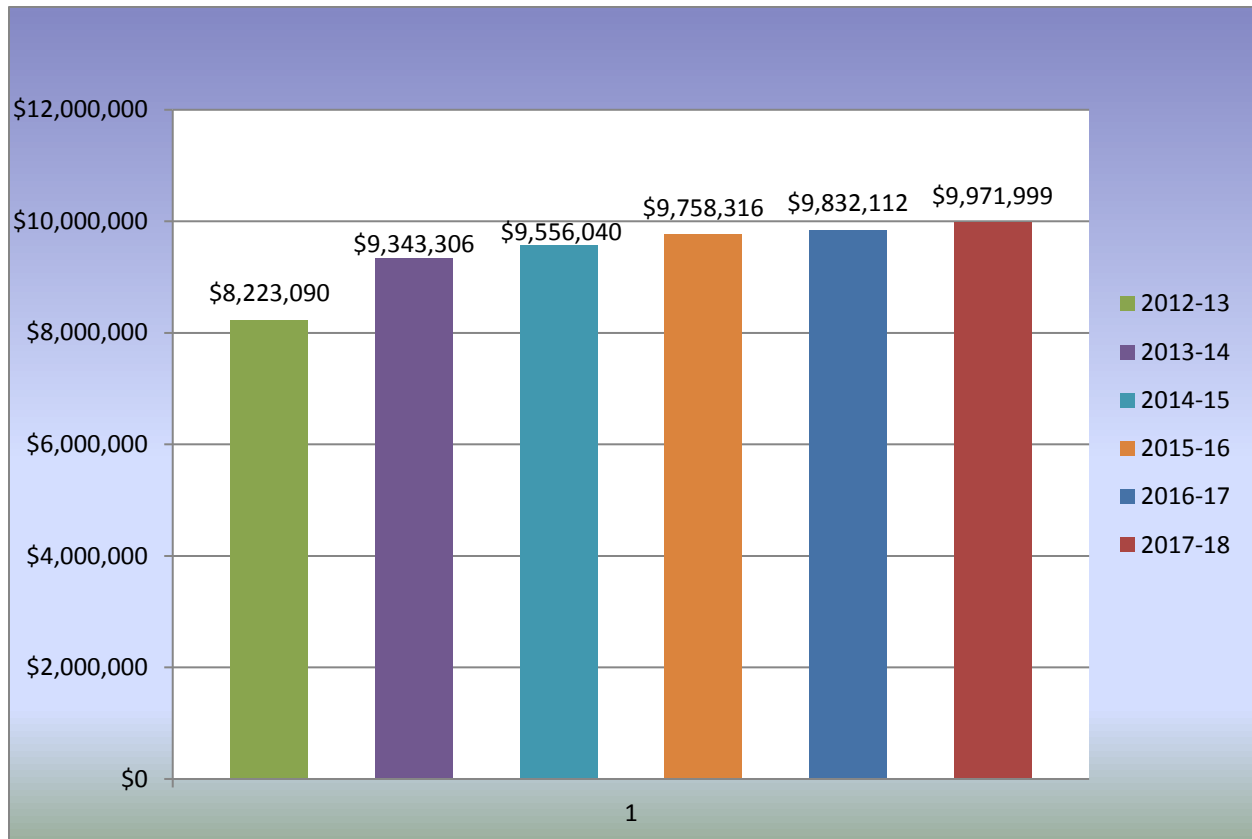
- Campus electronics recycling was held August 16, 2017, October 17 & 19, 2017 and March 12, 2018 at no cost to the campus. There was a total of 23,321 lbs. of electronic equipment recycled with a generated revenue of \$5,110.82 for the campus.
- Assets: 8,371 items totaling \$25,755,063.98.
- Surplus equipment was transferred to other campuses or to OGS for disposal on eBay.
- Presented at the Administrative Workshop on Property Control.
- Monitored Property Control forms linked to website to ensure they are up to date.
- Completed the clean out of Houghton Hall for renovation by surplus or recycling old no longer needed equipment.
- Facilitated the removal of Fenner House furniture and equipment left behind with the Admissions Office move to Maytum Hall.

## Statistical Data

- 8,371 total assets for an amount of \$25,755,063.98.
- 6,569 assets for \$21,355,949.65 located for the 2017-18 physical inventory.
- 1,119 assets for \$2,753,808.48 not located for the 2017-18 physical inventory.
- 683 assets for \$1,645,305.85 retired from inventory.
- 80% of all assets were located.



## Dollar Value of Assets Below \$5,000.00



### Assessment Update

#### Assessment Statement

The Property Control department provides accurate inventory of the University's assets, the proper reporting of new assets, and the disposal of retired assets.

#### Assessment Activities

The Property Control Coordinator continues to update records, files and reports for accuracy.

Property Control is working with ITS Service Center personnel to streamline procedures to insure accurate records for both.

Use of the new laptop during inventory for an easier and more efficient inventory process.

#### Assessment Goals

- Continual asset inventory and reconciliation.
- Keep records, files and reports updated.
- Schedule campus electronic recycling as needed throughout the year.
- Research barcode reader for asset tags to possibly streamline the inventory process.

## Telecommunications

### Annual Report

Efforts continue to provide quality telephone service to all faculty, staff and students as growth of the campus community continues. The services provided are new telephone line placement, handling of trouble/repair calls, relocation of existing telephone lines on campus, voicemail problems/pass code, operator service, answering questions on events, transferring calls to faculty and staff, and giving directions to the campus. The decrease in operator assisted calls in this report is due in part to not having student help as a backup when campus staff are unavailable to answer, and a decrease in student enrollment..

The department is staffed by University Services.

### Significant Accomplishments

- The college operator answered calls for fiscal year 2017-2018 totaled 3,221 on the University's main information line. This is an increase of 12.5% from the previous year.
- In addition, the operator also handled calls for the University Services' department lines.
- The department processed 40 work orders consisting of 117 items for new or changed phone service.
- The department processed 144 repair orders.

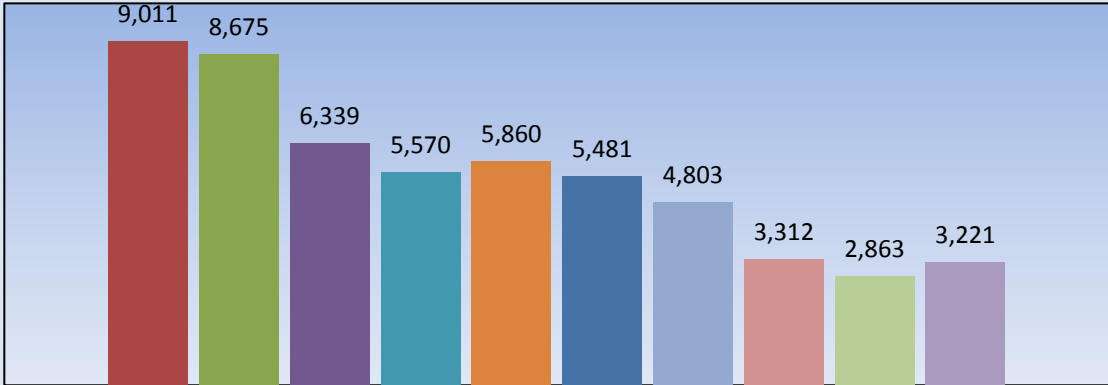
### Statistical Data

- Verizon Long distance minutes for 2017-2018:

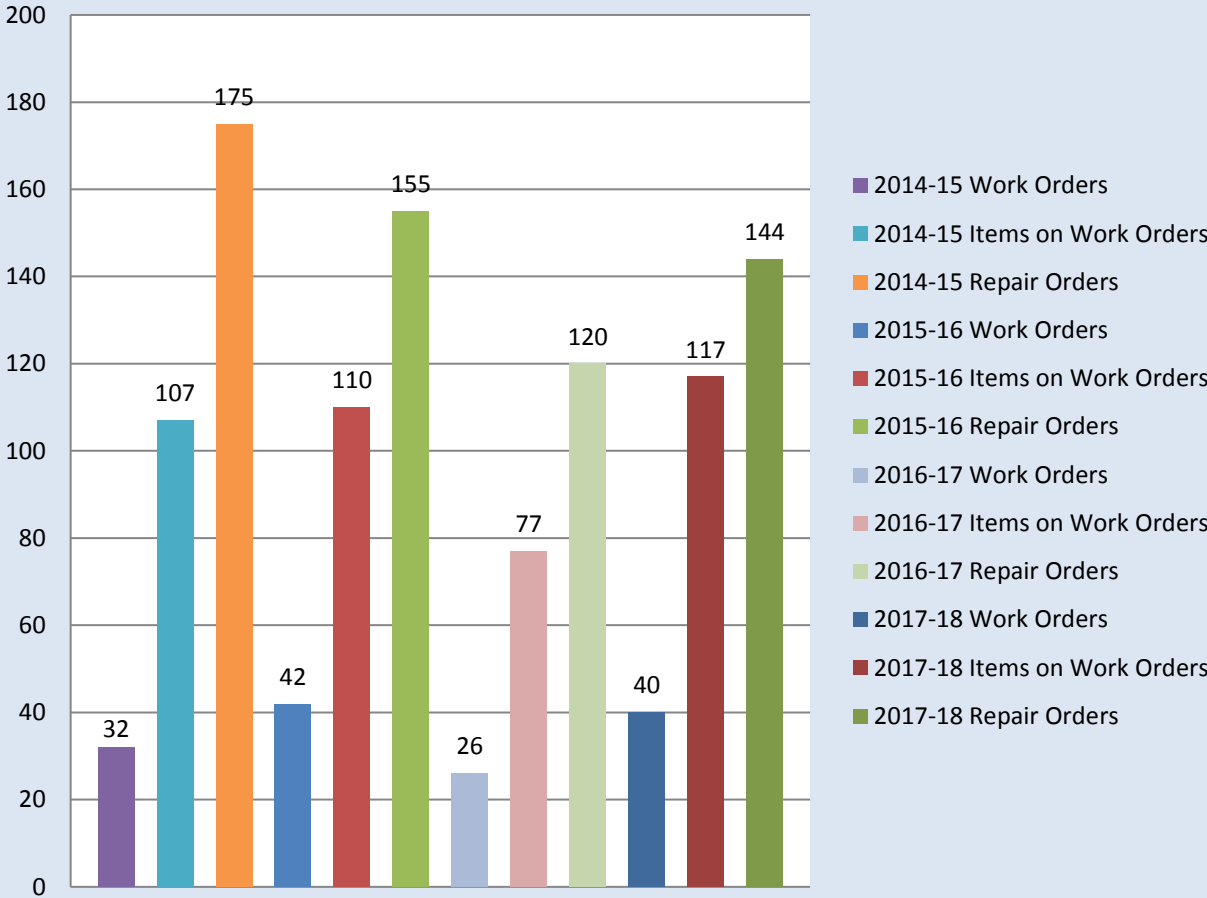
Total long distance minutes - State	153,826
Total long distance minutes - Non State	8,379
Total minutes	162,205

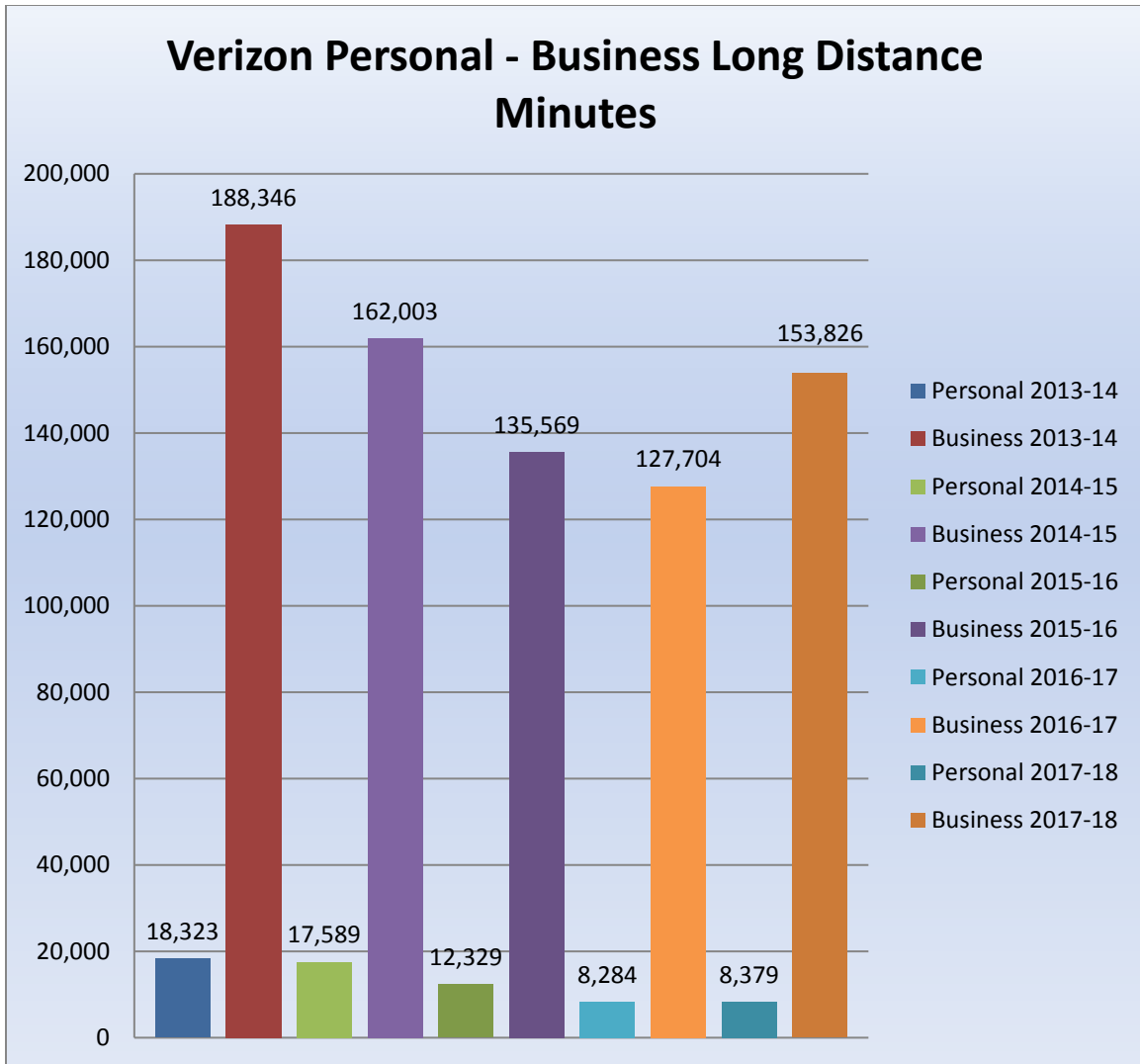
### Operator Call Report

- 2008-09
- 2009-10
- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-2015
- 2015-16
- 2016-17
- 2017-18



### Telephone Work Orders and Repairs





## Assessment Update

### Assessment Statement

The Telecommunications unit provides the university with quality telephone service at a reasonable cost.

### Assessment Activities

University Services continues to review procedures and look for cost savings opportunities to reduce our telephone expense.

### Assessment Goals

- Continue with cost savings opportunities to reduce telephone expenditures.
- Move telecommunications to Information Technology for VOIP service.



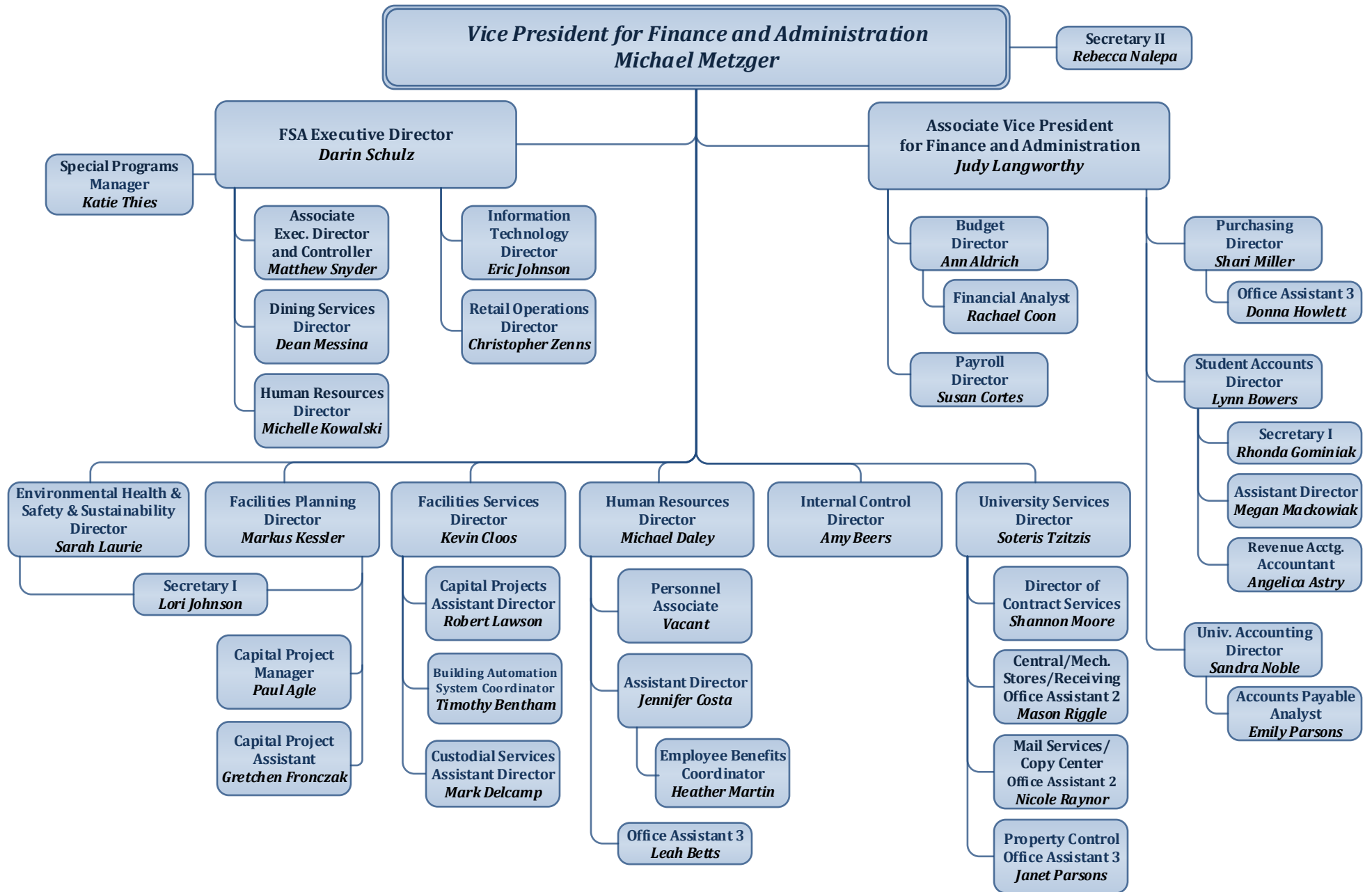
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## **Appendix A**

- **Organization Chart**



# Finance and Administration





## **Appendix B**

- **Fredonia Mission Statement**
- **Fredonia Vision Statement**



## **Mission Statement**

Fredonia educates, challenges, and inspires students to become skilled, connected, creative, and responsible global citizens and professionals. The university enriches the world through scholarship, artistic expression, community engagement, and entrepreneurship.

## **Vision Statement**

As a premier public university, Fredonia aspires to transform our students, our region, and our world through experiential, intellectual and creative endeavors within the traditions of inclusive community and purposeful inquiry.





# ACKNOWLEDGEMENTS

## CONTRIBUTORS

### Finance and Administration

Michael D. Metzger, *Vice President for Finance and Administration*  
Rebecca Nalepa, *Secretary 2*

### Associate Vice President for Finance and Administration

Judy L. Langworthy, *Associate Vice President for Finance and Administration*  
Ann Aldrich, *Director of Budget*  
Sue Cortes, *Director of Payroll Services*  
Shari Miller, *Director of Purchasing*  
Lynn Bowers, *Director of Student Accounts*  
Sandy Noble, *Director of University Accounting*

### Environmental Health and Safety and Sustainability

Sarah Laurie, *Director of Environmental Health and Safety and Sustainability*  
Gary Brittain, *Fire Safety Coordinator*  
Lori Johnson, *Secretary 1*

### Facilities Planning

Markus Kessler, *Director of Facilities Planning*  
Paul Agle, *Capital Project Manager*  
Gretchen Fronczak, *Capital Project Assistant*  
Lori Johnson, *Secretary 1*

### Facilities Services

Kevin Cloos, *Director of Facilities Services*  
Mark Delcamp, *Assistant Director of Facilities Services – Custodial Services*  
Robert Lawson, *Assistant Director of Facilities Services – Capital Projects and Energy*  
Shannon McKoon, *Office Assistant 2*  
Orion Purslow, *Electrical Supervisor*  
Steve Peterson, *Plumbing Supervisor*  
Rich Newton, *Head Grounds Supervisor*  
James Kuras, *Structural Trades Supervisor*

### Faculty Student Association

Darin R. A. Schulz, *Executive Director of FSA*  
Matthew Snyder, *Associate Executive Director of FSA and Controller*  
Terri Helwig, *Human Resources Manager/Executive Assistant*  
Michelle Kowalski, *Director of Human Resources*  
Eric Johnson, *Director of Information Technology*  
Dean Messina, *Director of Dining Services*  
Katie Thies, *Special Programs Manager*  
Christopher Zenns, *Director of Retail Operations*

### Human Resources

Michael Daley, *Director of Human Resources*  
Jennifer Costa, *Assistant Director of Human Resources/Coordinator of Employee Benefits*  
Heather Martin, *Coordinator of Employee Benefits*  
Leah Betts, *Office Assistant 3*  
Susan Murphy, *EAP Coordinator*

**Internal Control**

Amy Beers, *Director of Internal Control*

**Marketing and Communications**

Erin Ehman, *Communications Designer*

Lori Deemer, *Graphic Designer/Photographer*

**University Services**

Soteris Tzitzis, *Director of University Services*

Shannon Moore, *Director of Contract Services*

Jody Myers, *Office Assistant 2*

Janet Parsons, *Office Assistant 3*

Mason Riggle, *Office Assistant 2*

Nicole Raynor, *Office Assistant 2*

John P. Schmidt, *Motor Equipment Maintenance Supervisor 1*

## ADMINISTRATIVE AWARD WINNERS

### 2018

Jody Myers – Secretarial/Clerical  
Jen Costa – Professional  
Rodney Hayes – Trades  
Linda Nixon – Custodial  
Linda Kurgan Monaco – FSA

### 2016

Shannon McKoon – Secretarial/Clerical  
Sue Cortes – Professional  
Don Dillenburg – Trades  
Bob Miller – Custodial  
Diane Mekus – FSA

### 2014

Debbie Desmond – Secretarial/Clerical  
Matt Snyder – Professional  
Herb Farner – Trades  
Susanne Valentine – Custodial  
Christine Sipp – FSA

### 2012

Cindy Haase – Secretarial/Clerical  
Lynn Bowers – Professional  
Larry Pelz – Trades  
Gladys Lockett – Custodial  
Ron Mirek – FSA

### 2010

Becky Krzyzanowicz – Secretarial/Clerical  
Judy Langworthy – Professional  
Joe Fabritius – Trades  
Randy Goodemote – Custodial  
Terri Helwig – FSA

### 2008

Denise Aschmann – Secretarial/Clerical  
Markus Kessler – Professional  
Joel Polito – Trades  
Darlene Miller – Custodial  
Marcia Mackowiak – FSA

### 2006

Donna Howlett – Secretarial/Clerical  
Laurie Ensign – Professional  
Timothy McGraw – Trades  
Daniel Pleszewski – Custodial  
Lynne Montague – FSA

### 2017

Becky Siragusa – Secretarial/Clerical  
Ann Aldrich – Professional  
Nelson White – Trades  
Nick Valentine – Custodial  
David Lewis – FSA

### 2015

Janet Parsons – Secretarial/Clerical  
Fred Tripp – Professional  
John P. Schmidt – Trades  
Iris Rosa – Custodial  
Sharon Hogg – FSA

### 2013

Lori Johnson – Secretarial/Clerical  
Lisa Marrano – Professional  
James Kuras – Trades  
Jorge Rosa – Custodial  
Millie Stanton – FSA

### 2011

Robyn Reger – Secretarial/Clerical  
Bill Michalski – Professional  
Paul Siebert – Trades  
Sue Smith – Custodial  
Pat Wilde – FSA

### 2009

Lois Valentine – Secretarial/Clerical  
Karen Poriglia – Professional  
Steve Siragusa – Trades  
Lee Szalkowski – Custodial  
John Skubis – FSA

### 2007

Dana Berry – Secretarial/Clerical  
Mike Jackino – Professional  
Brent Kawski – Trades  
Mary Leckliter – Custodial  
Judy Van Vlack – FSA

### 2005

Karen Begier – Secretarial/Clerical  
Lynda Pleszewski – Professional  
Daniel Chapman – Trades  
Vincenzo Chillemi – Custodial  
Linda Willoughby – FSA