

# 2020-2021 FINANCE AND ADMINISTRATION



## **ANNUAL REPORT AND ASSESSMENT UPDATE 2020-2021 FISCAL YEAR**

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





Vice President for Finance and Administration

December 2021

To: The Campus Community

On behalf of the entire division, I'm pleased to present the 2020-2021 Finance and Administration Annual Report and Assessment Update. The Finance and Administration division is comprised of 10 departments, which include 47 distinct operating units and 335 employees. This is the 24th 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 19 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 2020-2021 Annual Report and Assessment Update features the five winners of the 2021 Outstanding Administrative Services Awards. Beginning at the top left and going clockwise are:

#### **Elizabeth Goblirsch— Outstanding Administrative Services Award—Custodial Services**

Elizabeth, a Janitor in Custodial Services, who began her career at Fredonia in February 2011 as a cleaner. Elizabeth resides in Dunkirk, NY.

#### **Steve Gromala— Outstanding Administrative Services Award—Professional Trades**

Steve, a Grade 12 Service and Repair Mechanic in Automotive and Fleet Services, who began his career at Fredonia in January 2009 as a Garage Maintenance Helper. During this time, Steve was also promoted to Highway Equipment Operator as well as Maintenance Assistant. Steve resides in Dunkirk, NY.

**Katie Brown— Outstanding Administrative Services Award—Professional Staff**

Katie, of the Faculty Student Association (FSA) professional staff and Retail Operations Manager of the Bookstore, has been employed at Fredonia since January 2006. Katie is a resident of Fredonia, NY.

**Jeannette Guziec—Outstanding Administrative Services Award—FSA Operational**

Jeannette, of the Faculty Student Association (FSA) Operational Services, is currently a grade 6 Assistant Cook in Cranston Marche'. She began her career at FSA in December 2010 as a part-time assistant service worker and then promoted to full-time Grill Cook in 2018. Jeanette resides in Dunkirk, NY.

**Joan Schnur—Outstanding Administrative Services Award—Secretarial/Clerical**

Joan, from Secretarial/Clerical, has been employed at Fredonia since September 2010. She is currently an Office Assistant 1 in the Purchasing Department. Joan resides in Dunkirk, NY.

Thank you to everyone in the Finance and Administration division who contributed to the preparation of the 2020-2021 Annual Report and Assessment Update, and congratulations to all of the 2021 Outstanding Administrative Service Award winners. A summary of the Outstanding Administrative Service Awards winners from the past 15 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 2021-2022 academic year, and to continually assess and improve our delivery of services to the University.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael D. Metzger". The signature is fluid and cursive, with a long horizontal stroke at the end.

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, 2020 – June 30, 2021**



STATE UNIVERSITY OF NEW YORK AT FREDONIA

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

July 1, 2020 – June 30, 2021

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**Appendix A**..... Organization Chart

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## **Acknowledgements**

## **Administrative Award Winners**



## INTRODUCTION

This 2020-2021 edition of the ***Finance and Administration Annual Report and Assessment Update*** represents the 24th 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.



*From left to right: Judy Langworthy, Mike Metzger, and Rhonda Gominiak*

The over-arching goal of the Finance and Administration Division is to support the Fredonia Mission 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 Fredonia Mission Statement is included in Appendix B.

The Finance and Administration Division is comprised of ten departments with 335 Full-time Equivalent (FTE) positions.

A brief summary of the responsibilities of the ten 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), the Office of the New York State Comptroller (OSC), and SUNY Research Foundation.

## **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.

## **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 is also responsible for Emergency Planning and Preparedness.

## **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 four 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 and Grounds and Landscaping; the Facilities Trades Services unit which consists of Electrical, Plumbing, and Structural Trades; and Office Operations.

## **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.

## 10. Information Technology Services

This department is responsible for providing stable, responsive, secure, and accessible computing services and support to the campus community. ITS is comprised of the following units: ITS Service Center, Network Design and Development, Enterprise Reporting and Development, Information Security Office, Enterprise Infrastructure Services, Enterprise Data and Information Services, Academic Collaborative Technology, and IT Project and Portfolio Management.

Presented below is a summary of all staffing in the ten departments that comprise the Finance and Administration Division. Staffing in this chart reflects budgeted FTE positions for the fiscal year July 1, 2020 to June 30, 2021. 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 2020-2021 Departmental Staffing by Funding Source

| Administrative Office                     | State         | DIFR         | IFR         | SUCF        | FSA           | Total         |
|---|---------------|--------------|-------------|-------------|---------------|---------------|
| Finance and Administration                | 2.00          |              |             |             |               | 2.00          |
| Environ. Health & Safety & Sustainability | 1.18          | 0.46         |             |             |               | 1.64          |
| Facilities Planning                       | 1.25          | 0.25         |             | 1.80        |               | 3.30          |
| Facilities Services                       | 74.85         | 53.70        |             |             |               | 128.55        |
| Faculty Student Association               |               |              |             |             | 157.00        | 157.00        |
| Financial Services                        | 18.20         |              |             |             |               | 18.20         |
| Human Resources Office                    | 4.50          |              |             |             |               | 4.50          |
| Information Technology Services           | 24.85         |              |             |             |               | 24.85         |
| Internal Control                          | 1.00          |              |             |             |               | 1.00          |
| University Services                       | 8.80          | 1.20         |             |             |               | 10.00         |
|   | <b>136.63</b> | <b>55.61</b> | <b>0.00</b> | <b>1.80</b> | <b>157.00</b> | <b>351.04</b> |

**Notes:**

- a) The FSA employment number includes 71 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. The ten Administrative Departments included in this 2020-2021 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
10. Information Technology 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

The College continues to face a depletion of all Strategic Reserves. Declines in enrollment, no increase in New York State annual support, and many unfunded mandates produced Structural Deficits over the last ten years. During the 2020-2021 fiscal year, the Vice President's Function provided coordination and leadership across the Campus. 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.
- Represented the University at CSEA and UUP Labor Management meetings.
- Conducted several meetings with Fredonia leadership and State University Construction Fund representatives designed to update the campus' Facilities Master Plan.
- Dealt with several highly sensitive employee relation issues.
- Continued to investigate alternative revenue opportunities.
- Finalized and started implementation plan to move to VOIP.
- Developed and implemented employee Telecommuting Agreements.
- Orchestrated FSA donation of Alumni House to State
- Completed Employee Time & Attendance to fully automated
- Nearly completed sale of College Forest to WNY Land Conservancy.
- Started Reed Library and Maytum Hall Plazas renovation.
- Solar Array installed!
- Houghton Hall Phase II Construction completed
- Converted former Sprout Café to Student common area
- Continued to reduce F&A expenses to align with declining enrollment
- FSA successfully received Federal PPP funding
- Designed and implemented Student Laptop Program
- Combined University Services and Purchasing Functions
- Chaired successful search for Chief Diversity Equity and Inclusion Officer
- Navigated COVID Pandemic with Pool Testing and COVID vaccination clinics
- Extensive SUNY COVID expense reporting and Student Cares Act distribution

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.



## **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.

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 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

- 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 and prepared the 2020-2021 broad-based fee proposal twice – once before the pandemic and once during the pandemic. SUNY approved our reduced broad-based fee proposal. Prepared and submitted the successful passage of a Theatre & Dance course fee which actually combined two courses into one, yet not doubling the course fee. Also, a couple PHED courses eliminated their course fees for 20-21 as the classes were held remotely.
- Prepared detailed analysis of available funding and projections for new and current campus-based scholarship offerings.
- Participated in conference calls with System Administration personnel, as well as SUBOA and ABB counterparts.
- Active on several campus committees and continue to serve on the SUNY Fredonia Federal Credit Union Board as secretary.
- Participated in virtual meetings with the SUNY Jaggaer Team and Fredonia personnel as we implement the eProcurement software on our campus. Active member of the SUNY Fredonia Jaggaer Advisory Committee.
- Active member of the Campus Reopening Committee. Established in Spring 2020 as the result of the pandemic, this committee comprised of personnel from all divisions was put into action to establish guidelines for safely reopening the campus for the Fall 2020 semester while adhering to SUNY and state guidelines. This committee assignment has continued through the pandemic.
- Appointed chair of the SUNY Fredonia CARES Act Committee. This committee was tasked with awarding federal CARES Act funds to eligible Spring 2020 students who applied for the funds, while adhering to the guidelines established by SUNY University Audit.
- Served as co-chair of the successful search for the Human Resources Director position.

## 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.

Work closely with the Budget Office on 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 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

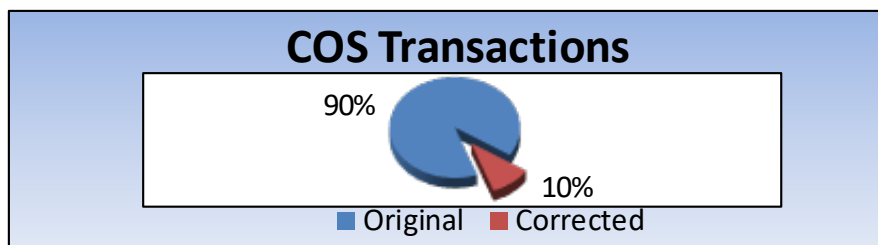
### Annual Report

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*

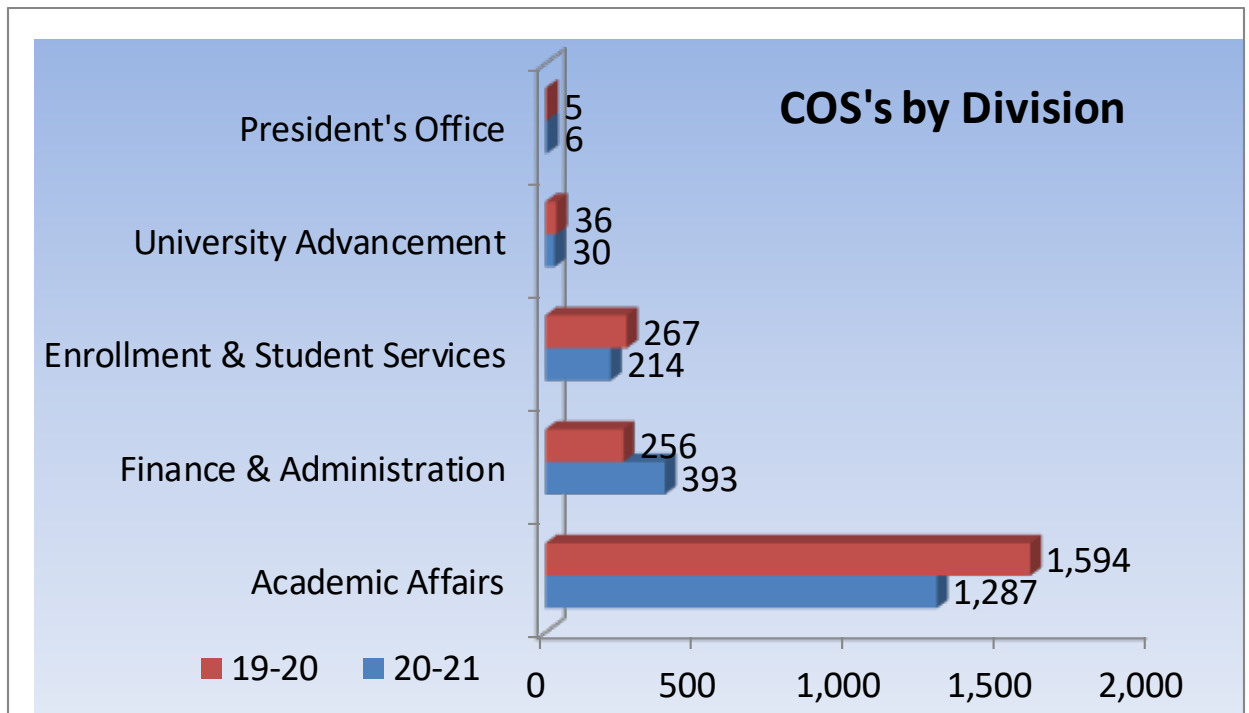
All campus appointments, changes in appointment or terminations (except Faculty Student Association [FSA] and Student Association [SA]) are routed through the Budget Office on an automated Employee Action Form, also known as a “COS” or Change of Status Form. The online COS System provides administration 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 221 inactive COS's*

### **COS's Original/Corrected**

|              |              |
|--------------|--------------|
| Original     | 1,930        |
| Corrected    | 221          |
| <b>Total</b> | <b>2,151</b> |

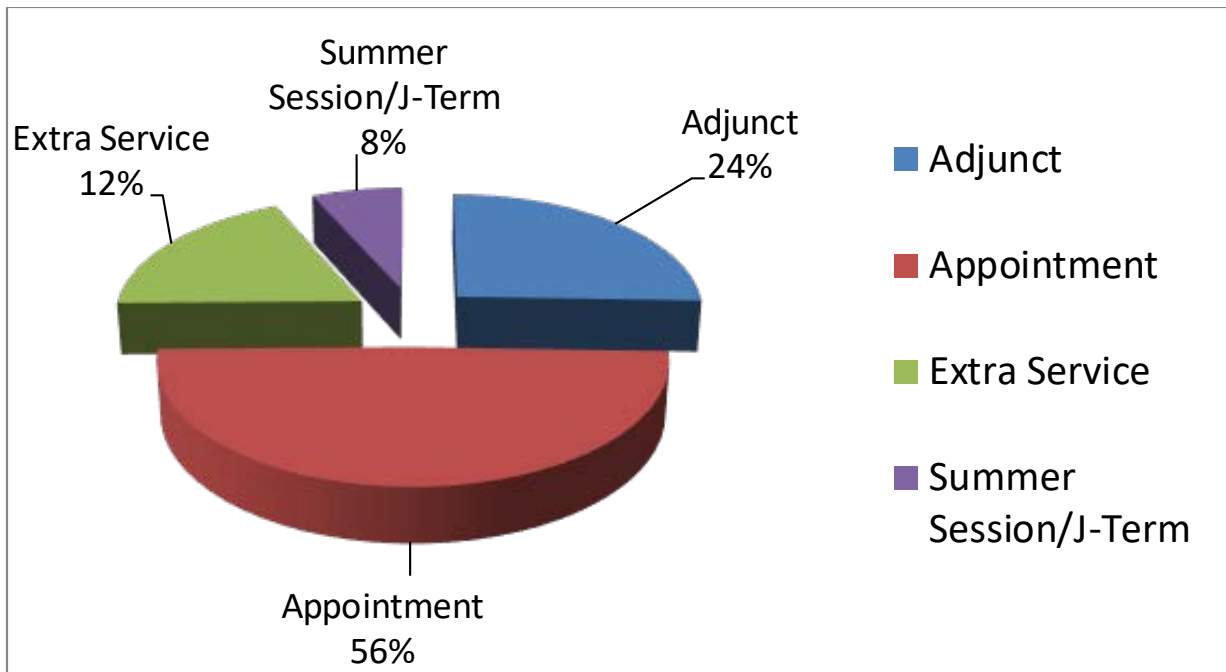


## COS's by Division

| <b>COS's by Division</b>      |              |              |              |
|-------------------------------|--------------|--------------|--------------|
| Division                      | 20-21        | 19-20        | Change       |
| Academic Affairs              | 1,287        | 1,594        | (307)        |
| Finance & Administration*     | 393          | 256          | 137          |
| Enrollment & Student Services | 214          | 267          | (53)         |
| University Advancement        | 30           | 36           | (6)          |
| President's Office            | 6            | 5            | 1            |
| <b>Total</b>                  | <b>1,930</b> | <b>2,158</b> | <b>(228)</b> |

\*Large increase due to Quarantine COS's in facilities





**Number of COS's by Type**

|                       |              |
|-----------------------|--------------|
| Adjunct               | 469          |
| Appointment           | 1,064        |
| Extra Service         | 227          |
| Summer Session/J-Term | 170          |
| <b>Total</b>          | <b>1,930</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 Full-time Equivalent (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 & provosts, directors and deans in Academic Affairs, Enrollment and Student Services, President's Office, and University Advancement. Monthly meetings are held with 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 conjunction with F&A Office to identify any budgetary actions and possible cost saving measures or revenue opportunities for the university. Informed the President of existing budget practices and adopted practices and budgets to align with the President's vision.
- Applied spending reductions across campus to align with System Administration's spending constraints. Garnered savings from implementing hiring delays and freezes as well as OTPS reductions campus wide.
- Submitted new weekly reports to SUNY System Administration to track all COVID related expenditures and Federal Stimulus spending. Submitted documentation to SUNY System Administration for FEMA reimbursement.
- Submitted several versions of 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 SUNY System Administration spending restraints.
- 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. The Financial Analyst coordinated and implemented zero based budgeting for the DIFR Budget. Worked very closely with all the Residence Hall Director, Information Technology (IT) & Other Directors to ensure budget figures were at appropriate levels.
- 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 2020-2021 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 2,151 (1,930 active plus 221 inactive) COS's, verifying funding and updating SUNY HR and various internal spreadsheets.
- The Financial Analyst was unable to conduct procurement card audits due to the COVID pandemic and people working from home. Four paycheck audits were successfully completed.
- The Financial Analyst served as a backup for the campus Administrator for TouchNet Stores. As backup, she set up and/or modified three Touch Net stores in this role.
- The Budget Director continued to serve on the Information Technology Advisory Board (ITAB) and Academic Performance Solutions user group. The Budget Director also was tasked to serve on the Joint Task Force on Teaching Load and the Campus's Strategic Plan Steering Committee (SPSC), The Budget Director is also serving as the Resources and Infrastructure Chair of the SPSC.
- The Financial Analyst served as the Co-chair for the Council for Women's Concerns (CWC) Advisory Board and also served on the credit committee for the SUNY Fredonia Federal Credit Union. The analyst also participated as a volunteer for COVID pool testing.

- Developed and maintained various budget forecasts with the new President's budget assumptions and plans.
- 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 2020-2021 Consolidated Operating Budget totaled \$91,641,000, representing a decrease of \$8,509,079 (8.5%) from the 2019-2020 Consolidated Operating Budget. Please refer to the following chart for comparative data for each of the six budget components.

| <b>Components:</b>          | <b>2020-2021</b>     | <b>2019-2020</b>      | <b>Change</b>        | <b>Change</b>  |
|-----------------------------|----------------------|-----------------------|----------------------|----------------|
| University Operating Budget | \$ 54,154,454        | \$ 54,760,825         | \$(606,371)          | (1.11)%        |
| DIFR Budget                 | 13,127,300           | 18,229,550            | (5,102,250)          | (27.99)%       |
| FSA Budget                  | 16,188,046           | 17,236,804            | (1,048,758)          | (6.08)%        |
| IFR Budget                  | 6,250,000            | 8,125,000             | (1,875,000)          | (23.08)%       |
| SUTRA Budget                | 1,225,000            | 1,125,000             | 100,000              | 8.89%          |
| College Foundation          | 696,200              | 672,900               | 23,300               | 3.46%          |
| <b>TOTAL</b>                | <b>\$ 91,641,000</b> | <b>\$ 100,150,079</b> | <b>\$(8,509,079)</b> | <b>(8.50)%</b> |

The 2020-2021 budget provided funding for approximately 770 FTE employees. Please refer to the following chart for comparative FTE data for each of the six budget components.

| <b>Budget</b>               | <b>2020-2021<br/>Total FTE</b> | <b>2019-2020<br/>Total FTE</b> | <b>Change<br/>FTE</b> |
|-----------------------------|--------------------------------|--------------------------------|-----------------------|
| University Operating Budget | 526.63                         | 532.77                         | (6.14)                |
| DIFR Budget                 | 69.21                          | 73.76                          | (4.55)                |
| FSA Budget                  | 157.00                         | 159.00                         | (2.00)                |
| IFR Budget                  | 10.61                          | 16.11                          | (5.50)                |
| SUTRA Budget                | 3.00                           | 3.00                           | 0.00                  |
| College Foundation          | 4.00                           | 4.00                           | 0.00                  |
| <b>Total</b>                | <b>770.45</b>                  | <b>788.64</b>                  | <b>(18.19)</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.

The budget results for 2020-2021 proved to be favorable due to significant spending constraints that were put in place throughout the year. The campus was able to cover its budget shortfall with existing resources as seen in the following chart:

### Fredonia 2020-2021 Final Budget Results

| Details                              | 2020-2021<br>Budget 4000<br>Head Count | 2020-2021 FINAL<br>4075/3718 | Difference    |
|--------------------------------------|--|------------------------------|---------------|
| Total Financial Plan Revenues        | \$38,129,170                           | \$41,364,365                 | \$3,235,195   |
| Total Base Expenditures              | \$54,154,454                           | \$54,154,454                 | \$0           |
| Surplus/Loss Structural Deficit      | (\$16,025,284)                         | (\$12,790,089)               | \$3,235,195   |
| <u>Expenditure Shortfall Actions</u> |  |                              |               |
| Salary Savings                       | \$1,000,000                            | \$3,588,863                  | \$2,588,863   |
| OTPS Savings                         | \$0                                    | \$5,243,323                  | \$5,243,323   |
| Total Expenditure Actions            | \$1,000,000                            | \$8,832,186                  | \$7,832,186   |
| Total Revenue Shortfall Actions      | \$12,262,599                           | \$3,957,903                  | (\$8,304,696) |
| Total Campus Shortfall Actions       | \$13,262,599                           | \$12,790,089                 | (\$472,510)   |
| Unfunded Shortfall                   | (\$2,762,685)                          | \$0                          | \$2,762,685   |

## 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, reports and analysis.

### Assessment Activities

The Consolidated University Operating Budget Book is published every year. The 2020-2021 book was electronically published in early 2021.

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.

The University maintained its budgeted funded enrollment at 4,000 (headcount) for the upcoming 2021-2022 budget cycle. Actual Fall enrollment came in at 4,075.

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 2020-2021 Budget Book development internally this year with Adobe InDesign, meeting an assessment goal from the previous year. Previously the publication was sourced out to be produced. This added some budgetary savings. We incorporated the School of Music as a separate highlighted area this year in the Budget Book. We continued the request from the campus community to provide more detail in reporting departmental budgets in the Budget Book. The Budget Office continued showing budget expenditures at the account level. Estimated salary savings from delayed hires and leaves were incorporated into the budget for 2020-2021

There were no changes to the COS system although a project request was resubmitted. No additional COS trainings were offered in 2020-2021.

Collaboration efforts of networking with SUNY System Administration and other campuses continued throughout 2020-2021. 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 via zoom webinars and conference calls.

The Budget Office successfully submitted the 2020-2021 Form 1 and related Campus management Strategies to SUNY System Administration several different times throughout the year. System Administration implemented spending guidelines for all SUNY campuses to follow. With these guidelines, campuses were required to submit various versions of the FORM 1 to conform to the spending limits set by System Administration. To complicate things further, no state support was released. Internally, cabinet decided to reduced Other Than Personal Services (OTPS) expenditures to 50% for numerous departments. University Police, Admissions and Facility Services were allowed to maintain 100% of their OTPS allocation. Despite all the restrictions, changes and challenges, the Budget Office was able to maintain many versions of the Budget and the FORM 1 for each submission. The Budget Office was able to successfully field questions from System Administrations’ in reviewing of each submission.

The Financial Analyst coordinated and continue to implement zero based budgeting for the DIFR Budget for 2020-2021 budget year. The analyst very closely with all the Residence Hall Director, Information Technology (IT) & Other Directors to ensure budget figures were at appropriate levels to complete this assessment goal.

Another assessment goal was to work in conjunction with the President and Planning and Budget to come up with a plan to successfully and systematically reduce the institutional budget shortfall. The Budget Office did work in conjunction with the new President and Planning and Budget to solicit ideas for budget reduction. There were no set budget reductions for the 2020-2021 budget year, but many spending constraints and restrictions were implemented as well as delayed hires and soft hiring freezes. These restrictions produce significant savings for the institution in the midst of an unplanned universal pandemic.

As part of the assessment goal of having Institutional Budget Transparency, the Budget Office continued to include updates on the budget status throughout the year to various constituents

The Budget Director was to continue to work in collaboration with EAB, SUNY System Administration, Academic Affairs, and the Information Technology (IT) Department to identify, group and validate 2019-2020 financial information for the Educational Advisory Board (EAB) Academic Performance Solutions (APS) data sets. APS is an analytical tool for measuring Academic Metrics. The Budget Director spent a significant amount of time relinking and remapping cost data because of the many reorganizations and new account structure changes that occurred within Academic Affairs.

The Budget Director also participated in the EAB Financial Sustainability Collaborative. The purpose of the collaborative was to create an academic opportunity assessment for our institution by identifying academic efficiencies, prioritizing academic programs, improving retention and persistence, and developing new programs to expand enrollment patterns. In January 2021, a kick off meeting was held to identify the process, participants and timing. Then, once monthly from February 2021 through May 2021, a new curriculum workbook was distributed by EAB. The Budget Director's role was to assist the Implementation Leader, Judy Horowitz, Associate Provost, to obtain data from the EAB System necessary to complete the curriculum. The Associate Provosts, Deans and Directors, and Associate Deans also participated in the monthly EAB workshops. A final summary report was drafted by the Associate Provost and shared with the Interim Provost and Vice President of Academic Affairs in the summer of 2021.

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. As mentioned in a previous section above, the Budget Office also designed and did the publications themselves instead of contracting with a third party. The Financial Analyst played a crucial part in learning Adobe InDesign and getting the publication together.

The Financial Analyst continued to perform payroll audits but was limited in doing procurement card audits for 2020-21 due to people telecommuting for the majority of the year due to the COVID pandemic. These audits are anticipated to resume to a normal pace during the latter 2021-2022 year.

The Budget Office completed weekly COVID reports for System Administration then who in turn, forwarded the reports to the NYS Division of the Budget (DOB). These reports detailed Fredonia's additional costs, lost revenue opportunities, student refunds and federal stimulus funds usage as a result of the COVID pandemic. The Budget Office also submitted a FEMA claim for COVID related costs.

The Budget Office coordinated year-end closing processes and successfully utilized all available state allocation. It was a very challenging year balancing spending and available allocation. The Budget Office did a record series of 15 Financial Plan moves throughout year as well as moving expenditures to utilize lapsed IFR appropriation, meet scholarship reporting requirements, as well SUNY requirements for correct reporting of Federal Stimulus money.

The Budget Office continued to oversee cash accounts and identified available cash sources for funding budget shortfall accounts throughout 2020-2021.

The Budget Office successfully verified the Discretionary Salary Awards Pool and helped oversee the DSI awards process.

The Budget Director continued to serve on the Information Technology Advisory Board (ITAB), Academic Performance Solutions user group and the Financial Analyst continued to serve as the Co-chair for Council for Women's Concerns Advisory Board and as part of the Credit Committee for the SUNY Fredonia Federal Credit Union. New committees the Budget Director joined in 2020-21 were the Strategic Planning Steering committee, (serving as the Resource and Infrastructure Chair) and the Joint Task Force on Teaching Loads (JTfTL). The goal of the Strategic Plan steering committee is to develop the University's 2022-2027 Strategic Plan. The JTfTL charge is to analyze existing instructional load practices and proposed three options for achieving teaching load optimally across the university to both the University Senate and the Cabinet.

### **Assessment Goals**

- Complete the 2020-2021 Consolidated University Operating Budget by early spring 2021.
- Continue to implement changes to the Budget Book as warranted. Provide more budget details by department.
- The Budget Office will continue to design and publish the Budget Book using Adobe In-Design software.
- Successfully complete the 2021-2022 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 campus' expectation of budget transparency.
- Maintain a three year to five-year budget forecast.
- Work with the President and Cabinet members to identify any budgetary actions and possible cost saving measures or revenue opportunities for the university. Keep the President abreast of current budget practices and adapt practices to align with the President's vision.
- 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 once the COS rewrite is accomplished.
- 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.
- Work in conjunction with the Vice President for Finance and Administration in preparing the budget outlook and cash reserves, as well as other financial documents as needed for the University.
- The Budget Office will continue to institute zero-based budgeting for the DIFR Budget.

- The Financial Analyst will continue to serve as Co-chair the Council for Women's Concerns Advisory Board and Credit committee for the SUNY Fredonia Federal Credit Union. She will also begin to serve as the Accounting, Budget & Bursar, (ABB) Treasurer as well serve on the Senate-appointed committee to review the division of Finance and Administration.
- The Budget Director will continue to serve on the Information Technology Advisory Board (ITAB), EAB's Financial Sustainability Collaborative, the Joint Task Force on Teaching Load and the Campus's Strategic Plan Steering Committee. The Budget Director will provide data analysis as needed for each one of these initiatives.
- The Budget Director was to continue to work in collaboration with EAB, and Academic Affairs, to validate financial information for the Educational Advisory Board (EAB) Academic Performance Solutions (APS) data sets.
- Work in conjunction with Finance and Administration personnel 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 including implementing the new compression/equity portion of the award.
- Maintain spreadsheet to track labor costs and lost opportunities associated with COVID-19.
- Complete weekly COVID reports for System Administration and assist in identifying uses of Federal Stimulus funds. Complete and provide data on Fredonia's FEMA request for reimbursement due to the COVID pandemic
- The Financial Analyst will coordinate the efforts in gathering information to submit the requests for Information (RFI) as well as the Request for Proposal of New York State education Department ( NYSED) in hosting three of their New York State Summer School for the Arts (NYSSSA )programs
- Work in conjunction with the President and Planning and Budget to come up with a plan to successfully and systematically reduce the institutional budget shortfall.



## 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, winter session (J-term), 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, FTE percentage, and appointment type for all state and graduate assistant employment. For Student Assistant and College Work Study, the Payroll Office is responsible for all appointment and new hire paper work, verifying accuracy and entry, establishing vacant lines for appointment, monitoring appropriate rate increases and over-the-max rates, and processing 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: Kathy Holland; in back from left to right: Sue Cortes, Tammi Moloney and Ruth Phillips*

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

- Assists with the completion of payroll related employment forms, such as tax withholding, 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 (retiring in July 2021), a Payroll Examiner 1, and an Office Assistant 2. Student temporary service also provides assistance.

## Accomplishments

- Produced biweekly payrolls for State and Graduate Assistant payees totaling \$44,204,885.89. This resulted in 1,953 paychecks and 19,313 direct deposit advices. There were also 4,473 miscellaneous payment entries (Overtime, overtime meals, inconvenience pay, pre-shift, holiday pay, hourly time entries). There were also 1,207 deduction entries processed.
- Produced biweekly payrolls for Student Assistant and College Work Study payees totaling \$908,566. 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.
- Contributed and participated in New Hire Orientations for new faculty.
- Processed 2,386 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. All campus appointments, terminations, and changes in status are routed through Payroll Services for State and Grad Assistant employees.
- Processed the New York State minimum wage increases to all Student Assistant and College Work Study employees.
- Continued maintenance of the COS system by managing user, department, hierarchy, and coding changes for this campus-wide application.
- For time and attendance purposes, the number of FMLA cases and the need for greater monitoring of leaves approved from Human Resources, requires a great deal of tracking and follow-up time. Payroll continues to monitor for COS completion, transaction entry into SUNY HR, and accurate time record completion. Payroll also provides verification the employee has met the required number of worked hours for eligibility. Continued administering all time and attendance policies for all faculty and staff, including the monitoring of timely submission of records.
- Completed the conversion of all CSEA employees in all divisions to the online Time and Attendance system (TAS).
- Verified all UUP 2020, Discretionary, and compression salary increases/awards, as prepared by the Budget Office, for the accurate entry for file upload to the employee's salary record.
- Increased the promotion of the Direct Deposit program to our Student Assistant and College Work Study employees, especially with OSC mailing paper checks directly to the home address. Continued to provide assistance with sign-up resulting in student assistant direct deposits at 87% and work study direct deposits at 83%.
- Continued 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.
- Worked with the Assistant Director of Residence Life to coordinate the pay periods in which to pay the Resident Assistant stipends and coordinate their appointment paperwork so that they could all be paid timely and accurately.

- Continued auditing and tracking of all Extra Service payments to ensure full-time employees are under the 20% of salary maximum rule. Ensure payments were entered and paid correctly to the COS extra service form.
- With rapidly changing information, we navigated information coming in from GOER, SUNY, and Human Resources regarding leaves, quarantines, special pay codes, special time and attendance and leave codes and communicated information to employees. This has been an enormous new requirement. Payroll created new COS action codes to be used when an employee is out on different quarantine reasons. Payroll communicated the proper way to complete time records. Based on incorrect information we were given regarding the use of FEPSLA, GOER, and Covid leave sequencing and coding during the first 8 months of these leave benefits, we had to work with Human Resources to correct the transactions of approximately 40 employees in both SUNY HR and Payserv systems. We then had to unapprove, audit, and correct 550+ time records to reflect the correct Covid leave coding. Payroll continues to have to advise, monitor, and track that transactions and time records happen correctly and that we are provided with the correct information we need from other offices to ensure attendance and payroll is accurate.
- With many individuals and offices closed and telecommuting, Payroll Services remained open and staffed. Without missing any deadlines and without errors, Payroll smoothly continued our services without interruption, despite the changes required in order to work with those who were/are telecommuting. This included the mass communication and answers to questions about the use of Direct Deposit reactivation, instructions and communication on the Self-Service portal for viewing paychecks, and other tools to help our faculty and staff remain in a remote/telecommuting environment.
- Successfully navigated a complete OSC upgrade to the Payserv payroll system. This created changes with Direct Deposit requirements, and additional work for Payroll due to the elimination of previous banking information from the system so we were unable to see previous information in order to process Direct Deposit Reactivations due to eliminated data. We then had to either pull the employee file from the 5<sup>th</sup> floor file room (if time permitted) or request the employee complete a new full-detailed Direct Deposit form.
- The Payserv upgrade also greatly changed the retirement processing panels and the elective savings plan panels, separating them into 2 processes. Payroll is now required to calculate and enter the Employer arrears, in addition to the Employee arrears when we receive a late enrollment entry to do.
- Successfully implemented the use of Virtru for encrypted email use, in order to continue uninterrupted services for our employees who continue to telecommute, and to increase security measures for fraud prevention.
- Communicated the newly created paid Leave benefits of Time Off to Vote, and Covid Vaccine leave. This generated a great deal of questions to answer, as well as additional items to monitor and track.

## **Statistical Data**

As a measure of accuracy in processing payrolls, through the use of available reporting tools, the Payroll Office is able to individually report that our number of late terminations decreased from 3 to 1. 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 decreased slightly from 24 last year to 21 this reporting year. This will be a goal to see this reduced even further 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 affects the amount of retroactive pay that is required to be calculated and submitted to the State Comptroller's Office manually.

Corrective measures 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. Additionally, we administer all time and attendance functions, rules, and monitoring.

### **Assessment Activities**

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

Communication of COS deadlines to campus departments in order to avoid late appointments, late terms, etc.... which create overpayment or late payment situations and affect our SUNY report card results on these items.

Assess the number of new direct deposit records to monitor our efforts to push the Direct Deposit program, and the subsequent marketing and use of the Self Service tools available.

### **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 and available.

- 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.
- 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.
- Continue to lobby for 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 and state enrollment in direct deposit.
- Continue the proactive handling of student payroll processes by reaching out to the students and their supervisors when they are missing pieces of their new hire paperwork, with the goal of more timely appointments to payroll. Often their supervisors give their students inaccurate information on what they need to do, what documents they need, etc.
- Continue new/additional audit measures for greater checks and balances for Direct Deposit, tax withholding, and paycheck deduction entries.
- Increase and continue fraud prevention measures and awareness of payroll staff as new schemes and attempts at fraudulent requests are increasing for campus payroll offices.
- 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.
- Continue tracking and monitoring the proper coding and transactions for Quarantine leaves for state employees (regular and student) as they have a direct effect on Payroll and Time and Attendance with regard to use of accruals, paid or unpaid status, etc.

## 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 paper requisitions for payment in the Financial Management System and reviewing payment requests in FredMart; reviewing and processing standard requisitions into purchase orders, change notices, and when necessary, cancelations in FMS and FredMart; furniture purchases; review of office supply orders with various office supply vendors in FredMart; ensure the best pricing available for all procurements. We input to and obtain vendor information from the State Financial System and FredMart. In the review of requisitions, we provide expertise relevant to contract applicability, cost effectiveness, 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.



*From left to right: Joan Schnur, Carol Smith and Shari Miller*

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 as well as branding procedures are followed, software and contract services procedures are followed, and information technology procedures are followed; dissemination of information from the Office of General Services (OGS) website for “P” contracts and SUNY wide 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, an Office Assistant 3 (OA3), an Office Assistant 1 (OA1), and one Student Assistant (SA).

## Significant Accomplishments

- With the continued pandemic, the Purchasing Department moved all operations remote in March and operated with a mostly remote campus to the end of the fiscal year. At the time of moving to remote, all procurement cards (pcards) were turned off and a spending freeze was put in place. Though we opened pcards for emergency purchases and for those vendors that would not accept a state issued purchase order.
- 103 procurement card holders with 1,528 transactions, totaling \$710,781.
- Added/updated approximately 175 vendors in the Statewide Financial System (SFS) and guided 80 vendors to SFS Self Service with information changes.
- Purchasing Department employees attended various conferences and workshops during fiscal year 2020-2021, mostly virtual. The Purchasing Department also participated in System Administration webinars, and virtual training sessions provided by eCornell and various other organizations.
- 479 purchase orders were created totaling \$3,501,777.
- Purchasing Department staff have a presence in the Secretarial/Clerical Professional Development Committee, SUNY Fredonia Federal Credit Union Credit Committee, EAP Committee, Fredonia Sustainability 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.
- Continued working with MWBE vendors towards the SUNY wide goal of 30% and with Service Disabled Veteran Owned Businesses towards the State set aside of 6%.

## Statistical Data

- Please refer to the last page of the Purchasing Department section for the Purchasing Volume Report for fiscal year 2020-2021. Research Foundation transactions are no longer a function of the Purchasing Department, therefore are no longer included in the Purchasing Volume Report.

## 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 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, which was not held this year due to the pandemic. 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 presenting purchasing workshops to include procurement cards, Trademarks and Licensing procedures, Information Technology procedures, and other relevant purchasing issues, policies, and practices.
- Continue working with SUNY System Administration on the Fredonia Citibank VISA Procurement Card program, web procurement, and the implementation of an eProcurement system (SciQuest/Jaggaer).
- 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.
- Continue strengthening 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 strengthening MWBE relationships and developing relationships with New York Certified Service Disabled Veteran Owned Businesses.



## 2020-2021 Purchase Order Volume Report

|                    | 2020 - 2021 |                        | 2020 - 2021        |                      | 2020 - 2021 |                        | 2020 - 2021  |                          | TOTAL STATE PURCHASES |                        |
|--------------------|-------------|------------------------|--------------------|----------------------|-------------|------------------------|--------------|--------------------------|-----------------------|------------------------|
|                    | ORDERS      |                        | VOIDED/REQUISITION | REQUISITIONS         |             | VISA                   |              | PO's, REQUISITIONS, VISA |                       |                        |
| DATE               | NO.         | AMOUNT                 | NO.                | AMOUNT               | NO.         | AMOUNT                 | NO.          | AMOUNT                   | NO.                   | AMOUNT                 |
| JUL. 20            | 48          | \$ 281,313.81          | 9                  | \$ 1,545.00          | 58          | \$ 71,879.13           | 116          | \$ 50,334.17             | 231                   | \$ 405,072.11          |
| AUG. 20            | 118         | \$ 931,143.14          | 9                  | \$ 5,620.00          | 37          | \$ 56,430.63           | 125          | \$ 81,566.26             | 289                   | \$ 1,074,760.03        |
| SEP. 20            | 89          | \$ 543,730.24          | 12                 | 72.80                | 31          | \$ 91,082.63           | 159          | \$ 58,552.62             | 291                   | \$ 693,438.29          |
| OCT. 20            | 62          | \$ 795,195.09          | 13                 | 60,634.00            | 31          | \$ 61,236.42           | 134          | \$ 62,647.24             | 240                   | \$ 979,712.75          |
| NOV. 20            | 27          | \$ 126,485.80          | 8                  | 312.26               | 28          | \$ 16,281.34           | 103          | \$ 76,508.59             | 166                   | \$ 219,587.99          |
| DEC. 20            | 34          | \$ 162,146.08          | 6                  | -                    | 21          | \$ 17,630.04           | 96           | \$ 36,452.19             | 157                   | \$ 216,228.31          |
| JAN. 21            | 17          | \$ 318,881.49          | 8                  | 850.20               | 11          | \$ 16,223.92           | 124          | \$ 46,752.59             | 160                   | \$ 382,708.20          |
| FEB. 21            | 37          | \$ 119,131.58          | 20                 | 110.00               | 20          | \$ 110,285.91          | 175          | \$ 37,942.70             | 252                   | \$ 267,470.19          |
| MAR. 21            | 21          | \$ 55,417.12           | 3                  | -                    | 15          | \$ 23,321.25           | 159          | \$ 57,429.70             | 198                   | \$ 136,168.07          |
| APR. 21            | 12          | \$ 59,393.01           | 3                  | 2,101.04             | 10          | \$ 13,551.84           | 109          | \$ 66,915.32             | 134                   | \$ 141,961.21          |
| MAY. 21            | 2           | \$ 17,249.28           | 3                  | -                    | 4           | \$ 11,113.05           | 116          | \$ 85,501.70             | 125                   | \$ 113,864.03          |
| JUN. 21            | 12          | \$ 91,689.91           | 2                  | 687.97               | 6           | \$ 14,546.50           | 112          | \$ 50,177.83             | 132                   | \$ 157,102.21          |
| <b>YTD 20 - 21</b> | <b>479</b>  | <b>\$ 3,501,776.55</b> | <b>96</b>          | <b>\$ 71,933.27</b>  | <b>272</b>  | <b>\$ 503,582.66</b>   | <b>1,528</b> | <b>\$ 710,780.91</b>     | <b>2,375</b>          | <b>\$ 4,788,073.39</b> |
| <b>YTD 19 - 20</b> | <b>683</b>  | <b>\$ 6,076,276.17</b> | <b>265</b>         | <b>\$ 879,019.39</b> | <b>624</b>  | <b>\$ 1,107,204.97</b> | <b>3,851</b> | <b>\$ 915,108.40</b>     | <b>5,423</b>          | <b>\$ 8,977,608.93</b> |

## 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



*From left to right: Lynn Bowers, Wendy Decker, Pat Ippolito, Mindy Ostrander, Angie Astry and Megan Mackowiak*

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.

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.

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 was staffed with a Director, an Assistant Director, a part-time Revenue Accountant, an Administrative Aide, a full-time Office Assistant 2, a part-time Office Assistant 2's, and a part-time Secretary 1.

## Significant Accomplishments

- The Student Accounts Office successfully submitted the 1098-T on time and they were mailed to students prior to the January 31<sup>st</sup> IRS deadline. The forms submitted excluded the CARES funds that students received in compliance with SUNY's request and federal guidelines.
- 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.
- Continued 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.
- Throughout the past year, we received 25 payments through Flywire totaling \$192,817. Students that have utilized the service have been pleased with the ease of making their international payment.
- 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.
- Served on the PCI Compliance Committee and this year we submitted our completed Self-Assessment Questionnaires again. We continue to work on PCI compliance across campus.
- The Student Accounts Office completed all COVID credits from the Spring 2020 semester. Unfortunately, some students didn't respond to our initial requests so the process took longer than we hoped.
- Throughout the past year, we have worked very closely with IT, the Registrar's Office, Financial Aid, and Academic Advising to continue the administration of Excelsior. We continue to wait for HESC to process the COVID affected Excelsior students. We have updated the HESC system as necessary and hope these are soon processed so that their accounts will reflect the Excelsior they're eligible for in 2020-21.
- Throughout the past year, we outreached to students that had an Estimated TAP award on our system and encouraged them to complete their TAP application so we could receive those funds and assist them in paying their bill.
- Throughout the past year, we have worked closely with Jamestown Community College (JCC) on the Destination to a Dream program. We have billed JCC for the student's room, meals, and fees that were assessed. Additionally, since not all students paid on time, we have followed up with JCC to reconcile what is still outstanding and request funds for those outstanding balances as they get paid. Unfortunately, this process is manual to bill and track. 2020-21 was the last year for the program, but we continue to track those students with unpaid balances in hopes of receiving our funds.
- Successfully disbursed and refunded the CARES and HEERF II funds to students.
- We manually certified all students that were eligible for Excelsior and COVID affected for Spring 2020. Unfortunately, we couldn't certify them utilizing file transfers as we typically do and needed to manually enter each field in the HESC site for certification. We continue to wait for these accounts to be processed so that we can receive our funds and the affected students will show as eligible for the 2020-21 year Excelsior.
- Assisted KPMG with Student Accounts' information for their audit.

- 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.
- Reconciled all Grad Assist waivers funding and expenditures so Grad Assistants receive timely waivers and it comes from the correct accounts.
- Updated telephone pin codes with both additions, deletions, and department changes all throughout the year and worked closely with department secretaries ensuring pin codes are used correctly as well as eliminated the billing of business pin codes.
- 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 reconciling the Direct Loan Program funds to ensure that loan funds are accurately accounted for in the URAS system.
- 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.

## Statistical Data

The Student Accounts Office produced over 14,247 bills for the Fall 2020 and Spring 2021 semesters, a decrease of 9.9% from last year. As you can see from the chart below, we continued with the additional bill for the Excelsior students that were not eligible for their Excelsior award at the end of the Spring 2020 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>2018-19</b> |                      | <b>2019-20</b> |                      | <b>2020-21</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                          | 4,267          | \$30,976,215.13      | 4,211          | \$31,363,692.61      | 4,063          | \$27,218,950.75      |
| Post Registration                     | 2,267          | 30,976,215.13        | 2,061          | 16,489,024.25        | 1,677          | 12,039,255.15        |
| Audit #1                              | 1,427          | 12,067,814.63        | 1,344          | 11,811,183.09        | 1,117          | 8,447,036.65         |
| Audit #2                              | 1,121          | 10,032,207.01        | 946            | 8,467,691.67         | 828            | 6,498,924.04         |
| Audit #3                              | 440            | 4,110,886.40         | 368            | 3,561,308.02         | 349            | 2,752,844.98         |
| <b>Spring</b>                         |                |                      |                |                      |                |                      |
| Registration                          | 3,913          | 29,894,919.93        | 3,813          | 29,642,023.19        | 3,455          | 25,052,689.22        |
| Post Registration                     | 1,435          | 29,894,919.93        | 1,292          | 10,779,976.56        | 1,201          | 8,914,858.78         |
| Audit #1                              | 833            | 7,255,200.96         | 802            | 7,151,297.92         | 723            | 5,731,813.69         |
| Audit #2                              | 583            | 5,300,590.16         | 594            | 5,444,367.07         | 553            | 4,317,430.70         |
| Audit #3                              | 210            | 1,966,234.71         | 318            | 3,007,333.00         | 218            | 1,811,344.20         |
| Excelsior                             | 79             | 202,676.42           | 66             | 170,604.44           | 63             | 618,445.44           |
| <b>Total</b>                          | <b>16,575</b>  |                      | <b>15,815</b>  |                      | <b>14,247</b>  |                      |

There were 964 students subscribing to the Faculty Student Association (FSA) Debit Account for the Fall and Spring semesters with a billable total of \$503,200, representing a 37.5% decrease in the number of subscribers and a decrease of 38.6% in dollar value. This large reduction is a result of COVID-19 and having fewer students on campus during the 2020-21 academic year.

The Student Accounts Office billed \$ \$457,005.32 for laboratory and class fees for the 2020-2021 academic year, representing a decrease of 12.92% compared to the prior year.

Direct deposit of refunds directly into bank accounts totaled 7,914 for \$10,821,552, an increase of 9.14% in number and an increase of 27.47% in dollar value. We hope to see this continued increase in coming years as we changed the refund check process in 2019-2020.

A total of 6,067 credit card web payments were processed for a total of \$10,830,506 during 2020-2021. In addition, 1,499 WebCheck transactions were processed in the 2020-2021 year for a total of \$3,828,663. Please refer to the following charts for comparative data.

| <b>Web Credit Card Payments</b> |                 |                 |                 |                 |                 |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Month</b>                    | <b>2016-17</b>  | <b>2017-18</b>  | <b>2018-19</b>  | <b>2019-20</b>  | <b>2020-21</b>  |
| <b>July</b>                     | \$958,946.28    | \$599,905.83    | \$534,321.63    | \$600,717.89    | \$48,663.52     |
| <b>August</b>                   | 4,049,258.50    | 3,395,945.87    | 3,655,777.22    | 3,306,751.46    | 3,542,106.67    |
| <b>September</b>                | 685,263.08      | 1,016,360.19    | 789,474.14      | 818,113.69      | 703,050.27      |
| <b>October</b>                  | 806,757.86      | 754,684.83      | 699,451.87      | 798,590.52      | 578,272.61      |
| <b>November</b>                 | 250,946.39      | 237,538.78      | 371,493.02      | 319,415.76      | 350,970.20      |
| <b>December</b>                 | 1,080,119.33    | 936,781.52      | 1,038,112.98    | 958,988.09      | 237,003.92      |
| <b>January</b>                  | 3,435,199.26    | 2,960,103.38    | 2,831,638.88    | 2,794,150.88    | 2,961,739.59    |
| <b>February</b>                 | 608,728.14      | 706,560.45      | 783,556.61      | 710,992.10      | 745,509.20      |
| <b>March</b>                    | 706,664.73      | 627,859.26      | 741,523.85      | 535,554.88      | 607,217.74      |
| <b>April</b>                    | 422,164.74      | 310,751.45      | 289,529.17      | 378,631.64      | 433,600.86      |
| <b>May</b>                      | 132,116.77      | 331,183.59      | 283,116.81      | 64,050.84       | 413,185.72      |
| <b>June</b>                     | 61,342.09       | 91,121.91       | 108,387.85      | 94,479.52       | 209,186.07      |
| <b>Total</b>                    | \$13,197,507.17 | \$11,968,797.06 | \$12,126,384.03 | \$11,380,437.27 | \$10,830,506.37 |
| <b>Net Increase/Decrease</b>    |                 | <b>-9.31%</b>   | <b>1.32%</b>    | <b>-6.15%</b>   | <b>-4.83%</b>   |

| <b>Webcheck Payments</b>     |                |                |                |                |                |
|------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Month</b>                 | <b>2016-17</b> | <b>2017-18</b> | <b>2018-19</b> | <b>2019-20</b> | <b>2020-21</b> |
| <b>July</b>                  | \$320,584.40   | \$249,256.05   | \$198,086.60   | \$250,220.20   | \$12,178.50    |
| <b>August</b>                | 1,537,188.27   | 1,259,206.77   | 1,378,155.60   | 1,303,486.78   | 1,246,735.20   |
| <b>September</b>             | 316,157.03     | 369,032.28     | 338,036.74     | 284,192.64     | 292,708.85     |
| <b>October</b>               | 310,150.41     | 314,711.33     | 226,930.47     | 270,086.42     | 252,399.02     |
| <b>November</b>              | 76,407.15      | 62,796.01      | 139,280.65     | 100,375.02     | 64,275.94      |
| <b>December</b>              | 414,365.81     | 314,301.02     | 342,736.04     | 345,944.19     | 45,459.83      |
| <b>January</b>               | 1,233,974.13   | 1,204,327.12   | 1,125,254.74   | 1,036,817.96   | 1,248,545.46   |
| <b>February</b>              | 246,182.04     | 262,958.12     | 286,813.21     | 213,786.55     | 208,937.83     |
| <b>March</b>                 | 291,934.31     | 290,683.74     | 256,846.34     | 238,962.01     | 212,646.11     |
| <b>April</b>                 | 107,150.88     | 101,722.50     | 75,068.26      | 173,025.20     | 86,641.68      |
| <b>May</b>                   | 17,918.66      | 66,213.39      | 56,432.11      | 92,146.14      | 96,689.45      |
| <b>June</b>                  | 16,960.39      | 16,934.27      | 30,894.17      | 54,159.09      | 61,444.88      |
| <b>Total</b>                 | \$4,888,973.48 | \$4,512,142.60 | \$4,454,534.93 | \$4,363,202.20 | \$3,828,662.75 |
| <b>Net Increase/Decrease</b> |                | <b>-7.71%</b>  | <b>-1.28%</b>  | <b>-2.05%</b>  | <b>-12.25%</b> |

During the 2020-2021 fiscal year, \$83.15 million of collected revenue and \$26.4 million of cash disbursements were accounted for within the University Revenue Accounting System. These figures represent a 11% decrease in collections and a 4.48% decrease in cash disbursements from last year. Please refer to the following chart for comparative data.

| <b>CASH COLLECTIONS</b>    |                     |                     |                      |                |
|----------------------------|---------------------|---------------------|----------------------|----------------|
|                            | <b>2019-2020</b>    | <b>2020-2021</b>    | <b>Change</b>        | <b>Percent</b> |
| Tuition                    | \$32,777,505        | \$30,182,996        | -\$2,594,509         | -7.92%         |
| College Fee & Student Fees | \$7,372,717         | 6,215,168           | (1,157,549)          | -15.70%        |
| Campus Debit Card          | \$797,094           | 505,899             | (291,196)            | -36.53%        |
| Residence Hall Rental      | \$14,052,632        | 10,852,752          | (3,199,880)          | -22.77%        |
| Food Service               | \$9,366,455         | 7,212,488           | (2,153,967)          | -23.00%        |
| IFR Receipts               | \$1,468,637         | 1,822,454           | 353,817              | 24.09%         |
| Disbursements              | \$27,600,065        | 26,362,610          | (1,237,455)          | -4.48%         |
| <b>Total</b>               | <b>\$93,435,105</b> | <b>\$83,154,366</b> | <b>-\$10,280,739</b> | <b>-11.00%</b> |

|                         |           |            |           |         |
|-------------------------|-----------|------------|-----------|---------|
| Laboratory & Class Fees | 524,794   | 457,005    | (67,789)  | -12.92% |
| Direct Deposits \$      | 8,489,286 | 10,821,552 | 2,332,266 | 27.47%  |
| Direct Deposits #       | 7,251     | 7,914      | 663       | 9.14%   |

## 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.

The Student Accounts Office continues to assess holds and notify students in advance of registration for the upcoming semester. Unfortunately, due to staffing reductions, we are no longer able to reach out to students with balances due individually as we used to in an attempt to assist and reduce our accounts receivable.

We were able to promote our Office Assistant 2 to the Administrative Assistant 1 position and hire a full time Office Assistant 2 as the cashier, but the Administrative Assistant 1 has since taken a position in the Financial Aid Office. Our hope is to promote the current Office Assistant 2 to Administrative Assistant 1 and hire another Office Assistant 2.

We continue to work with the campus as a whole to maintain PCI compliance and are active members of the PCI Compliance Committee. Our Self-Assessment questionnaires are submitted during the fall to Elavon.

1098-T forms were successfully sent to students prior to the January 31<sup>st</sup> deadline and ECSI submitted information to the IRS in a timely manner on our behalf. Due to COVID, we didn't bill until January 2021 and it cleaned up 1098-T cross over since future semesters were not included on the 2020 1098-T and made it easier for families to understand. We are considering continuing with this model in the future.

We have worked closely with IT, the Registrar's Office, Academic Advising, and Financial Aid throughout the past year to administer Excelsior at Fredonia. Our group continues to meet on a weekly basis to continue our planning and preparation for notifying students of their ineligibility or potential ineligibility, as well as making sure that we are getting all students paid as soon as possible. This past summer we decertified all students that did not meet their 30 credit hour requirement after the Spring 2021 semester and billed all of those students. Students that were taking credit hours at Fredonia during the Summer 2021 were kept as pending until after their summer courses were completed and we could either certify or decertify.

Working with International Education, we assess charges and bill any students enrolled in their ESL Program. For each of these students, International Education tells us how much to assess in ESL Tuition, and we calculate how much needs to be assessed in the College Fee and Student Services and Programs Fees. The assessment of the ESL Tuition and Fees is manual and if the student isn't registered for credit bearing courses, an additional eBill must be generated for that population.



With the implementation of the Destination to a Dream (D2D) agreement with Jamestown Community College (JCC), we manually track the student's room and meal account amounts and notify JCC so they can add these to the student's semester bill. Then we work closely with JCC's Business Office to determine the amount that we should bill JCC for the students' fees, room, and meals. A manual bill is generated to JCC to request payment for the portion that's owed to Fredonia. JCC pays us based on what the students have paid them, so we then track the amount that we have been paid for each student and what is still owed to Fredonia. On a regular basis we touch base with JCC to determine if they have received any additional payments. The 2020-21 academic year was the last year of the program, although we continue to track payments on those that are delinquent.

We have successfully implemented a shared drive with Financial Aid and Student Accounts for processing withdrawals. Once a calculation is completed, it's put into the drive so that Financial Aid is able to see it immediately and return the funds for the student. Additionally, the Administrative Assistant 1 is able to see it so that they can generate a letter and bill the student.

We successfully applied and refunded students that were awarded the CARES and HEERF II funds.

All 2020-2021 URAS biannual reports, as well as the annual report, were submitted to System Administration prior to the due date using the new URAS web application. 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 dorm regulations.

Monitored the M&T Bank monthly bank statement and M&T Bank, American Express and Elavon merchant charges for accuracy.

Reconciled the M&T Bank monthly bank statement to assure bank records and campus records agree and make necessary adjustments as necessary.

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 as requested by SUNY.

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. Additionally, this year we had to ensure that all Federal COVID refunds were cashed and if not contact the students. All of the CARES refunds were cashed and we're currently working with a few students on the HEERF II funds.

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 16%; charges for all other banking services decreased 7% (please refer to the following chart). 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.

Send dormitory funds to NYS Tax and Finance biweekly as well as monitor KeyBank and BNY statements for accuracy.

| Bank Invoice Charges<br>Comparison<br>Years 2019-2020 and 2020-2021 |                  |                  |            |                    |
|---|------------------|------------------|------------|--------------------|
|   | 20/21            | 19/20            | Inc/Dec    | Percentage Inc/Dec |
| July  | 2,986.88         | 2,245.08         | 741.80     | 33%                |
| August  | 3,484.91         | 3,023.59         | 461.32     | 15%                |
| September   | 4,364.21         | 4,109.26         | 254.95     | 6%                 |
| October   | 3,500.19         | 4,686.24         | (1,186.05) | -25%               |
| November  | 3,407.85         | 4,115.73         | (707.88)   | -17%               |
| December  | 2,474.77         | 3,093.21         | (618.44)   | -20%               |
| January   | 2,868.45         | 3,182.62         | (314.17)   | -10%               |
| February  | 3,604.01         | 4,882.41         | (1,278.40) | -26%               |
| March   | 4,393.63         | 3,941.04         | 452.59     | 11%                |
| April   | 3,384.89         | 2,766.36         | 618.53     | 22%                |
| May   | 3,465.69         | 3,776.91         | (311.22)   | -8%                |
| June  | 2,560.45         | 3,730.81         | (1,170.36) | -31%               |
| <b>TOTAL</b>  | <u>40,495.93</u> | <u>43,553.26</u> | (3,057.33) | -7%                |

| Merchant Charges | 20/21             | 19/20             | Inc/Dec           | Percentage Inc/Dec |
|------------------|-------------------|-------------------|-------------------|--------------------|
| Elavon           | 187,726.25        | 222,243.20        | (34,516.95)       | -16%               |
| Amex             | <u>17,036.31</u>  | <u>21,998.03</u>  | <u>(4,961.72)</u> | -23%               |
| <b>TOTAL</b>     | <u>204,762.56</u> | <u>244,241.23</u> | (39,478.67)       | -16%               |

## 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.
- Our hope is that we will be able to promote our full time Office Assistant 2 to the Secretary 1 position and hire a full time Office Assistant 2 as the cashier to replace her.
- As a member of the PCI Compliance Committee, continue working with Campus Guard and IT to assist Student Accounts and the campus community in remaining PCI compliant. Submit Self-Assessment Questionnaires for the campus merchant ID's with Elavon annually.
- Continue to work with IT, the Registrar's Office, Academic Advising and Financial Aid on Excelsior. Continue to fine-tune our process to certify/decertify student and then bill the decertified students in a timely manner. Additionally, continue to track and ensure the students affected by COVID for Spring 2020 are processed for the 2020-21 year for Excelsior.
- Work with International Education to assess charges and bill any students that are enrolled in the ESL Program.
- Continue to track Destination to a Dream students with a balance due with Jamestown Community College. If the students don't pay, we may need to consider sending them to collections.
- Work with IT to set up a phone tree to answer common questions and provide the option to transfer to Financial Aid and ITS Service Center to reset their PIN.
- Apply, issue refunds and mail checks for those who are awarded HEERF III funds.
- Issue 1098-T's with the exclusion of Federal COVID funds.
- Continue monitoring the accuracy and timeliness of the URAS reports as well as sending them through the new URAS web application.
- 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 as requested by SUNY.
- Continue reconciling our records with the Attorney General's records for accuracy as needed.
- Continue notifying students more frequently for old uncashed checks. Also ensure students being sent to collections don't have uncashed checks. Closely monitor the uncashed checks for HEERF II and HEERF III.
- Reconcile the Grad Assistantship records for accuracy.
- Send dormitory funds to NYS Tax and Finance biweekly.

## 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.



*From left to right: Alicia Klepfer, Sandy Noble and Jody Myers*

The University Accounting Office administers FREDmart, Business Intelligence and 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.

The University Accounting Office is responsible for updating employee leave status in the Statewide Financial System (SFS). Additionally, the University Accounting Office is responsible for tracking all OTPS expenditures and updating the weekly SUNY COVID-19 report submitted every Wednesday.

The University Accounting Office agreed to take-on the responsibilities of implementing the SUNY-wide eProcurement software known as SciQuest/Jaggaer and/or FREDmart. In March 2016, Fredonia was 1 of the 7 Western New York Purchasing Consortium campuses that signed a Memorandum of Understanding (MOU) with SUNY to develop and implement the eProcurement software. University Accounting devoted a substantial amount of time and energy to put Fredonia back on-track with SUNY's implementation timeline. After creating rules, roles and workflows. Uploading users, departments and account numbers and testing; the University Accounting Office began rolling out FREDmart in production on September 18, 2020 and completed the campus-wide basic training for all departments within 10 months. FREDmart will eliminate paper requisitions and reduce the use of procurement cards.

During the 2021-2021 fiscal year, the University Accounting Office was staffed by the Director and 1 Office Assistant 2 (calculations) and .5 Office Assistant 2 (clerical).

### **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 trained, within 10 months, all departments to place orders through FREDmart. And Fredonia was the only SUNY campus to utilize the Honorary Form.
- The Director of University Accounting continues to be a member of the SciQuest/Jaggaer implementation team and is Fredonia's Campus Administrator.
- 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 in the State travel policy, Business Intelligence, SUNY FMS and FREDmart. 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 2020-2021 fiscal year, 4,079 State vouchers were processed for payment totaling over \$14.4 million. Compared to last year, these figures represent a 17% decrease in the number of State vouchers processed with a 12% decrease in the dollar value of State voucher payments.

The total number of Non-Employee Travel (NET) and Travel Cards on campus was 156, which represents a decrease of 5% in total number of cards, due to COVID-19 and the elimination of Assistant Coaching staff.

SUNY System Administration conducted a NET card audit in March 2020. The audit findings included new directives that NET cardholders cannot "share" their credit cards with any other employee. All transactions added to a credit card, must be authorized by the person whose name is embossed on the card and the total number of NET cards at Fredonia is to be reduced.

All travel was suspended in March 2020 due to COVID-19 and all credit cards were suspended. Travel for athletic teams, student recruitment and retention resumed, on a limited basis, in March 2021. Throughout the 2021-2021 fiscal year, Travel and Non-Employee Travel (NET) Card transactions were suspended and had limited usage, so what was processed was abnormally low, which resulted in a net result of a credit in the amount of (\$1,611).

| Travel Cards |              | NET Cards   |              |
|--------------|--------------|-------------|--------------|
| Jul-20       | (\$13.00)    | Jul-20      | (\$4,762.29) |
| Aug-20       | (\$1,020.20) | Aug-20      | \$0.00       |
| Sep-20       | \$207.37     | Sep-20      | (\$465.16)   |
| Oct-20       | \$119.56     | Oct-20      | \$0.00       |
| Nov-20       | \$0.00       | Nov-20      | \$0.00       |
| Dec-20       | \$197.63     | Dec-20      | \$0.00       |
| Jan-21       | \$0.00       | Jan-21      | \$79.00      |
| Feb-21       | \$58.25      | Feb-21      | \$0.00       |
| Mar-21       | \$40.92      | Mar-21      | \$0.00       |
| Apr-21       | \$0.00       | Apr-21      | \$168.25     |
| May-21       | \$25.03      | May-21      | \$161.95     |
| Jun-21       | \$787.84     | Jun-21      | \$2,804.30   |
| Grand Total  | \$403.40     | Grand Total | (\$2,013.95) |

## 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 and use of the SUNY BI Web accounting application.

### 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. For the second year in a row, there were no duplicate payments. There was one Refund of Appropriation due to an overpayment in the new Jaggaer software.

## **Assessment Goals**

- Continue paying vendors in a timely manner to avoid costly interest penalties.
- Continue monitoring for duplicate invoice payments.
- Continue implementing enhancements in the SUNY Jaggaer eProcurement software.
- Continue participation in the SUNY BI and Jaggaer Taskforces.
- Continue training workshops to assist departmental personnel in understanding the budget and accounting systems, and the proper completion of related paperwork.
- Continue adding 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, campus environmental sustainability, and emergency planning and preparedness. 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 as well as emergency preparedness including developing response plans and providing training to campus groups and departments. EH&S&S is located in Hendrix Hall.



*Front, from left to right: Cynthia Dietzen, and Sarah Laurie;  
in back: Charles Holder, and Alicia Schneider*

## 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. EH&S&S also drafts campus-wide plans for responding to emergencies. During the 2020-2021 year EH&S&S also played a vital role in planning and response to the COVID-19 pandemic.

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.
- Develop, maintain and implement the campus Emergency Response Plan.
- Oversee training and functionality of the campus Incident Management Team as well as other key campus individuals and departments as they pertain to 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.
- Oversee and manage the campus FredRide carpooling program.
- Complete reports for Executive Order 4 and 18, NYS Environmental Self-Audit, DERA, CLERY, Part 2014, Annual Hazardous Waste, Pesticide Applicator, Cooling Tower Inspection, and other required reports.
- Serve on various COVID-19 response committees.
- Administer the Campus COVID-19 Surveillance Pool Testing Program

In fiscal year 2020-2021 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, acts as the campus Code Compliance Officer, and is the designated Campus Safety Monitor for COVID-19. A part-time Fire Systems and Codes 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 part-time Emergency Planning Coordinator develops a robust campus Emergency Response Program and oversees employee training on emergency planning and response. The Emergency Planning Coordinator was temporarily made full time and designated as the Surveillance Pool Testing Coordinator. A shared part-time Secretary provides the administrative support for the department including procurement processes, paperwork, and general office support.

### **Significant Accomplishments**

- Inspected, tagged, and serviced over 1,200 fire extinguishers, 855+ pull stations, and 111 AED's located throughout the campus.
- Conducted 57,493 surveillance pool tests for campus students and employees.
- 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. For the 2019-2020 year the campus received fewer than 200 violations.
- Chaired and participated in several campus committees including the campus Reopening Steering Committee, Sustainability Committee, CSEA Labor Management, Radiation Safety, and Campus Safety Committee.
- Completed required safety training for key campus constituencies including Hazard Communication/Right-To-Know training for the Faculty Student Association and Fire Safety training for Residence Life Directors and Assistants in conjunction with the Office of Fire Prevention and Control.

## 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

- Participated in daily check-in calls and zoom conferences with SUNY Administration to receive updates on COVID-19 related guidance. Coordinated pandemic response with key campus stakeholders and monitored compliance with federal, state, and SUNY requirements.
- Tracked surveillance testing compliance for over 3600 individuals.
- Provided in-person and remote 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 519 members registered.
- Handled the annual NY State Fire Inspection and maintained oversight of citations to ensure timely correction of all issues.

### Assessment Goals

- Assist the campus with COVID-19 planning and response
- Oversee campus-wide COVID-19 surveillance testing
- Streamline and organize the safety inspection process for fire extinguishers, AED units, and eyewash stations.
- Supervise the decommissioning and removal of underground petroleum storage tanks.

# **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.



*From left to right: Gretchen Fronczak, Markus Kessler, Cynthia Dietzen and Kenneth Schmitz*

### 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 half-time Office Assistant provides the necessary administrative support required of the department and all associated activities.

### Significant Accomplishments

The 2020-2021 Annual Report for the Facilities Planning Department highlights many accomplishments including:

- Completed construction of Houghton Hall Rehabilitation Phase II Project
- Completed construction of Reed Library Exterior Rehabilitation Project
- Completed construction of the Solar PV Project (working with the New York Power Authority)
- Began construction of Houghton Hall Phase III Animal Colony Project
- Began construction of Houghton Hall Phase IV Math Fit-out Project
- Began construction of Maytum/Reed/Mcewen Plaza Rehabilitation Project

## 1. Academic/Administration/Infrastructure Projects

- Studies and Reports:
  - Completed Alumni House – FSA Gifting – currently being reviewed by the Attorney Generals Office
- Planning:
  - SUCF Five-Year Capital Plan
  - Updating SUCF Facilities Master Plan
  - Continue working with SUCF on Interior Rehabilitation Reed Library - Learning Commons
  - Continue working with SUCF on Jewett Hall Rehabilitation (Student One-Stop-Shop Center)
  - Continue working with SUCF on AHU & Controls Upgrade Phase VI RAC Project
- There is 4 projects in the RFQ phase for a total of \$11,000,000
- There is 2 project in the design or bid-ready phase for a total of \$1,930,000.
- There is 6 project in the construction phase for a total of \$21,337,616.
- There were 3 projects completed during this time period for a total of \$23,971,603.

| <b>Capital Projects in RFQ, Design or Bid-Ready</b>     | <b>Capital Projects in Construction</b>                                  | <b>Capital Projects Completed</b>                                   |
|---|--|---|
| Fredonia Emergency Lockdown Door Hardware (bid-ready)   | Houghton Hall Rehabilitation Phase IV Math Fit-out                       | Houghton Hall Rehabilitation Phase II                               |
| Lanford Rehabilitation Phase I – Interior (bid phase)   | Houghton Hall Rehabilitation Phase III Animal Colony                     | Reed Library Exterior Rehabilitation                                |
| Landford Rehabilitation Phase II – Exterior (RFQ phase) | Maytum/Reed/McEwen Plaza Rehabilitation                                  | Dods Hall and McEwen Hall Roof Replacement                          |
| Replace Kirkland Plaza (RFQ phase)                      | Campus Wide ITS Building Life & Safety System and Infrastructure Upgrade | Fredonia Solar PV Array (working with the New York Power Authority) |
| LoGrasso Hall AHU & Ventilation Upgrade (RFQ phase)     | Fuel Tank System Replacement   |   |
| Maytum Hall Roof Replacement (RFQ phase)                | Houghton Hall Phase II Equipment   |   |
|   |  |   |
|   |  |   |
|   |  |   |
|   |  |   |
|   |  |   |

## Academic Major Commissions

- **Houghton Hall Phase II Fit-Out, Phase III Animal Collony and Phase IV Math Fit-Out**

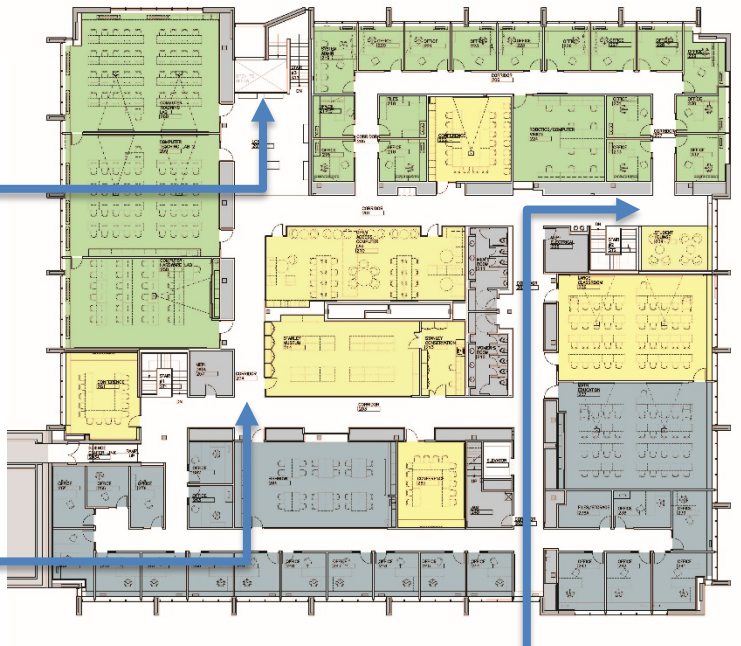


Built in 1968, Houghton Hall is a 74,000 square foot building and is home to various science departments that contain labs, teaching spaces and offices. However, the building lacks flexibility and the diversity of spaces common to contemporary science facilities of today. The building is in need of a 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. Phase III is the construction of an Animal Colony and Phase IV; the final phase consists of the fitout of the remaining space on the second floor for Math and classrooms in the remaining spaces in the basement level. Phase II was completed in Spring 2021, Phase III is scheduled to be completed in Fall 2021 and Phase IV to be completed in Spring 2022.

This \$37,000,000 project was designed by Mitchell Giurgola Architects of New York, NY. Construction began with phase I in the summer of 2019.





- **Maytum/Reed/McEwen Plaza Rehabilitation**



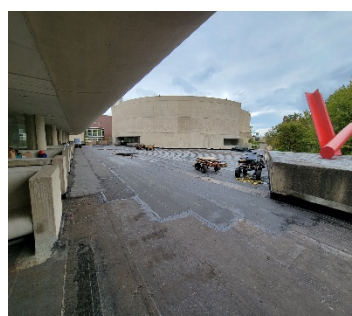
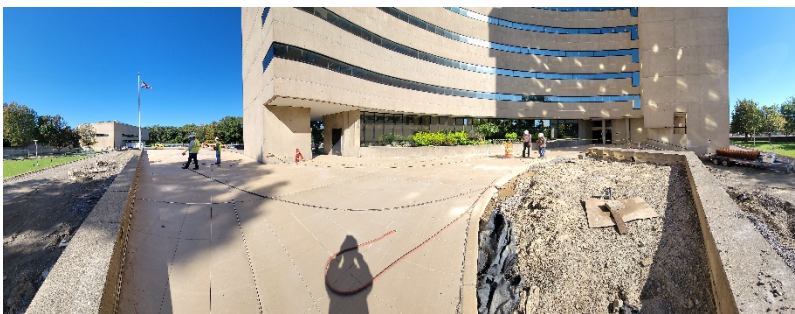
Constructed in 1968, Maytum/Reed/McEwen Plaza is integral to the I.M. Pei & Partners buildings and consists of the campus Spine, Reed stepped plaza, the Amphitheater, Maytum Hall stepped plinth and McEwen's second floor entrance. The large plaza deck was replaced approximately 20 years ago that consisted of a new roofing and paver system; however, the pavers have not held up well and needed constant repair. In addition, the stairs have not held up over the years and have been repaired or sections removed and replaced on many occasions.



While maintaining the original I.M. Pei & Partners vision, this two-year project will replace the roofing system and concrete pavers along Reed Library / McEwen upper plaza and the concrete Maytum Hall upper and lower plaza, as well as provide accessibility to the Reed library / McEwen upper plaza and the amphitheater stage. Lighting will be added within the plaza area, including new handrails. Additional electrical outlets will also be installed, to provide electrical power for various plaza functions.



This \$5,300,000 project was designed by Bell and Spina from Syracuse, New York. Construction is scheduled to be completed the Fall of 2022.



## 2. Residence Life Projects

- Studies and Reports:
  - None
- Planning:
  - Residence Hall Capital Plan
- There is 1 project in the RFQ Phase for a total of \$760,000
- There are no projects currently in the in design phase
- There are no projects currently in the construction phase
- There are no project completed during this time period

| Projects in RFQ, Design or Bid-Ready       | Projects in Construction | Projects Completed |
|--|--------------------------|--------------------|
| Gregory Hall Exterior Masonry Repair (RFQ) | None                     | None               |
|  |                          |                    |

### 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.



Facilities Planning continues to support Enrollment & Student Services working with the Residence Hall Master Plan that analyzes desired demographics, desired program space assignments, residential education experience, and existing building conditions as well as exploring options for residential improvements. The options 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 are reviewed yearly and are used to help advance planning options. The Residence Hall

Master Plan provides a near and long term strategy for student housing that will 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.

### 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 \$7,162,949.
  - 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.
  - There were no new Major Capital Plan design starts for 2020-2021. However, design continued with the following projects:
    - Fredonia Emergency Lockdown Door Hardware Project
    - Lanford Rehabilitation Phase I – Interior (Bid)
  - There were no new Major Residential design starts for 2020-2021, However the following projects were programmed and RFQ's submitted for design:
    - Gregory Hall Exterior Masonry Repair Project (RFQ)
  - 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:
    - Houghton Hall Rehabilitation Phase II Fit-out — Construction Phase Completed
    - Reed Library Exterior Rehabilitation – Construction Phase Completed – Punch list to be completed Summer 2022
    - Maytum/Reed/McEwen Plaza Rehabilitation – In Construction Phase
    - Houghton Hall Rehabilitation Phase III Animal Colony – In Construction Phase
    - Houghton Hall Rehabilitation Phase IV Math Fit-out - In Construction Phase



- 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 Five-Year Capital Plan identifies several Special Project Initiatives such as the Jewett Hall Rehabilitation and Interior Reed Library Rehab. This new plan has identified approximately \$76.8 million of critical maintenance projects and adaptation projects for the next 4 years.
- 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 5 building permits, and 0 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 2020-2021, Campus Let Design and Construction Projects Report, and related charts illustrating unit support and volume/value 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 2020-2021 Annual Report and Assessment Update:

- Completed construction phase of Houghton Hall Phase II Fit-out Project
- Completed construction phase of Reed Library Exterior Rehabilitation Project
- Completed construction phase of Dods Hall & McEwen all Hall Roof Replacement Project
- Completed construction phase of the Solar PV Project (working with the New York Power Authority)
- Began construction phase of Houghton Hall Phase III Animal Colony Project
- Began construction phase of Houghton Hall Phase IV Math Fit-Out Project
- Begin construction phase of Campus Wide ITS Building Life & Safety System and Infrastructure Upgrade Project

- Begin construction phase of Fuel Tank System Replacement Project
- Began construction of Maytum/Reed/McEwen Plaza Rehabilitation Project
- Completed design phase of Lanford Rehabilitation Project

### **Assessment Goals**

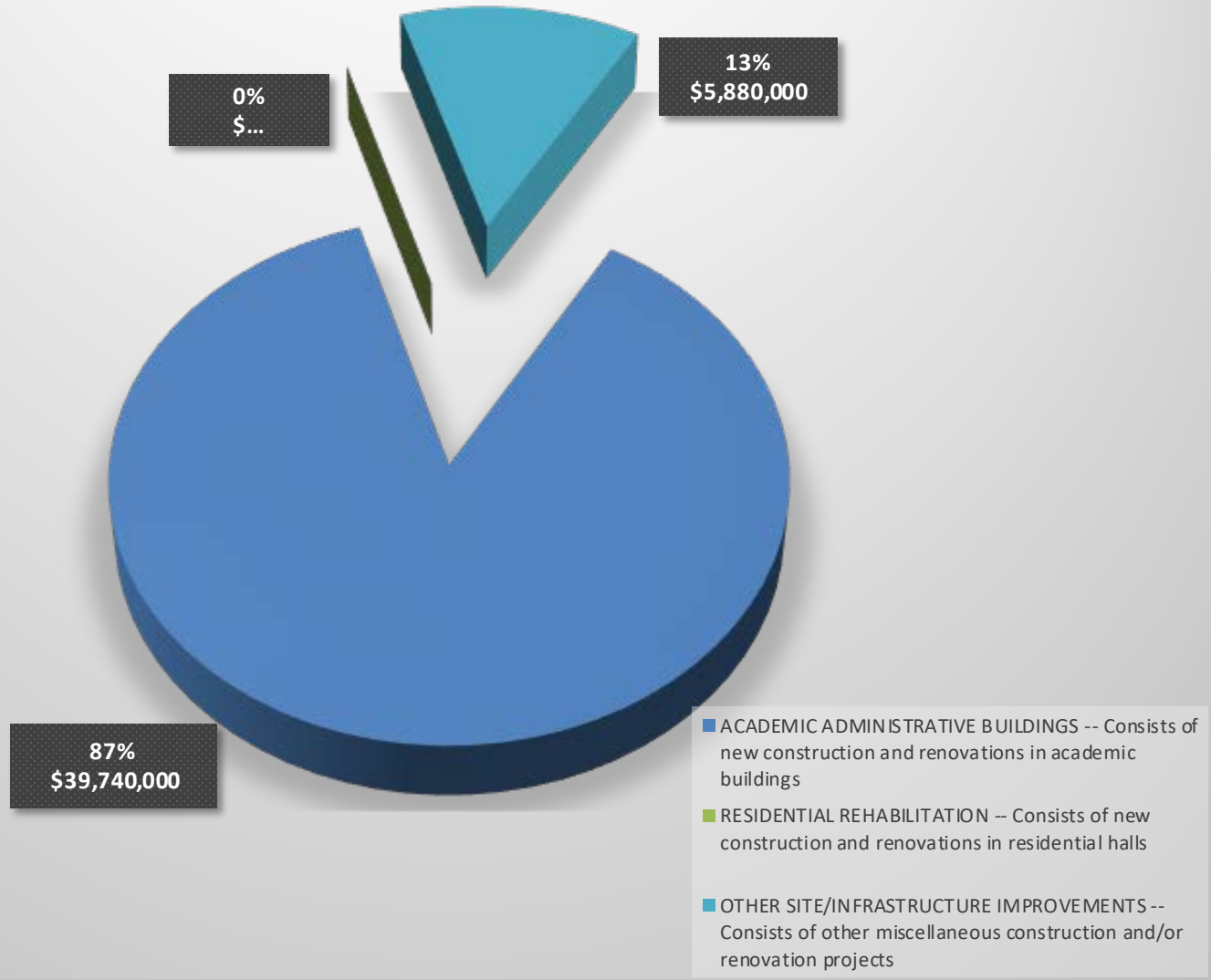
- Work with all entities involved in the implementation of projects identified in the Five-Year Capital Plan.
- Continue to progress ongoing projects and identify and address those not already identified. Ensure close coordination with those affected by the planning and construction, and maintain close 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:
    - Fredonia Emergency Lockdown Door Hardware Project
  - Complete construction phase of the following projects:
    - Houghton Hall Phase III Animal Colony Project
    - Houghton Hall Phase IV Math Fit-Out Project
    - Maytum/Reed/McEwen Plaza Rehabilitation Project
    - Fuel Tank System Replacement Project
    - Campus Wide ITS Building Life & Safety System and Infrastructure Upgrade
    - Lanford Rehabilitation Phase I- Interior Project
  - Begin design phase of the following projects:
    - Lanford Rehabilitation Phase II – Exterior Project
    - Replace Kirkland Plaza Project
    - LoGrasso Hall AHU & Ventilation Upgrade Project
    - Maytum Hall Roof Replacement Project
    - Gregory Hall Exterior Masonry Repair Project
  - Begin Scoping/RFQ/RFP phase of the following projects:
    - Interior Rehabilitation Reed Library – Learning Commons Project
    - Jewett Hall Rehabilitation Project
    - Rehab Outdoor Track and Field Project
    - Replace Emergency Generators Project
    - AHU & Controls Upgrade Phase VI RAC Project
- 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.

**FREDONIA**  
**Summary of Facilities Planning Capital Projects 2020-2021**

| <b>Project Description</b>   | <b>Estimated Cost</b> | <b>Project Status</b> | <b>Contractor</b>                                      |
|--|-----------------------|-----------------------|--|
| <b><u>I. Academic/Administrative Buildings</u></b>                       |                       |                       |  |
| Houghton Hall Renovations Phase II Fit-Out                               | 20,100,000            | Construction          | Savarino Companies                                     |
| Houghton Hall Renovations Phase III Animal Colony                        | 1,700,000             | Construction          | Huber Construction                                     |
| Reed Library Exterior Rehab  | 3,200,000             | Construction          | Savarino Companies                                     |
| Dods Hall & McEwen Hall Roof Replacement                                 | 4,200,000             | Construction          | A.W. Farrell   |
| Houghton Hall Renovations Phase IV Math Fit-Out                          | 3,000,000             | Construction          | Peak Construction                                      |
| Fredonia Emergency Lockdown Hardware                                     | 920,000               | Design                | 3-Leafs  |
| Campus ITS Building Life Safe & Safety System and Infrastructure         | 1,450,000             | Design                | P. Max Engineering and Campus                          |
| Lanford Rehab  | 1,320,000             | Design                | Flynn Battaglia Architects                             |
| Houghton Hall Phase II Fit-Out Equipment                                 | 2,400,000             | Equipment             | Various and Campus                                     |
| Campus Wide ITS Building Life & Safety System and Infrastructure Upgrade | 1,450,000             | Construction          | Ahls trom Schaeffer Electric / Johnson Controls/Campus |
|  |                       |                       |  |
| <b><i>Subtotal – Academic/Administrative Buildings</i></b>               | <b>\$39,740,000</b>   |                       |  |
| <b><u>II. Residence Hall</u></b>   |                       |                       |  |
| None   | 0                     |                       |  |
|  |                       |                       |  |
| <b><i>Subtotal – Residence Halls</i></b>                                 | <b>\$0</b>            |                       |  |
| <b><u>III. Other Site/Infrastructure</u></b>                             |                       |                       |  |
| Fredonia Solar PV Project  | 120,000               | Completed             | N.Y. Power Authority & Solar Liberty                   |
| Fuel Tank System Replacement   | 460,000               | Construction          | LiRo   |
| Maytum/Reed/McEwen Plaza Rehabilitation                                  | 5,300,000             | Construction          | Bell & Spina   |
|  |                       |                       |  |
| <b><i>Subtotal – Other Site/Infrastructure</i></b>                       | <b>\$5,880,000</b>    |                       |  |
|  |                       |                       |  |
| <b><i>Total: Design / Construction/Equipment Cost</i></b>                | <b>\$45,620,000</b>   |                       |  |

## CAPITAL CONSTRUCTION PROJECTS

Total Program Budget: \$45,620,000



**FACILITIES PLANNING**  
**Construction and Design Projects**  
*July 2020 - June 2021*

| Facilities Planning Construction Projects (including Change Orders) |  |                        |
|---|--|------------------------|
| Project #   | Project Title                                      | Cost                   |
| 051020  | Replace AHUs & Controls Phase V - Mason Hall       | \$ 2,420,972.00        |
| 051028  | Fuel Tank System Replacement                       | \$ 323,232.00          |
| 051029  | Rosch Recital Hall Roof Replacement                | \$ 148,520.00          |
| 051030  | IT Emergency Power & UPS Replacement               | \$ 174,900.00          |
| D059HV  | Alumni Hall Roof Replacement                       | \$ 447,000.00          |
|   | <b>TOTAL:</b>                                      | <b>\$ 3,514,624.00</b> |
| Facilities Planning Design Projects (including Amendments)          |  |                        |
| 051020  | Replace AHUs & Controls Phase V - Mason Hall       | \$ 195,310.00          |
| 051024  | Lanford Rehab                                      | \$ 197,577.09          |
| 051026  | Emergency Lockdown Door Hardware                   | \$ 88,610.85           |
| 051028  | Fuel Tank System Replacement                       | \$ 50,025.63           |
| 051029  | Rosch Recital Hall Roof Replacement                | \$ 9,575.00            |
| 051030  | IT Emerg. Power & UPS Replacement                  | \$ 95,863.46           |
| D059HV  | Alumni Hall Roof Replacement                       | \$ 60,468.00           |
|   | <b>TOTAL:</b>                                      | <b>\$ 697,430.03</b>   |
| Facilities Services Construction Projects (including Change Orders) |  |                        |
| I294ST  | Summer 2021 Milling & Paving                       | \$ 71,924.00           |
| M05570  | Campus Safety Site Lighting Improvements Phase II  | \$ 125,975.00          |
| M05587  | Sidewalk Safety Improvements                       | \$ 87,450.00           |
|   | <b>TOTAL:</b>                                      | <b>\$ 285,349.00</b>   |
| Facilities Planning Construction-Related Service Projects           |  |                        |
| NO #  | Alumni House Phase I Environmental Site Assessment | \$ 1,750.00            |
| NO #  | Alumni House Condition Assessment                  | \$ 4,300.00            |
|   | <b>TOTAL:</b>                                      | <b>\$ 6,050.00</b>     |
|   | <b>GRAND TOTAL</b>                                 | <b>\$ 4,503,453.03</b> |

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## **Facilities Services**

- **Energy and Mechanical Systems**
  - **Building Automation Systems**
  - **Electrical Services**
  - **Plumbing Services**
  - **HVAC/R**
- **Custodial Services and  
Grounds and Landscaping**
- **Facilities Trades 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 (including vacancies). 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 3,190 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: Mark Delcamp, Kevin Cloos, and Tim Bentham*

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.

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

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

4. Office Operations
  - a. Work Order Processing
  - b. Key Management
  - c. Fleet Vehicle Reservations
  - d. Purchasing and Requisitioning
  - e. Personnel Record Management
  - f. Work Order System Management
  - g. Physical Space Inventory Management
  - h. 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 6,000 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

- 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 2021-2022 Minor Critical Maintenance program totaling \$750,000.
- Completed or started several projects as part of the 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 several classroom improvements.
- 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.
- Completed new flooring installations at several locations on campus including offices, classrooms, and areas in the residence halls.
- Prepared the Residence Halls for the return of students.
- Maintained the campus grounds, planting beds and trees.
- Prepared performance programs and evaluations for all staff in Facilities Services.
- Continues to address items related to the Covid-19 pandemic.
- Managed the installation of the Senior Class 2020 Gift.
- Installed new hydration stations at Alumni Hall and University Commons to replace the old-style drinking fountains.
- Completed improvements to many Resident Director Apartments.
- Completed repairs, painting, and power washing of all exterior stairways at the Townhouses.
- Completed the removal of the former café at Fenton Hall and transformed the space into student lounge space.
- Completed the 5-year flame retardant treatment to curtains in the theatres and studios and RAC, Thompson, and McEwen and treatment of the flags at Reed Library.
- Completed repairs to the stage floor at Rosch Recital Hall at Mason Hall.
- Completed installation of data wiring for many new wireless access points on campus.
- Prepared and installed signage at entrances, classrooms, lecture halls, lounges and across campus for the start of classes due to covid-19 requirements.

## Energy and Mechanical Systems

The **Building Automation System (BAS)** unit 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.



*From left to right: Randy Grant and Tim Bentham*

Examples of the monitoring and scheduling include:

- Space temperatures
- Adjusting time schedules for heating, ventilation, air conditioning, and refrigeration equipment based on occupants use of the spaces on campus
- 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 and Jewett Hall
- Outside air temperature (OAT)
- Exterior lighting at:
  - Parking lots
  - Walkways
  - 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.
- Coordinated with Facilities Planning, SUNY Construction Fund, Engineers and Contractors for several projects on campus
- Continued to build new and modified existing animated graphics for equipment that is controlled by the BAS.
- Managed and distributed contractor access cards for Facilities Services and Facilities Planning.
- Managed the BAS development for the Houghton Hall 1st & 2nd Floor Fit out and Math Fit out.
- Prepared the Natatorium for BAS control update to replace long obsolete controllers.
- Increased outside air intake in most buildings for better ventilation.

The **Electrical Services** unit 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:
  - Upgraded various outside lights on the Town Houses.
  - Various locations in the Residence Halls - installed new LED fixtures.
  - Parking lot 8 upgraded to LED lighting.
  - Parking lot 8A upgraded to LED lighting.
  - Mason practice rooms 2x2 upgraded to LED lighting.
  - Services Complex Automotive Garage upgraded 200 lamps to LED lighting.
  - Hemingway Hall Aerobic Center upgraded 50 can lights to LED lighting.
  - Services Complex Carpenter shop upgrades 50 lamps to LED lighting.
- Assisted with the installation of several hydration stations.
- Completed classroom improvements.
- Continued to install occupancy sensors throughout campus to control lighting.
- Assisted many contractors with electrical needs on campus.
- 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.
- Upgraded the fire alarm panels at Erie, Alumni, Kirkland, University Commons, Nixon, McGinnies, Chautauqua, Gregory, and Children's Center.
- Designed and installed fire alarm bed shaker for a hearing-impaired student in the residence halls.
- Completed repairs to the Grissom Hall and McEwen Hall elevators.

The [Plumbing Services](#) unit 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.



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

### Significant Accomplishments

- Upgraded drinking fountains at several locations; the new fountains provide chilled, filtered water and include bottle filling stations.
- 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.
- Completed several repairs to the water lines in several buildings.
- Completed weekly inspections of emergency eyewash stations on campus.
- Completed annual building preventative maintenance for all buildings on campus to include drinking fountains, sump pumps, domestic hot water heaters and building fixtures.
- Completed annual testing of Backflow preventers on campus and at the Incubator.
- Completed the scheduled maintenance of the lap pool in the natatorium and numerous repairs associated with running the pool.
- Read water main meters quarterly.
- Addressed many work orders for plugged drains on campus.
- Completed annual preventative maintenance inspections and repairs to the plumbing fixtures in the Residence Halls.
- Performed PM on all hot water tanks on campus.
- Performed PM for all sump pumps and pits on campus and replace pumps and floats when needed.
- Maintained all sanitary and storm lines on campus. We had several plugs on both that needed jetting.
- Completed numerous repairs to water supply line leaks on campus.
- Managed the semi-annual drain cleaning at Tim Hortons, Starbucks and dining halls.
- Serviced stadium facility and ball field irrigation systems.
- Managed the ordering of all specialty parts for the plumbing shop and maintain parts for emergency repairs on hot water tanks and fittings for emergency repair of water lines.



- Replaced all washing machine water supply stops in Andrews quad.
- Installed new valves in balancing tanks for both the dive and lap pools.
- Installed a new laundry center in Alumni Hall R.D apt
- Rebuilt several main drain lines in Nixon Hall bathrooms
- Upgraded five drinking fountains in University Commons to hydration stations that consist of a bottle filler as well.
- Made multiple repairs to roof leaders on campus.
- Managed and assisted with storm water catch basin cleaning.
- Serviced all athletic field irrigation systems
- Assisted other units when needed.
- Completed major repair and rebuilding of sewer piping at University Commons.
- Completed replacement of two domestic hot water heat exchangers at Disney and Eisenhower Halls.
- Completed card access installation at several doors at the Natatorium.

The HVAC/R unit 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.

### Significant Accomplishments

- Performed preventative maintenance on all of the heating boilers throughout the campus.
- Provided after-hour and weekend coverage to the campus.
- Responded to all work orders regarding heating and cooling issues.
- Completed monthly testing of the emergency generators throughout the campus.
- 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.



*HVAC 1<sup>st</sup> Shift From left to right: Ryan Linnecke, George Tucker, Gary Hardy, Herb Famer and Steve Carutis*



*HVAC 2<sup>nd</sup> Shift From left to right: Dan Halas and Matt Hill*



*HVAC 3<sup>rd</sup> Shift From left to right: Kirk Szklenski and Adam Jagow*

- 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.
- Worked with Feed Water Treatment Systems to train our new Engineer on water treatment for our heating and cooling system and also to address issues of Legionella growth in our cooling towers on campus
- Upgraded filters on campus to comply with the recommendations from the Governor's office and help prevent the spread of Covid-19
- Trained on the new HVAC equipment that has been turned over to us at Houghton Hall
- Installed bird netting over air intakes on the roof of Williams Center to prevent birds from building nests in our air intakes for the building
- Worked with NYSDOL to inspect multiple boilers on campus
- Worked with Facilities Planning and the contractor on the replacement of 2 new roof top air handlers over the dance studio at Dods Hall, and replace the exhaust fans with new ECM motor more efficient fans. Also, we to replace the chillers/dry cooler system for the radio station on McEwen Hall and update the exhaust fans for ECM motors.
- Managed inspections and repairs to several emergency generators.
- Completed repairs to chiller #1 at University Commons.
- Completed repairs to the boiler at University Commons.

## Custodial Services and Grounds and Landscaping

The [Custodial Services](#) unit includes the Assistant Director, Head Janitor, four Supervising Janitors, and several Janitors, Cleaners and Facility Operations Assistant 1 positions. 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 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.



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

*From left to right, front row: Wayne Seabolt, Keshia McCloskey, Lee Szalkowski, Darlene Miller, Bob Miller, Sara Jagoda, and Dave Tamowski*



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

*From left to right, front row: Linda Nixon, Julie Echevarria, and Kyle Baumgartner; 2<sup>nd</sup> row: Chuck Miller, Carmen Vazquez-Ruiz, Darlene Miller, Brooks Glapa, and Vic Collura; back row: Scott Pagano and Kevin McCarthy*



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

*From left to right, front row: Elizabeth Goblirsch, Terry Sysol, Elly Irizarry, Kathy Stempkowski, Linda Saletta, Ramona Padua, Missy Mt Pleasant, Sheri Burlison, Kim Burlison, Mary Leckliter, and Art Franklin; back row: Tim Clarke, Steve Peters, Juliana Krauter, Josue Roman, Debra Kujawa, Liz Kujawa, Mary Ann Wykstra, Bob DeGolier, JimMichaels, Jorge Rosa, and Phil Collier*



**2<sup>nd</sup> Shift Custodial Staff**

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



**3<sup>rd</sup> Shift Custodial Staff**

*From left to right, front row: Chris Brunecz, Lori Martin, Donna Poncharik, Joel Ross, Israel Navarro, Melanie Mazur, Matt Bishop, Jeff Deering, and Joel Rivera; back row: Seth Wolnik, Rich Logan, Derek Case, Richelle Stewart, Denilson Costa, Elizabeth Meadows, Candy Nolan, 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 updated version of the Annual Residential Custodial Report (ARCR) conducted immediately after commencement.
- Performed moving services for many departments including inter-office furniture moves for academics and residential furniture removal as many old items are being replaced.
- Provided extensive cleaning to buildings during the Covid-19 pandemic to include areas that had major construction work occurring during the summer months and break periods.
- 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 new LVT flooring in several R.D. Apartments, carpet tile in the Fenton Hall lounge and classroom 1076, Mason practice rooms and offices and Residence Hall building entrances
- Assisted with the coordination, set up and tear down for many campus events, most notably Commencement stage walks,
- Completed review of and installed new paper towels for the campus, to include new paper towel dispensers for the restrooms in several residence halls.
- Continually evaluated and made the necessary staffing changes to support the day-to-day custodial operations. Made several changes to initiate budget savings while enhancing services to the campus.
- 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



The **Grounds and Landscaping Services** unit is responsible for maintaining 249 acres of land; 24 acres of parking lots with 3,190 parking spaces; over five miles of roadways and over eight miles of sidewalks. The unit includes the Assistant Director, Head Grounds Supervisor, Supervisor of Grounds, Senior Athletic Grounds worker and seven trades people consisting of Highway Equipment Operators and Facility Operations Assistant 1 positions.



*Front row from left to right: Rich Newton, John Cole, John Jakubowicz, Gerald Polvino, Jim Foringer and Phil DiFrancisco  
Back row: Robert Schwerk, and Cameron Hayes*

The staff specializes in all 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, design, plant, and maintain all of the numerous flower beds. The group is also responsible for around the clock emergency support in the event 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, Commencement and many more. 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 while continually looking for ways to enhance the campus' appearance.

Most of the work was accomplished without the assistance of student workers, in order to assist with campus cost savings. Student workers were returned at the close of the spring semester in May of 2021.

### **Significant Accomplishments**

- Maintained existing planting areas, cutting costs by working with established Perennials, with no purchasing of new plants in an effort to be more environmentally, and fiscally sustainable.
- In an effort to replenish the campus tree inventory, which has taken a toll over the past few years due to weather and pests, 20 bare-root trees were planted in locations around campus, including 10 Sweet Gum at Symphony Circle, and Red Maples along Park Dr, Brigham Rd, and at the Technology Incubator.
- Worked to expand Low-Mow areas on campus.

- While students were away for an extended winter break due to Covid-19, many lots were closed off and not plowed or salted, in an effort to reduce material and manpower costs.
- Assisted contractors with numerous projects, including providing locations for 15 ever-greens that were planted to replace trees removed under the solar array project. These are planted in hopes of creating an eventual wind break during the winter, and reduce drifting along the new portion of Varsity Dr that runs behind the tennis courts.
- 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 the winter months.
- Installed new and updated 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 installation of engraved pavers for Alumni Affairs, in the walkway at the Williams Center.
- Completed weed spraying of many areas around campus.
- Completed trimming of trees and removal of several dead trees.

## Facilities Trades Services

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.



*From left to right; Duane Blakely, James Kuras, Nick Polvino, Brian Hobbs, Rick Mackenzie and Andrew Cross*

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.

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 tabletops 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; programmed many 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 improvements at the Residence Halls.
- Completed smart classroom improvement projects.
- Completed repairs to several shower basins at the Town Houses.
- Completed repairs to many student bathrooms in the Residence Halls.
- Completed improvements at several R.D. Apartments including Alumni Hall, McGinnies Hall, Kasling Hall, and Grissom Hall
- Prepared the key coding for Houghton Hall renovation project.
- Completed several door replacements.
- Updated exterior signage at various locations on campus.
- Completed roof inspections and maintenance.
- Coordinated many window repairs and roof repairs with local contractors.
- Worked with Facilities Planning on several roof replacement capital projects.
- Refreshed the concrete safety coating at several locations on campus.

## Office Operations

The **Office** is the customer service center for the Facilities Services Department. This unit is staffed with one Office Assistant position. 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.
- Fleet Vehicle
  - Scheduling
  - Monthly Recharges
- Maintaining records for:
  - Work Order System (PM's, building inspections, and corrective maintenance)
  - Department budget
  - In-house and minor critical maintenance projects
  - Asbestos Abatement
- Maintaining the department's personnel records for:
  - Change of Status transactions (COS)
  - Performance Evaluations
  - CDL Compliance
  - Accident Reports



*From left to right: Shannon McKoon and Kevin Cloos*

## Significant Accomplishments

- Processed purchases with the online Web Procurement System.
- Continued 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.
- Maintained the student key database.
- Maintained the database and records for pest control needs.
- Processed 6,255 work orders.

- Processed online requisitions including 68 in FMS and 198 in FREDmart.
- Assigned, processed and tracked many projects including in-house; Minor Critical Maintenance; Capital Construction Projects; and Residence Hall (DIFR) projects.
- Processed 63 student key requests.
- Reconciled purchases on blanket purchases to local vendors on a monthly basis.
- Processed 356 pest control problems.
- Processed 854 transactions using the Citibank Visa procurement card for a total amount of \$497,102.24
- Managed the Marketplace uStore for student key deposits and refunds including 38 payments and 42 refunds of the deposit.
- Maintained the Facilities Services portable two-way radio inventory.
- Maintained the Facilities Services department webpage.
- Maintained the staff Google email groups 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.
- Coordinated the monthly reserved SEFA parking spaces.
- Coordinated the semi-annual fire system ansul inspections.
- Coordinated overhead door repairs.
- Coordinated man lift inspections and repairs.
- Coordinated the annual purchasing of road salt for winter use.
- Assigned all Fire Inspection work orders resulting from the annual OFPC 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.
- Managed the annual rolling fire door inspection.
- Managed the Maintimizer work order system.
- Prepared and distributed the monthly PM work orders
- 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 budgets prepared for future work on campus.

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 2020-2021 | No. Closed 2019-2020 | No. Closed 2018-2019 | 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 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Structural              | 1,008                | 1,349                | 1,742                | 1,448                | 1,562                | 1,830                | 1,734                | 1,868                | 2,074                | 2,035                |
| Electrical              | 850                  | 966                  | 1,268                | 1,314                | 1,227                | 1,515                | 1,354                | 1,631                | 1,845                | 1,685                |
| HVAC/R                  | 1,067                | 1,308                | 1,795                | 1,678                | 1,667                | 1,642                | 1,374                | 1,403                | 1,310                | 819                  |
| Building Automation     | 126                  | 38                   | 17                   | 44                   | 96                   | 68                   | 40                   | 33                   | 8                    | 6                    |
| Lock Shop               | 680                  | 827                  | 1,207                | 1,139                | 1,112                | 1,491                | 1,295                | 1,381                | 1,595                | 1,385                |
| Plumbing                | 1,187                | 1,363                | 1,960                | 1,907                | 1,622                | 1,628                | 1,429                | 1,267                | 1,606                | 1,445                |
| Grounds and Landscaping | 341                  | 285                  | 384                  | 442                  | 436                  | 343                  | 207                  | 200                  | 297                  | 342                  |
| Asbestos                | 3                    | 2                    | 20                   | 15                   | 16                   | 45                   | 47                   | 55                   | 44                   | 56                   |
| Custodial               | 993                  | 1,142                | 1,569                | 1,470                | 1,361                | 1,430                | 1,416                | 786                  | 487                  | 715                  |
| <b>Total:</b>           | <b>6,255</b>         | <b>7,280</b>         | <b>9,962</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>         |

## 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.

## **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.



## **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: Lucas Catalano, Sarah D'Amaro, Courtney Remington, Tami Johnson, and Deb Slate; back row: John Lampert, Eric Johnson, Mike Lewis, Darin Schulz, Michelle Kowalski, Bill Michalski, and Matt Snyder*

## Significant Accomplishments

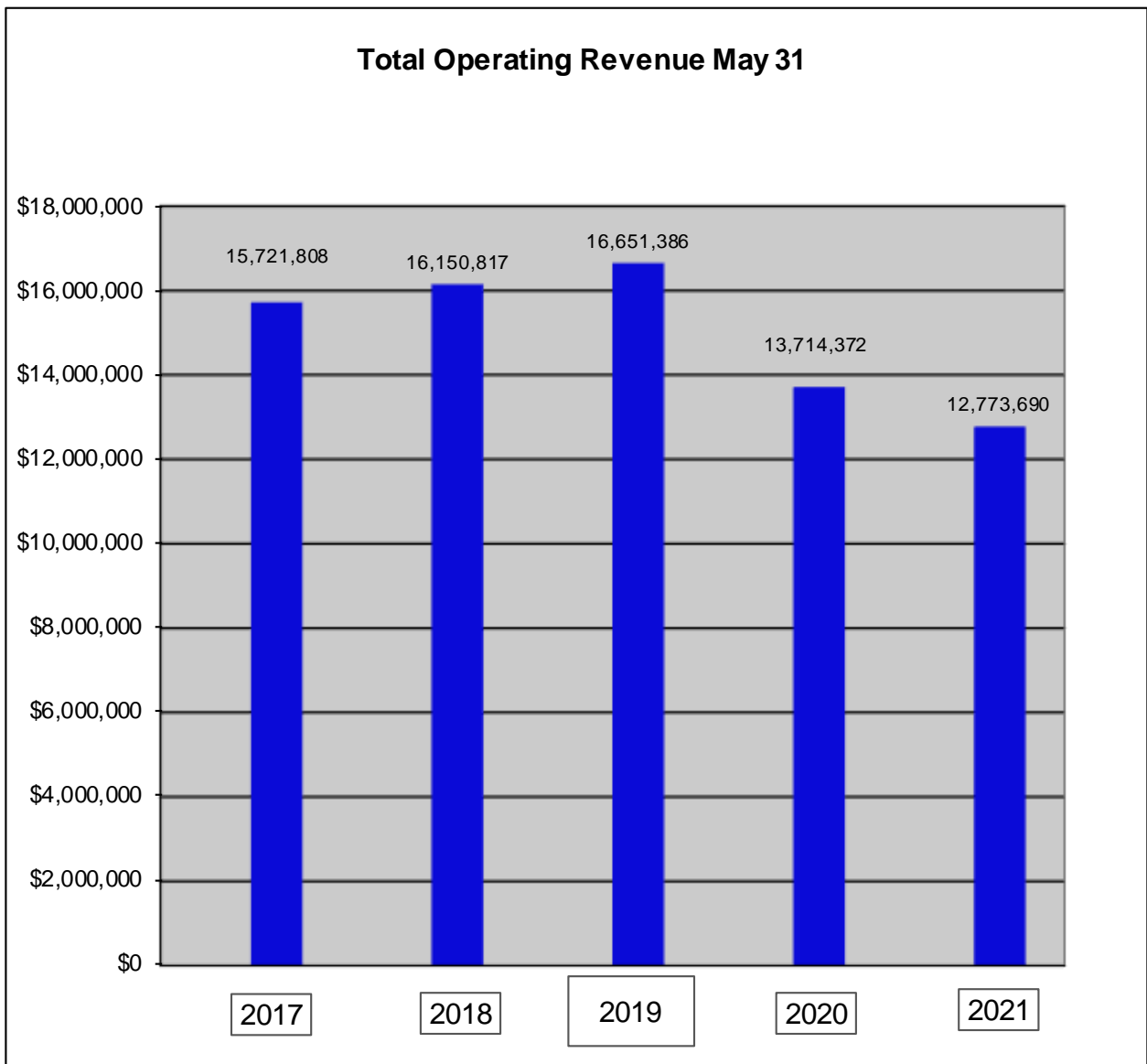
- Provided \$1,161,372 in support to the Campus in 2020-2021 with \$709,372 in Programs, \$450,000 in Space and Utility support, and \$2,000 for grounds keeping.
- Continued to manage for right sized operations in a fluctuating enrollment environment.
- Developed the 2021-2022 operating budget based on \$14,016,834 in revenue and will return net expenditures in excess of revenue of \$550,443 or less than -3.9%.
- Budgeted a total of \$991,860 of support to the Campus for 2021-2022 with \$541,860 in Program allocations and \$450,000 in Space and Utility charge support.
- Continued to work through challenges with the Covid-19 pandemic.
- In January 2021 the US Small Business Association approved full forgiveness of the first Payroll Protection Program loan in the amount of \$1,104,600.
- In February 2021 \$1,400,000 was received for a second Payroll Protection Program loan. Subsequent to May 31, 2021 the application for full forgiveness was submitted to the SBA.
- In May 2021 the Employee Retention Credit request of \$697,956 was submitted to the Internal Revenue Service for the first and second quarters of 2021. Subsequent to May 31, 2021 the ERC for the balance of 2021 and all of 2020 will be requested based on eligibility and program existence.

## Statistical Data

- Revenue from operations totaled \$12,773,690 representing a 6.9% decrease from the previous year.
- Operating expenses totaled \$12,294,263 which is a 15.8% decrease from the previous year.
- Program expenditures, serving 35 campus groups and organizations, totaled \$709,372.
- Non-operating revenues of \$1,802,556 were recorded as of May 31, 2021 from the two federal covid-19 stimulus programs.
- While providing the high level of support, net results from operating and non-operating activities yielded an increase in Net Assets of \$479,427.

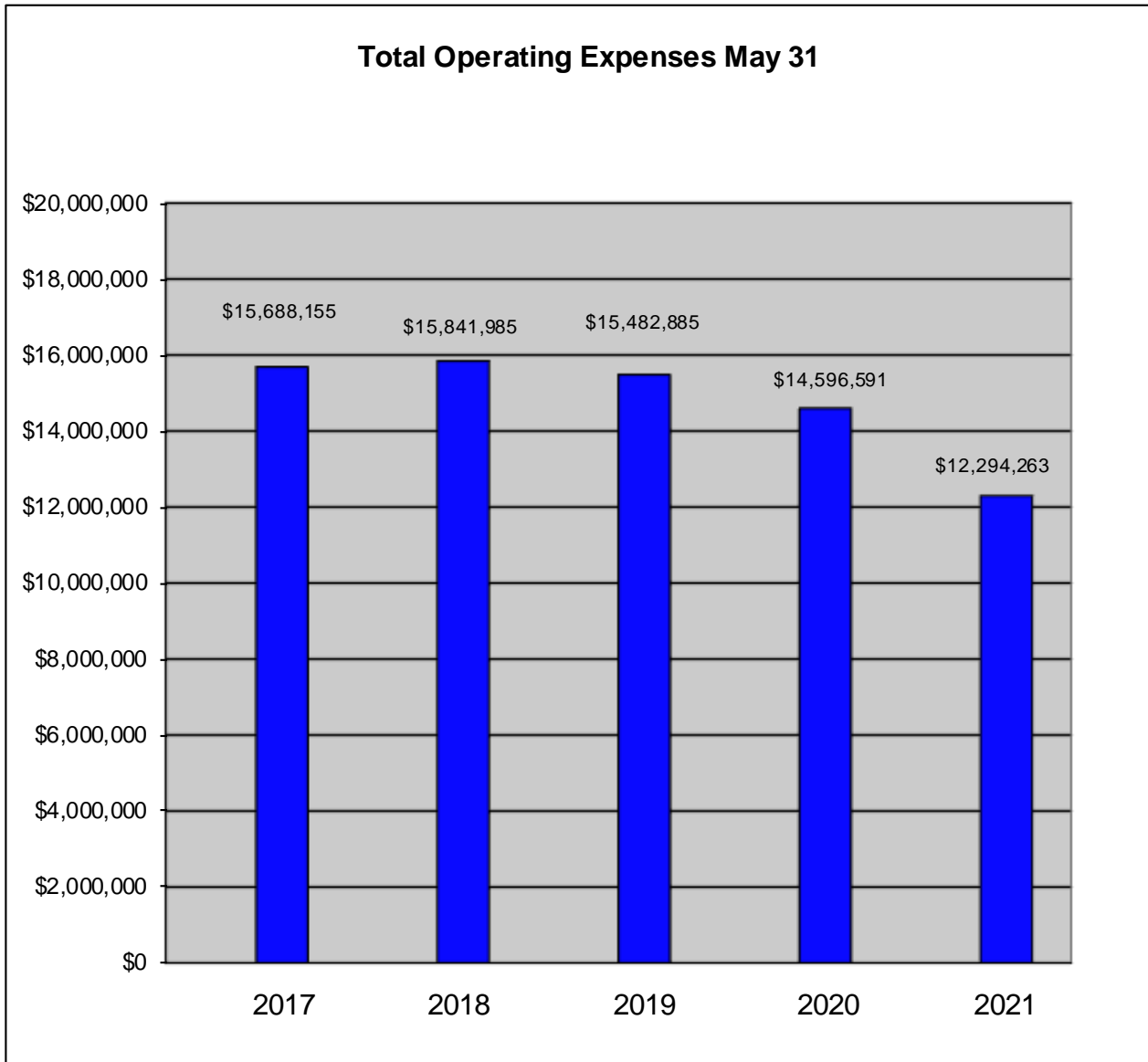
FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT  
FREDONIA, NEW YORK, INC.

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



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

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 comments highlighting deficiencies and recommended improvement actions were 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. Evaluate and adjust operations during the Covid-19 pandemic.
- 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.
- Complete the transfer of the Alumni House and Conference Center at 286 Central Avenue to SUNY Fredonia.
- Complete the sale of approximately 170 acres of the College Lodge forest to the Western New York Land Conservancy.



## 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, 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: Jessica Saletta-Wegrzynowski, Katie Brown, and Laura Lynden;  
back row: Jeff McMinn, Yvonne Wright, Marcie Sievert and Jennifer Rivera*

The Bookstore's greatest challenges are with the decline in textbook adoptions and sales, online textbook orders, open educational resources (OER) and the decline in the textbook pre-pack program.

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 a satellite convenience store, a Tim Hortons Café and Bake Shop as well as vending machine operations throughout campus that are subcontracted to The Cuyahoga Group. Retail Operations handles a majority of the service calls and other customer service issues with vending.



**FREExpress**  
*Tricia DeJoe*



**Tim Hortons Staff**  
*In front: Melissa Smith; middle row: Ashley Mann and Terri Walker; back row: Jessica Pope, Nicole LePard, and Heike Magdowski Hawker*



**Starbucks Staff**  
*Clockwise from the left: Elyse Muder, Katie Argentieri, Karie Pencek, Dot Russo, Nicolette Nichols, Elaina Bachman, and Peggy Hillman*

The Bookstore, Convenience Store, FREExpress (a satellite convenience store), Tim Hortons, and Starbucks Coffee staff currently consists of eight full-time management employees, seven full-time CSEA employees, fourteen part-time CSEA employees, and forty-six part-time student employees.

## **Significant Accomplishments**

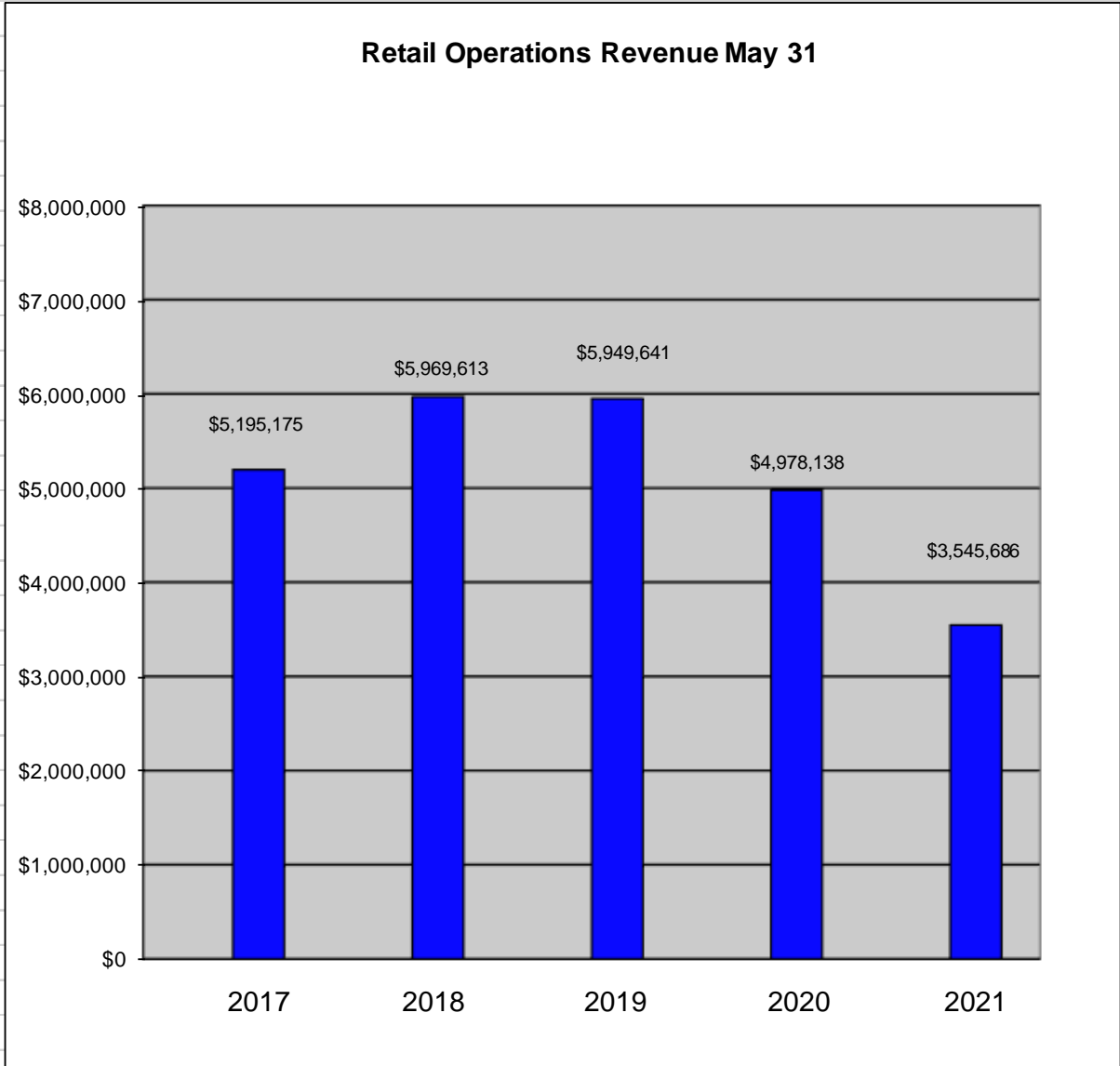
- Tim Hortons was rolled into Retail Operations effective June 1, 2018.
- Enhanced textbook rental program.
- Increased product line for giftware, electronics, clothing, and school supplies.
- Ensured that all vendors of imprinted merchandise complied with the University Trademarks and Licensing Program.
- 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.
- Refined student package service.
- Implemented student laptop purchasing program
- Refine vending machine placement and product mix.

## **Statistical Data**

- Revenues for the 2020-2021 fiscal year were \$3,545,686 compared to \$4,978,138 in 2019-2020, a decrease of 28.8%.
- Debit Accounts decreased by 316 participants to 505 in fall 2020, from 821 in fall 2019.
- Net Revenues decreased 73.7%
- Operating expenses decreased \$1,041,616, or 18.9%.

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

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. Addition of Tim Hortons in 2018:



## 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, vegan 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.
- Increase availability of credit card readers for vending machines.
- Refine OER program.
- Evaluate inclusive access course materials initiatives.
- Refine campus shipping and delivery program for students.
- Further develop software tracking program for student package delivery.
- Implement Starbucks Nitro program adding new and enhanced product category.
- Evaluate Tim Hortons franchise agreement for renewal.

## 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 nine full-time management employees, thirteen full-time CSEA employees, forty-four part-time CSEA employees, and 85 part-time student employees.



*From left to right, front row: Brenda Butler, and Sue Maggio middle row: Felicia Nowak, Deb Seavy, Lisa Lampert, Jill Phillips, and Liz Jurczak; back row: Paula Santangelo, Cindy Korzeniewski, Allison Kozlowski, and Jeanette Guziec*



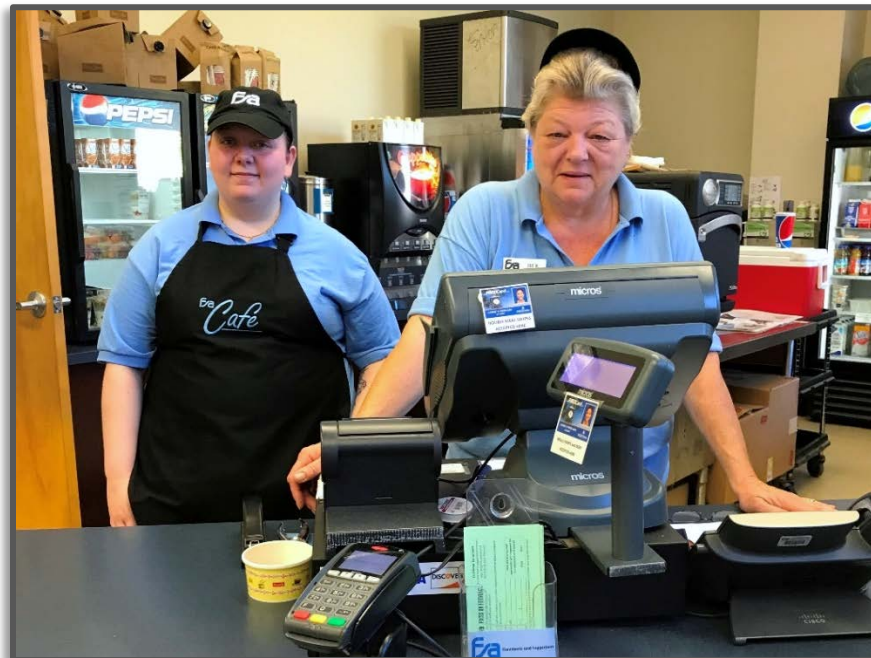
*From left to right, front row: Nakita Stewart, Rita Zambotti, and Tammy Stewart; middle row: Stephen Lowman, Louise Tadt, Sharon Domst, Sandy Buckley, and Cheryl McCoy; back row: Rick Kirchenwitz, Neil Goldsmith, and Matt Fuman*





**Café McEwen**

*From left to right: Kacie Weaver and Cassandra Hennessey*



**Café Fenton**

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



**Café T-Rex**  
*Amanda Reading*



**Café Mason**  
*Karen Fisk*



### **Catering Office**

*In front from left to right: Jason Domenico and Krystina McMurray,  
back row: Jeff Walter, Kim Fancher, and Katie Thies,*

### **Significant Accomplishments**

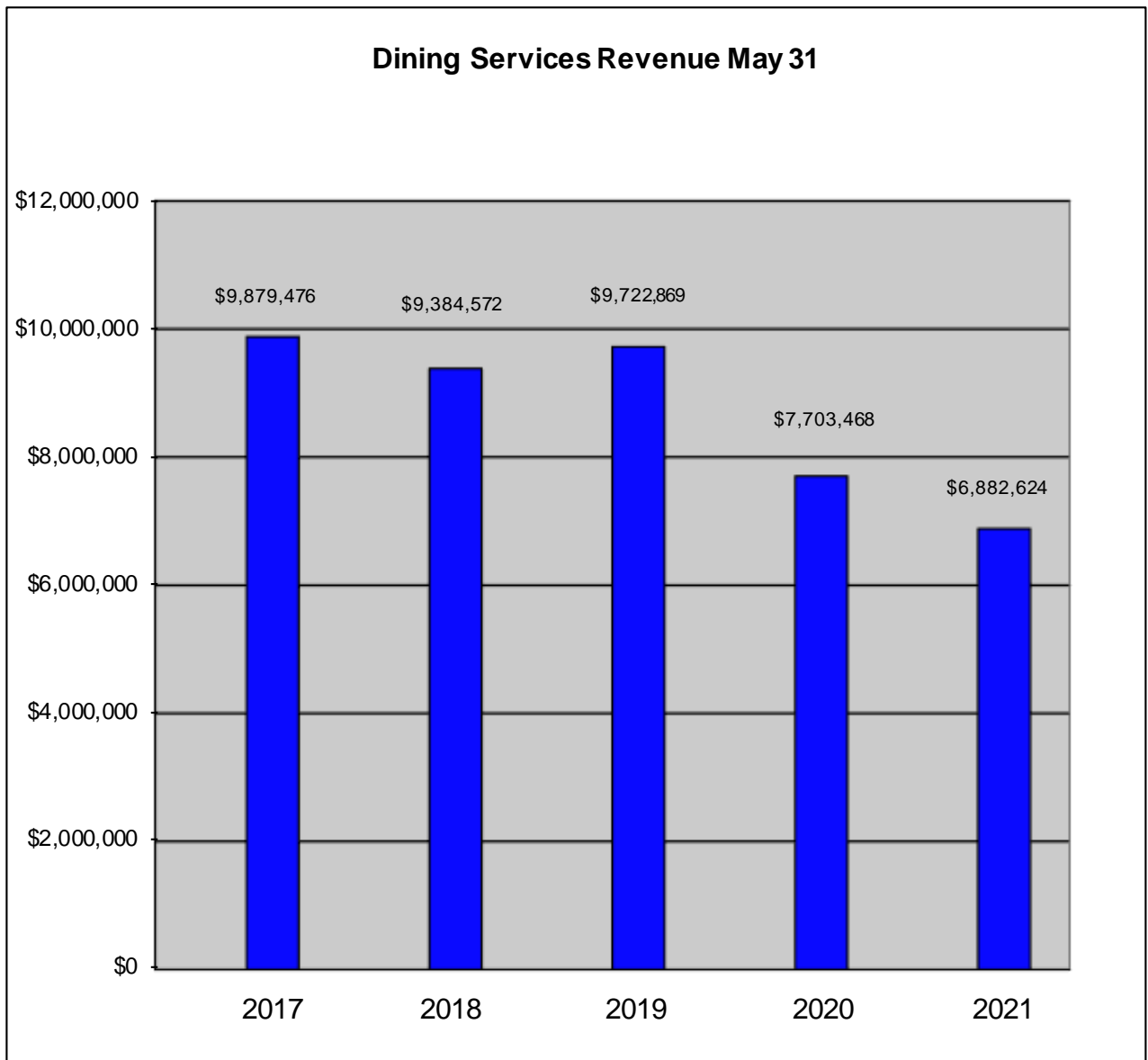
- Dining Services menus through COVID-19 featured an eat-in or take out menu, adhering to the protocol established by New York State Governor's guidelines
- FSA Dining Services planned the following events for fall 2020: we featured our Thanksgiving Day Celebration on November 19<sup>th</sup> and the Holiday Dinner on December 17<sup>th</sup> in Cranston Marche.
- Cranston Marche through COVID-19 pandemic continued to offer perennial favorites by keeping up with the college food trends while still maintaining serving its popular "Burger Wednesday" and "Cheesy Friday" weekly menu offerings.
- Blue Devil Grill's 3-week rotating menu of Mexican, Italian and Mediterranean offerings remains a popular dining location.
- Catering services by the campus continues to remain steady, but with limitations on size and service of events due to COVID-19 protocols.

## Statistical Data

- Self-operated Dining Services revenue for the 2020-2021 fiscal year was \$6,882,624 compared to \$7,703,468 in 2019-2020, a decrease of 10.7%.
- Meal plan enrollment decreased by 682 participants to 2,058 in fall 2020, from 2,740 in fall 2019; a 24.9% change for the fall 2020 semester.
- Net Revenues decreased 2.5%.
- Operating expenses decreased by \$816,284 or 10.9%.

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, Willy C's, Cranston Marche, Blue Devil Grill, and FSA Cafes & Concessions. Included Tim Hortons up until 2017:



## **Assessment Update**

### **Assessment Statement**

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 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 Blue Devil Grill 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 Office). 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 sixty-six full-time management and CSEA employees, seventy part-time CSEA employees, and 132 student employees.

### Significant Accomplishments

- Followed all protocols for FFCRA
- After changing hours of operations for several locations, and having to change schedules and eliminating some positions, followed the bidding and bumping process for all employees affected.
- Provided training to all employees on PCI Compliance.
- Continued Food Handling and Knife Safety training to all student employees.
- Maintained Wage Theft Prevention Act Compliance.
- In lieu of Student Recognition Banquet (due to Covid-19 shut down), gifts were mailed to students in recognition of Student of the Month and Student Leaders
- Recognized years of service, birthdays, anniversaries, perfect attendance, Above and Beyond awards.
- Completed orientation for all new CSEA, student and management employees.
- Provided management training opportunities through JCC.
- Followed grievance procedures.
- Monitored DOL Unemployment Claims.
- Settled DOHR case.
- Maintained Facebook Page for FSA employees to provide information as well as recognition.
- Completion of ACA Forms 1095 and 1094.
- OSHA and EEOC reporting.
- Worked with BCBS and the Evans Agency to provide options for health care with a significant saving to both FSA and employees
- Provided individual training/orientation sessions for all new student employees.
- Attended training sessions on the following topics: PFL, FFCRA, NYS Sick Pay. Training provided through: Phillips Lytle, Hodgson Russ, TIAA, Paylocity, and Evans Agency.

## **Statistical Data**

- Hired 3 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 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.
- Review of monthly unemployment experience rating to ensure compliance.
- Assure Department of Labor Compliance by posting information for the Wage Theft Prevention Act as well as all other Federal and State required postings.
- 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.
- Provide scheduling opportunities for employees to speak/meet 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.
- 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 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.
- Continue to collaborate with other SUNY HR Professionals
- Monitor Fair Labor Standards Act (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 Office).

### Significant Accomplishments

- Deployed new dining services point of sale system, including custom kiosk programming with order status screens and virtual line indicators for improved customer experience in Willy C's, Blue Devil Grill, Starbucks and Cranston Marche.
- Implemented new corporate VPN solution to support remote access by office employees displaced by the Coronavirus pandemic.
- Researched, deployed and integrated an online photo upload solution to allow new students to upload photos for their FREDCards.
- Upgrade POS Hardware in Bookstore, C-Store and FREDExpress
- Evaluated Next Generation Antivirus (NGAV) solutions and implemented CrowdStrike Falcon
- Developed system to manage distribution of laptops ordered through the FRED Laptop Program

### Statistical Data

- 5031 add-on online deposits totaling \$149,163.52 through the MyFRED-Card.com/CBORD GET sites.
- 501 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.

- 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.

### **Significant Accomplishments**

- Coordinated the planning and implementation of all marketing for the 2020-2021 Academic year. Special events and promotions were limited due to the pandemic.
- Assisted in the marketing efforts to students at home about online shopping at fredonia-bookstore.com.
- Presented to families, in a virtual setting at the summer 2020 Q&A sessions hosted by new student and transition programs. .
- Maintained relationships with our summer conference planners as we navigated the pandemic and the decision to not have groups on campus for the summer of 2020. .
- Continued involvement as emeritus of Chautauqua Leadership Network (CLN) serving on the Program Development Committee.
- Completed re-certification for the Collegiate Conference Events Professional (CCEP) Certification through the Association of Collegiate and Conference Events Directors (ACCED-I).
- Continued involvement on the Education Action Team of ACCED-I.

### **Statistical Data**

- Nothing to report for residential or day programs on campus or at the College Lodge.

Seventy licensed vendors.

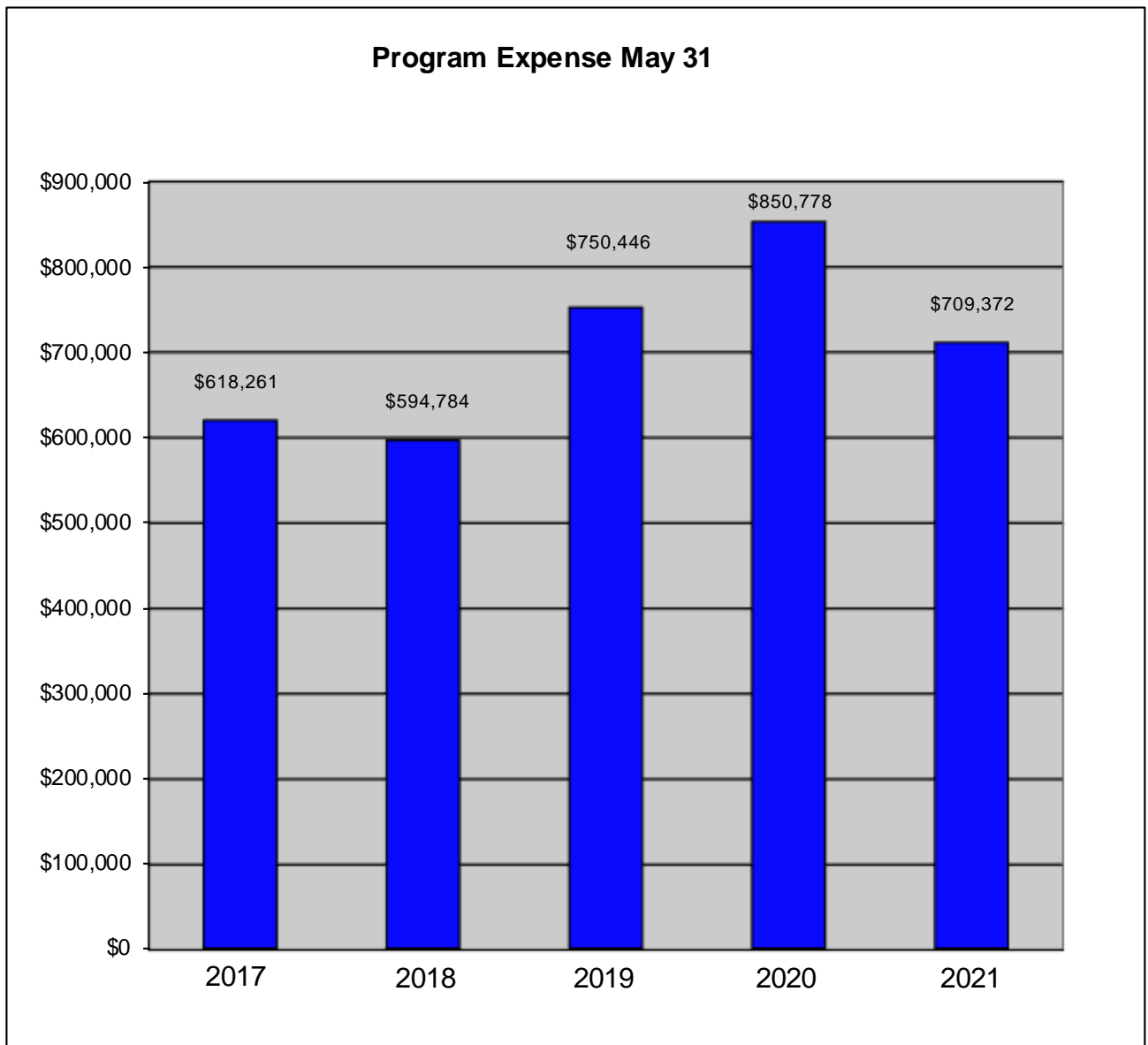
## Assessment Update

### 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.

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

The following chart represents total FSA Programs supporting 45 to 50 activities annually on campus by year for each of the past five years:



## **Assessment Activities**

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

Regular monitoring of licensing procedures has helped to promote the production and sale of Fredonia merchandise, both on and off campus. The 2019-2020 fiscal year represented another good year for Fredonia's royalties. The Campus Trademarks and Licensing committee continues to work to find best practices with the continuity and use of our brand.

Encouraged open communication with all faculty and staff via the Special Events Committee to ensure all campus departments have the information necessary regarding the status of summer programming during the pandemic.

## **Assessment Goals**

- Continue to market all FSA operations.
- Continue to promote the College Lodge for summer events such as weddings and retreats. Remain active with the Chautauqua County Visitors Bureau (CCVB) promoting the Lodge as a location for outdoor activities as well.
- 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 a variety of seminars, sessions and workshops offered at regional educational forums 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 experience 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 in person meetings, zoom calls, 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.
- Resume hosting student interns through the Career Development Office, to provide an experiential learning environment for students across all majors.
- Remain an active member of the Chautauqua Leadership Network (CLN) by 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.

The Support Services group continued with two full-time management employees, thirteen full-time CSEA employees, eight part-time CSEA employees and 2 student employees.



**Support Services/Commissary Staff**

*From left to right, front row: David Lewis, Kelly Harper, Mary Zielinski, Linda Willoughby, Fred Tripp, Linda Johnson, Stephanie Westbrook, and Bob Watson; back row: Dave Bobik, Mike Matos, Willie Neallard, Trisha Bankoski, Rachel Bialaszewski, Julie DePasquale, and Donn Smøragliuolo*

## Significant Accomplishments

- Completed more than 700 work orders.
- Cleaned and maintained all FSA operated facilities.
- Provided Experiential Training for 485 participants in 2019-2020, which reflected a decrease from the previous year. Groups that have booked with us in the past have seen decreases in funding, or dates did not work to host the event during the 2019-2020 year.
- Continued to expand operations of Central Prep by adding new items in our cafes, 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.
- Continued to fine tune the Cleaning department schedule.
- Successfully transitioned a management role as a result of an employee retirement.
- Partnered with a local Boy Scout troop on additional Eagle Scout projects that will improve the trail system with a second informational map kiosk and blazing of trails.

## Statistical Data

- Revenues from Support Services for 2020-2021 totaled \$456,607 compared to \$507,388 in 2019-2020, which is a decrease of 10.0%.
- Operating expenses decreased 31.5%.

## 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 the property for weddings and receptions.
- 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, Willy C's, and the Cranston Marche.

# **Human Resources**

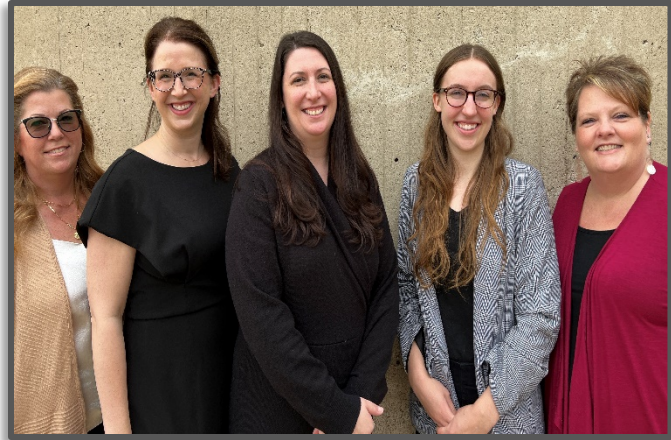




## HUMAN RESOURCES

### 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.



*Left to right: Leah Betts, Heather Martin, Maria Carroll, Lindsey Aldrich and Jen Costa*

### Mission Statement

The core mission of Human Resources 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 was staffed by the Acting Director of HR, an Assistant Director, an HR Data Specialist, 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.
- Transitioned many services to an online platform during the pandemic.
- Managed all pandemic related leaves.
- Rolled out a telecommuting program.
- Partnered with ITS to continually update the online campus Phone Directory.
- Maintained positive and professional relations with campus union leadership.

### Statistical Data

- Opened or continued to manage 23 Workers' Compensation cases.
- Opened or continued to manage 80+ FMLA cases.
- Prepared and posted 72 Fredonia vacancy notices ensuring compliance with appropriate provisions of negotiated Agreements.

- Performed 99 pre-employment screens
- Conducted orientation program for all newly-hired faculty and professional colleagues.
- Created, distributed and coded 1,625 canvass letters for competitive, classified searches.
- Provided benefit consultations for new hires, retirees and those considering retirement.
- Processed 314 Honorarium requests.
- Assisted employees, their dependents and departments in dealing with Immigration issues.
- Multiple 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.
- Addressed many employee relations issues.
- Reviewed & processed A-28 requests.
- Processed 50+ telecommuting apps

## **Assessment Update**

### **Assessment Goals**

- Successfully train campus colleagues on search procedure processes.
- Maintain positive relations with all campus unions.
- Continue to utilize FRED training compliance training modules, striving for compliance of 100%.
- Continue to provide timely and accurate HR advice, service and creative problem resolution to university staff.
- Continue to comply with NYS Ethics regulations striving for 100% compliance with same.

# **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 and travel card activity. The Director of Internal Control is the TouchNet Marketplace Chief Administrator, the campus Records Access Officer (Freedom of Information Law; FOIL), 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. 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, and the NYSLRS online systems. The Director of Internal Control chairs the campus-wide Internal Control 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 on various other campus-wide committees, including but not limited to the PCI-DSS Subcommittee, Working Caregivers Committee, Building Safety Coordinators, Honorary Degree Committee 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 and NYSICA.

## Significant Accomplishments

- 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 a fully functioning Internal Control Program and followed the established timeline for major events.
- Commenced one scheduled Internal Control review.
- Successfully submitted responses to 32 FOIL requests as well as follow-up requests and appeals.
- Reviewed cash handling procedures in several departments.
- Maintained and expanded the TouchNet Marketplace by successfully developing over 190 uStores and six uPay sites to date, totaling over 66,000 transactions and \$9 million in transacted funds.
- Chaired the Internal Control Committee; assisted in training the campus in the requirements of the Child Protection Policy; currently serving as the Child Protection Policy Point Person (CPPPP).
- Currently acting as the campus Enterprise Risk Manager (ERM).

## Statistical Data

| <b>MARKETPLACE TENDER SUMMARY REPORT JULY 1, 2020 – JUNE 30, 2021</b> |                    |                 |                        |            |                            |            |            |
|---|--------------------|-----------------|------------------------|------------|----------------------------|------------|------------|
|   | Credit Card        | Signature Debit | ACH                    | Cash       | PayPath                    | Bank Wires | Total      |
| Amount  | 146,667.31         | 148,635.28      | 9,409.75               | 0.00       | 0.00                       | 0.00       | 304,712.34 |
| Count   | 1,354              | 2,656           | 81                     | 0          | 0                          | 0          | 4,091      |
| % Amount  | 48.13%             | 48.78%          | 3.09%                  | 0.00%      | 0.00%                      | 0.00%      |            |
| <b>Credit Card</b>  |                    |                 |                        |            |                            |            |            |
| Card Type   | <u>Credit Card</u> |                 | <u>Signature Debit</u> |            | Credit Card Merchant Total |            |            |
|   | Count              | Amount          | Count                  | Amount     |                            |            |            |
| Visa  | 692                | 81,867.75       | 1,876                  | 112,400.24 | 194,267.99                 |            |            |
| MasterCard  | 410                | 47,235.66       | 780                    | 36,235.04  | 83,470.70                  |            |            |
| Discover  | 174                | 13,056.01       | 0                      | 0.00       | 13,056.01                  |            |            |
| AmEx  | 78                 | 4,507.89        | 0                      | 0.00       | 4,507.89                   |            |            |
| Total   | 1,354              | 146,667.31      | 2,656                  | 148,635.28 | 295,302.59                 |            |            |
| <b>ACH</b>  |                    |                 |                        |            |                            |            |            |
| Standard Entry Class  | Count              |                 | Amount                 |            |                            |            |            |
| WEB   | 81                 |                 | 9,409.75               |            |                            |            |            |

## 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 identified 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 was completed, which required certification of the adequacy of controls over the payment process in Purchasing and Accounts Payable, certification of the controls over campus voucher authorizers, and review of how changes to the work environment during the COVID-19 public health emergency have impacted agency processes, procedures, and related internal controls.

### **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.
- Continue to administer campus-wide training on Internal Control via WeComply.
- Attend applicable conferences, trainings, seminars and meetings.
- Present at conferences, trainings and seminars, as requested.
- 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
  - 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
- Research Foundation
- EOP
- Student Association
- Fredonia Technology Incubator
- Youngerman Center
- Psychology Department
- Sociology Department
- School of Business
- Ticketing Office
- ENACTUS and other student groups
- Visual Arts and New Media
- International Student Services
- Science Center

## **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 included the following offices:

- 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.



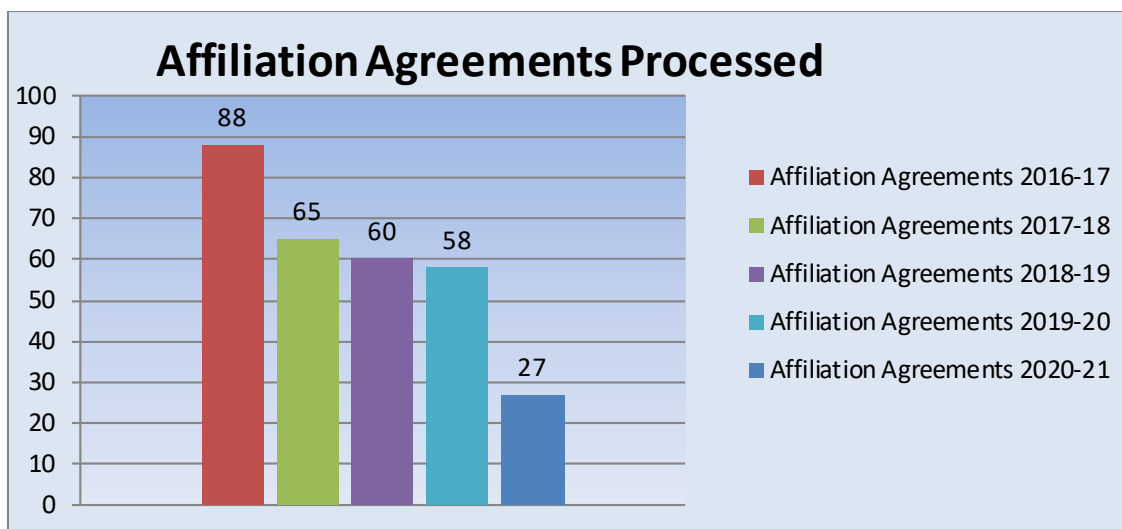
Equally important, University Services has gained from these very students that we are teaching. As a community of learners, we must respect both individual and cultural differences, reminding us that we too have learned so much from our students.

## **Annual Report**

The Director of University Services is responsible for the supervision of the various departments stated previously. The Director University Services is 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 issues 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. During this fiscal there is a transition of the Telecommunications department to the ITS department as we implement VOIP.

### **Significant Accomplishments**

- Prepared and issued bids and contracts for assorted campus-wide services.
- Reviewed and approved 27 affiliation agreements for the campus.
- Miscellaneous bids for services.
- Processed numerous software/miscellaneous agreements.
- 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 on the Board of Directors for the Upstate New York region of the National Association of Educational Procurement (NAEP).
- 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.
- Member of the Commencement Committee
- On campus team, work 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.
- Jaggaer procurement initiative use on campus.

## 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 80 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 numerous other equipment. They repair the and respond to fleet vehicle accidents and equipment malfunctions. The unit maintains the gasoline fueling system which provides fuel, using a special code 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 vehicles used by campus personnel.



*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.

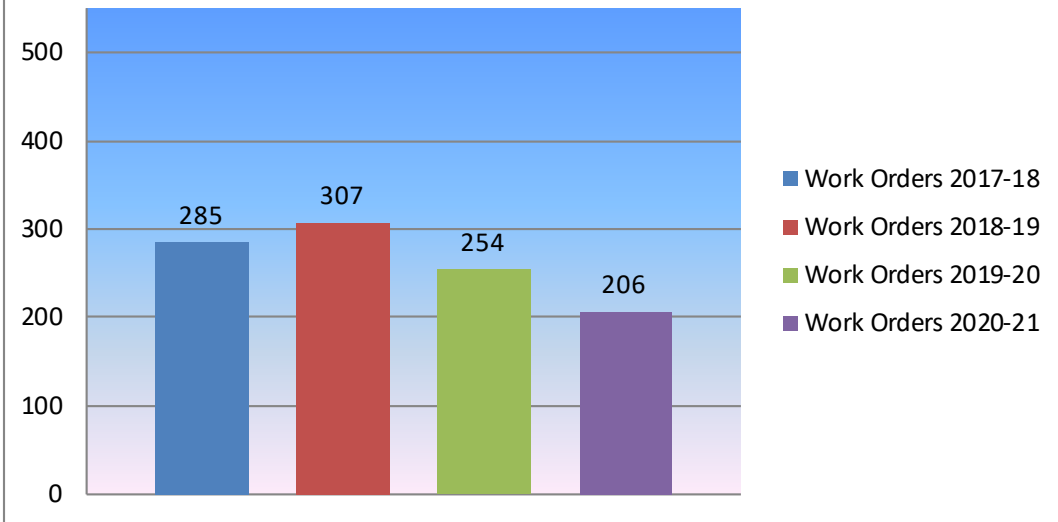
### Significant Accomplishments

- Sanitized vehicles for use during the COVID-19 epidemic.
- Continuing to train staff on new vehicle repair procedures.
- Completed 206 work order requests.
- Prepared, cleaned and fueled fleet vehicles.
- Responded to various maintenance equipment malfunctions and on-campus building repairs.

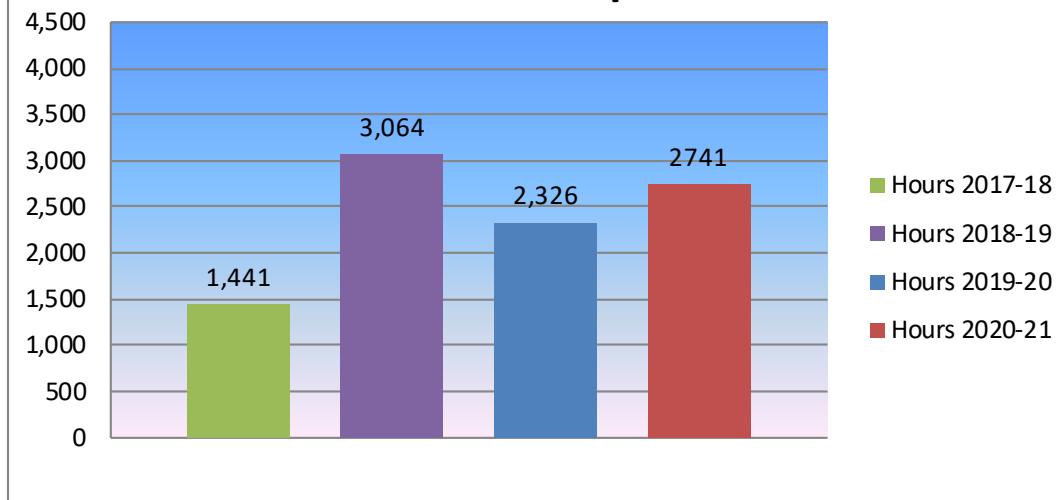
### Statistical Data

- Completed 206 work and preventive maintenance orders.

## Work Orders



## Hours of Repairs



## **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 254 work orders were completed.
- Reduced fleet size.

### **Assessment Goals**

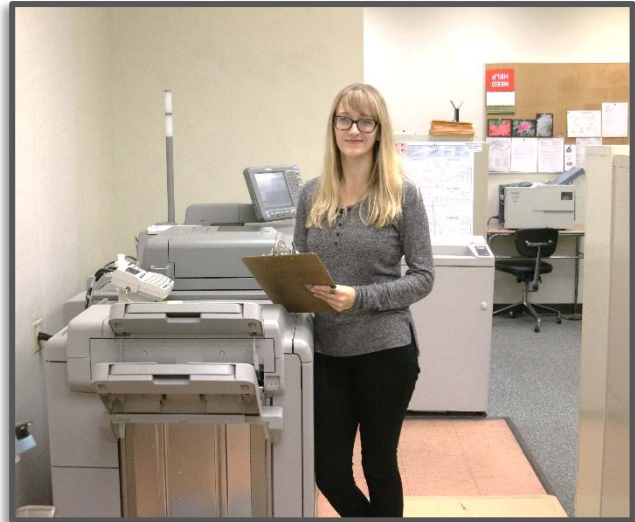
- Continue training on new equipment for servicing and repairs.

## 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 three 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



*Nicole Raynor*

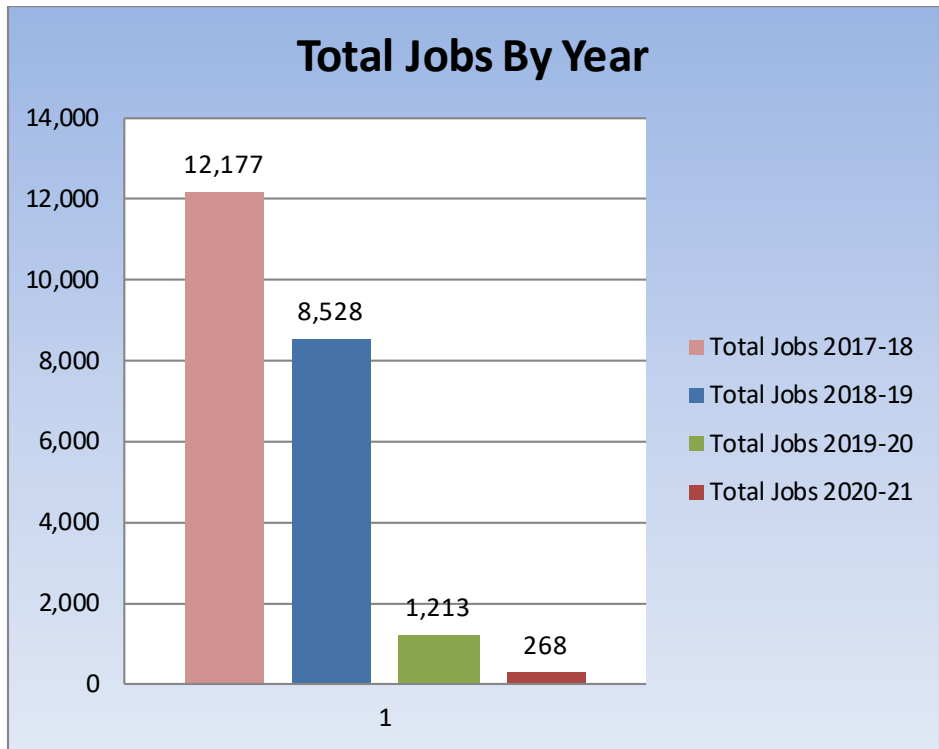
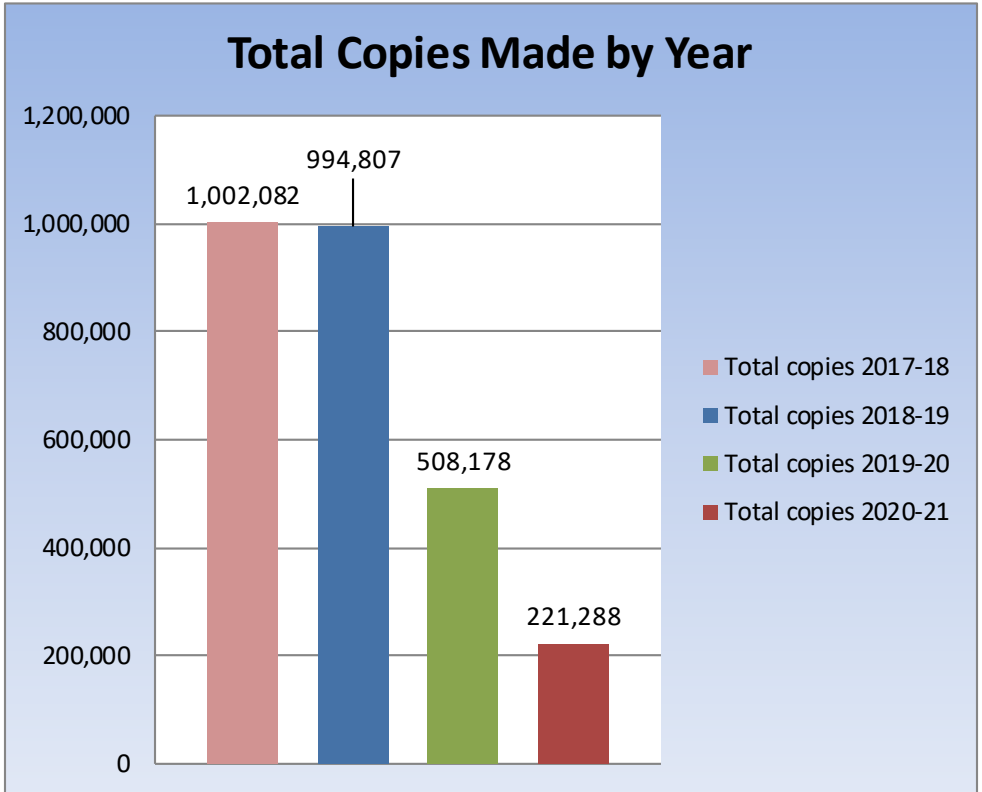
The costs at all centers are tracked to evaluate usage and possible future cost savings. This department was able to maintain the current pricing structure to campus departments at the same cost as in previous years, even though some supply costs have risen. As machines age, we are replacing them with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

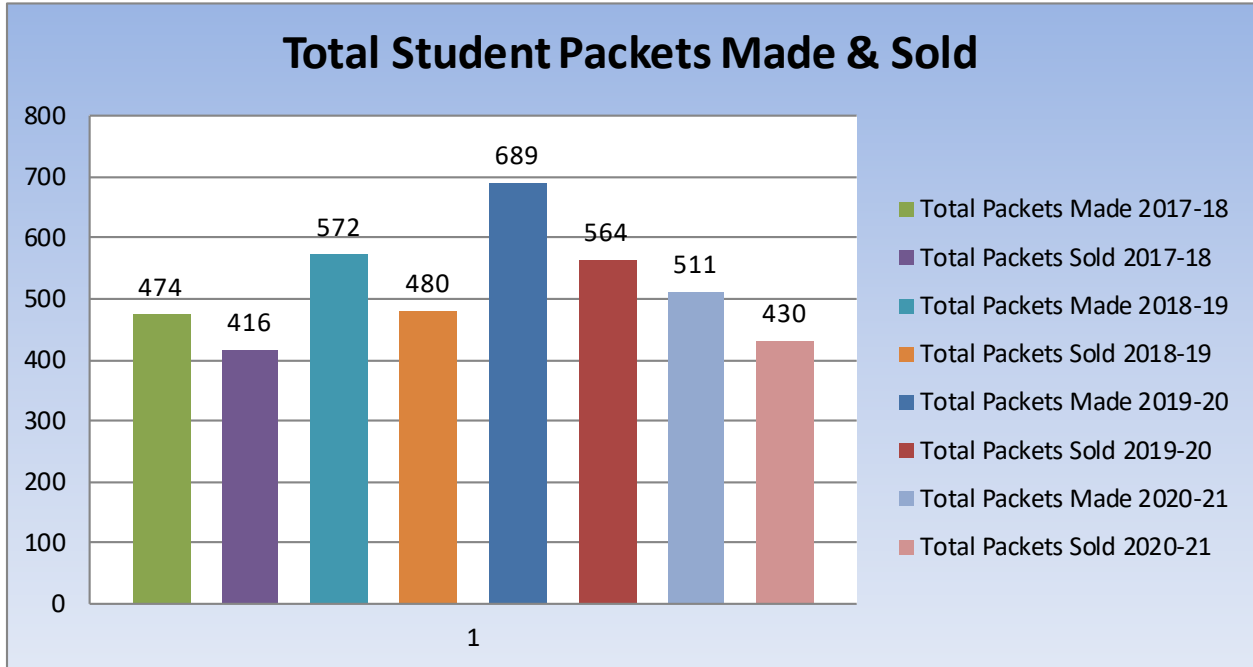
### Significant Accomplishments

- Maintained cost to departments at the same level as 2018-2019.
- We continued 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

- There was a decrease of 56% in photocopies made in 2020-2021 compared to the 2019-2020 year in the Thompson Hall manned center. This is primarily due to the COVID-19 pandemic shut-down. Faculty and staff were encouraged to work from home and many classes were switched to an online format.
- There were 268 jobs with 221,288 copies made at the Thompson Hall copy center in the last year.
- The Copy center in Thompson Hall made 511 student packets, and sold 430 packets this past year. This represents a decrease of 26% in packets made and a decrease of 24% in packets sold from the 2019 – 2020 year.





## 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.

### 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 web based receiving module 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.

This year Central Stores/Receiving staff has been working closely with Purchasing, Accounting, and Facilities Services to implement the new Jaggaer software for purchasing and receiving items, as well as working diligently with the Custodial Staff to order and distribute additional cleaning and disinfecting supplies in response to Covid-19.

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

### Significant Accomplishments

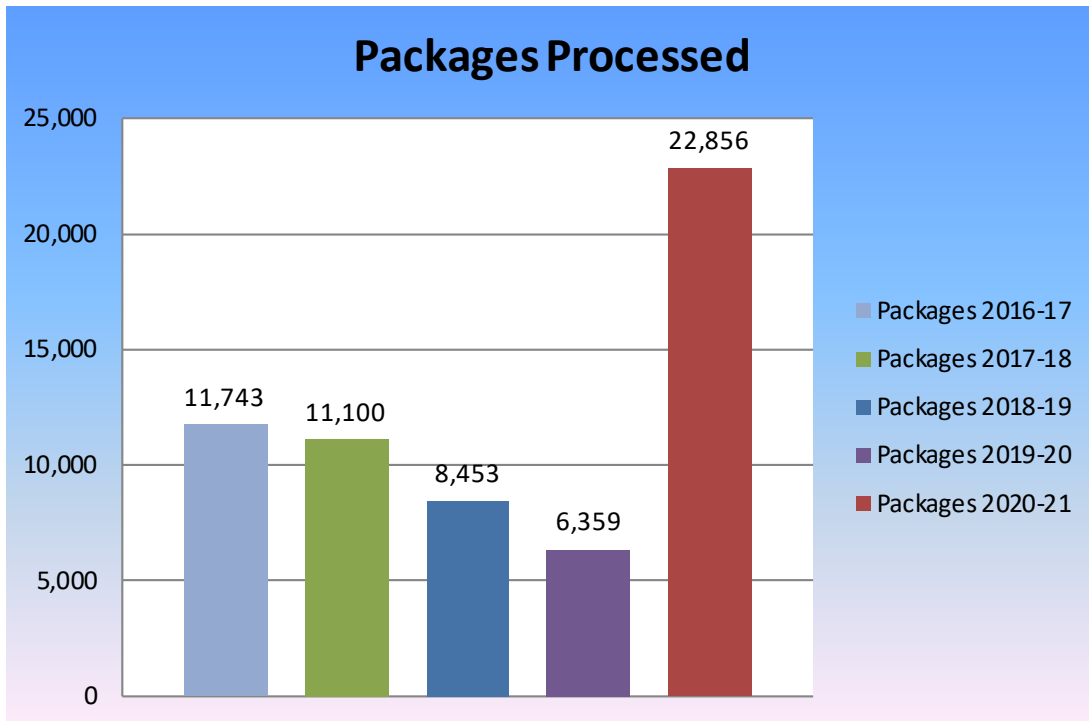
- There were 22,856 packages received.
- There were 3,467 deliveries received.

### Statistical Data

- |  |       |
|--|-------|
| • UPS packages received:                           | 4,589 |
| • Federal Express, Ground, Home packages received: | 9,157 |
| • Lasership  | 4,531 |
| • Miscellaneous deliveries packages                | 4,579 |



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



## 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.
- Deliveries resumed to near normal due to some COVID restrictions being lifted.

### 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 257 SKU items with a value of \$119,940.23 at the end of June 2021. The custodial and office supply inventory dollars decreased by 18.4%.

The Mechanical Storehouse is responsible for 2,302 SKU items with a value of \$266,134.97 at the end of June 2021. 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 2.4%.

Central Receiving affords the efficient distribution of supplies.

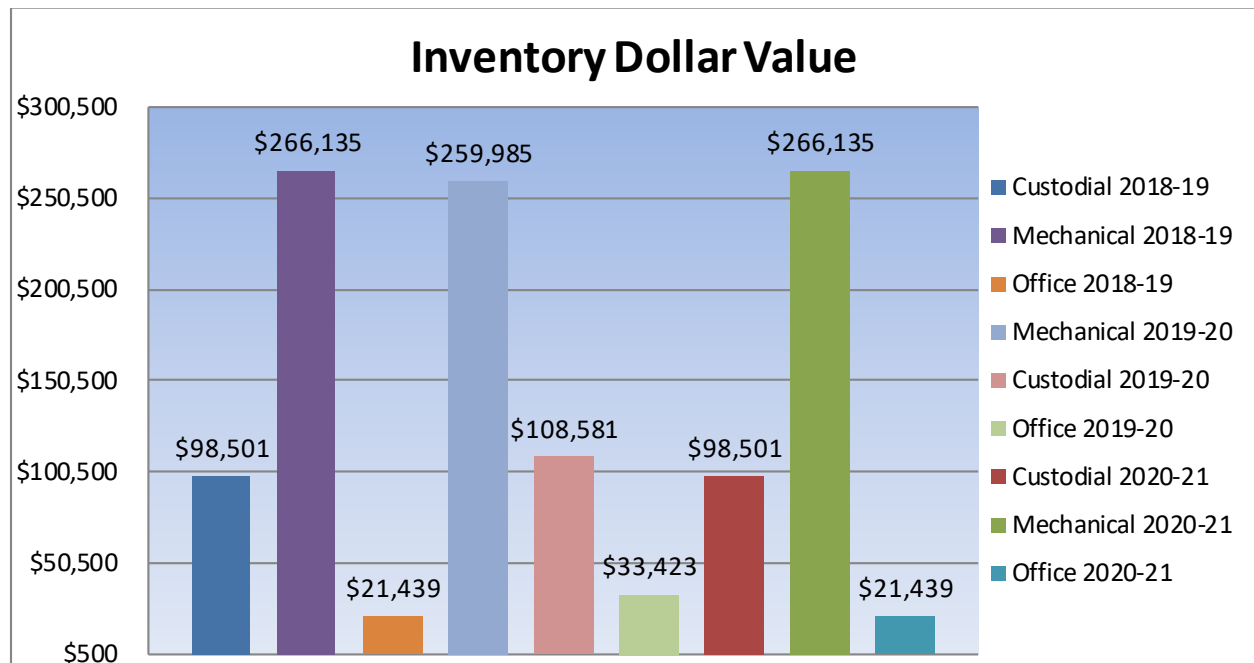
The Central and Mechanical Storehouses are staffed by the Central Receiving personnel.

### Significant Accomplishments

- Office supplies inventory items decreased over fiscal year 2019-2020 to \$21,439.31.
- Custodial supplies inventory items decreased over fiscal year 2019-2020 to \$98,500.92.
- Mechanical supplies inventory items increased over fiscal year 2019-2020 to \$266,134.97.

### Statistical Data

- Mechanical supplies inventory: \$266,134.97
- Custodial supplies inventory: \$98,500.92
- Office supplies inventory: \$21,439.21



## **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 some of 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 in support of and under the direction of the Director of University Services. The office was responsible for the coordination and lawfully compliant administration of various agreements at Fredonia. While few agreements 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 agreements 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.

Although some agreements 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, and M/WBE rules and regulations, major responsibilities include:

- 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.

The Department of Contract Services has had a change this past year. Heidi Moldenhauer had resigned her position on March 9, 2021 to undertake a new position with an outside company. On April 1, 2021, Janet Mayer was transitioned from the IT department to the Directors position in Contract Services to fill the void by Heidi's departure.

## **Significant Accomplishments**

- Total contract workload is comparative to last fiscal year, however, the majority of contracts this year involved software and services for approvals including boilerplate contracts, while service and software involves unique review and negotiations, sometimes involving the review of multiple documents for one item.

## **Statistical Data**

Managed agreements for an array of campus-wide services, to include but not be limited to software, and a variety of other services.

## **Assessment Update**

### **Assessment Statement**

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

### **Assessment Activities**

Staffed by one professional position, this department continued to learn and identify ways to maximize efficiencies and streamline the agreement approval process.

### **Assessment Goals**

- Continue to educate campus community on the importance of obtaining proper approvals on all agreements, 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 manage and administer lawfully compliant contracts, agreements and terms and conditions in support of university operations.

## 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 is staffed with one half-time Office Assistant 2 (Mail and Stores) and eight part-time student assistants. The Office Assistant 2 is responsible for the overall operations of the mailroom, student supervision, and departmental recharges. All staff is required to be familiar with United States Postal Regulations and University mailing guidelines. The student staff has the benefit of a valuable learning experience in a fast paced work environment. Among their duties are daily mail deliveries, customer service, and the operation of the postage machine and other office equipment. The student staff is a valuable asset to the department.



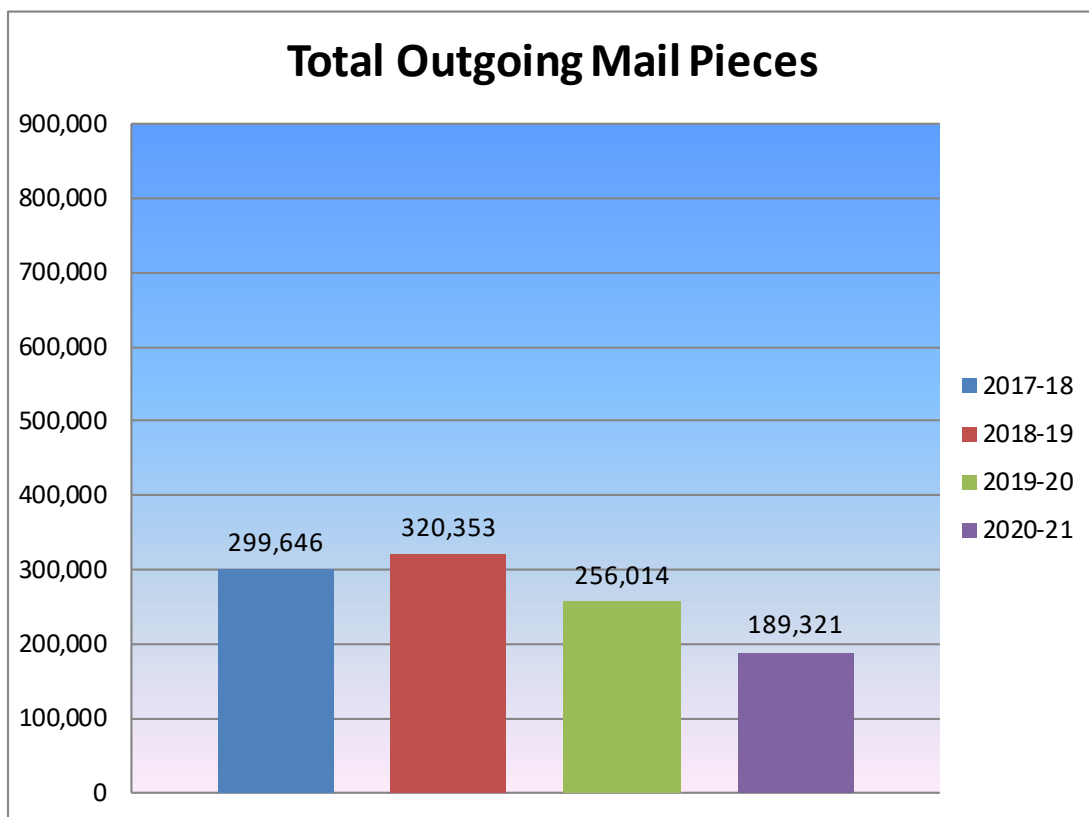
*Nicole Raynor*

### Significant Accomplishments

- Deliveries are made to 65 departments and 14 dormitories. 19 departments located in Maytum Hall pick up their own mail from their mailboxes. Delivery routes were altered to accommodate departments moving to different buildings.
- In accordance with Internal Control's Mailroom Security, the annual training session was held. 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.
- Postage totaled \$92,933.02 for the fiscal year 2020-2021. This is a decrease of 19.1% from 2019-2020.

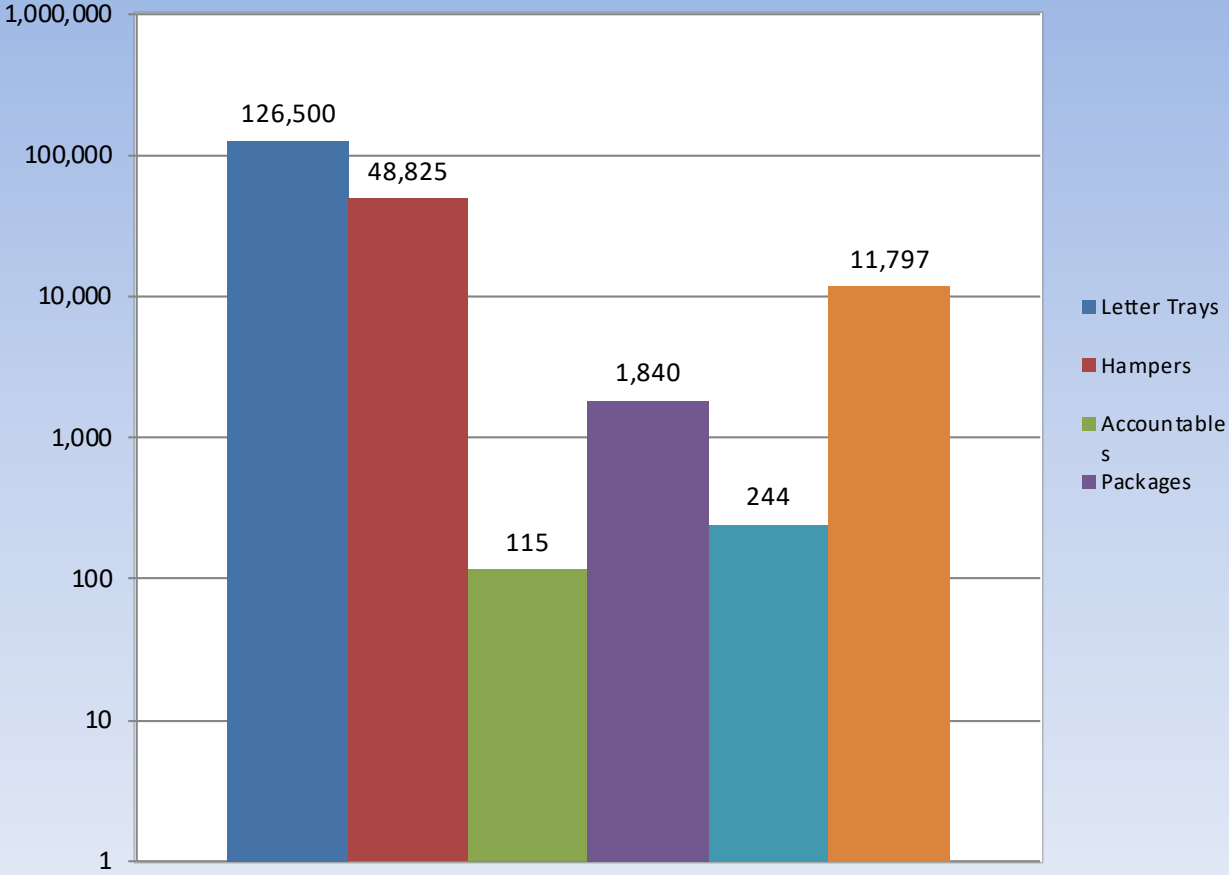
- There was a decrease in the mailings entered through the #367 permit. 2019-2020 was \$23,029.78 and 2020-2021 decreased to \$20,870.79.
- There was a decrease in the mailings entered through the #125 permit. 2019-2020 was \$12,469.50 and 2020-2021 decreased to \$4,617.98.
- There was a decrease in BRM and Short Pay usage. 2019-2020 was \$562.55 and 2020-2021 decreased to \$344.06.
- In January 2021, USPS increased postage rates. Priority Mail rates had previously started at \$7.75, now they start at \$7.95 for a flat-rate envelope. Priority Mail Express Mail remains the same, starting at \$26.35 for a flat-rate envelope. Prices for first-class letters, parcels, and various services also increased.

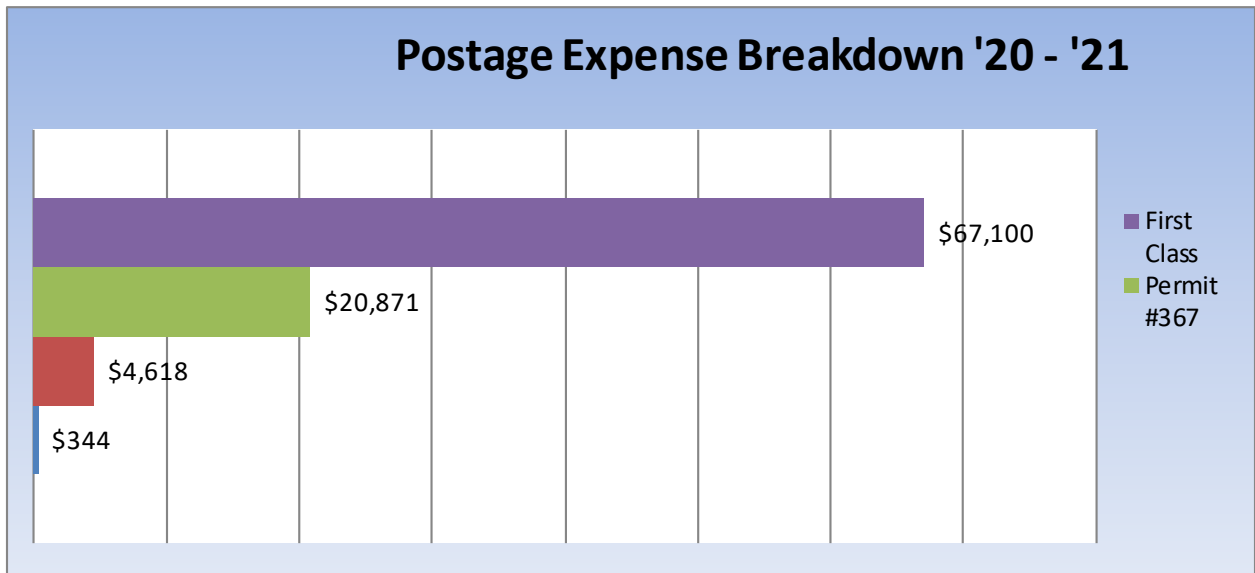
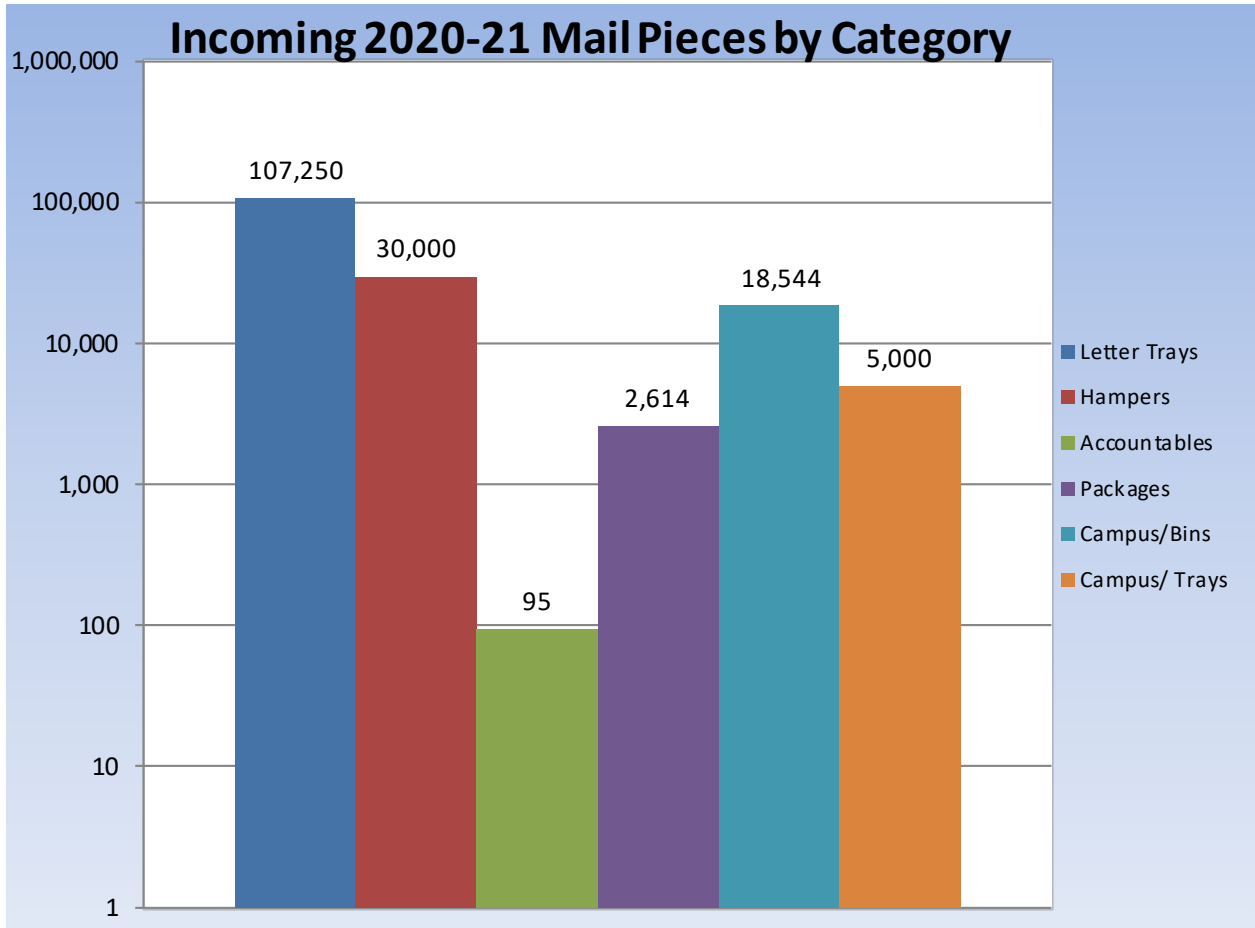
## Statistical Data

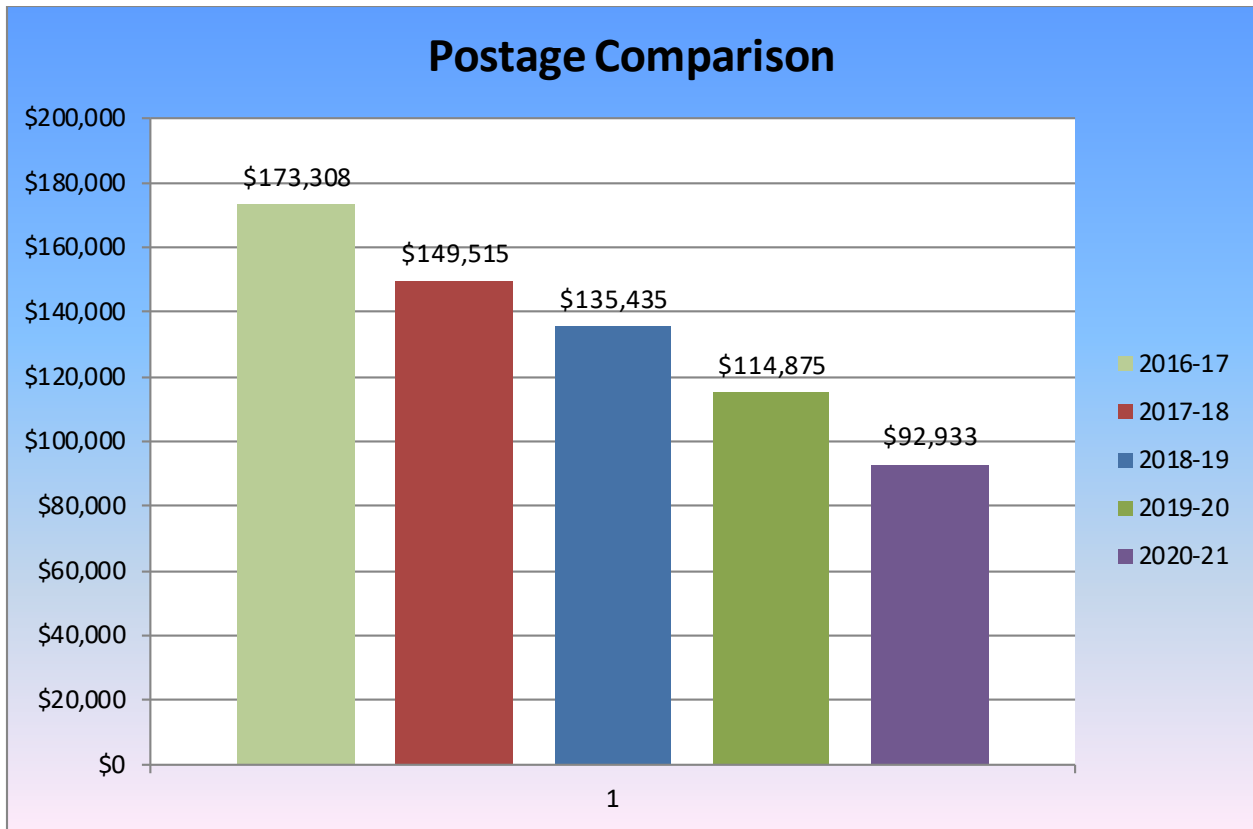




# Outgoing 2020-21 Mail Pieces by Category







### 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

Postage totaled \$92,933.02 for the fiscal year 2020-2021. This is a decrease of 19.1% from 2019-2020. The breakdown is as follows:

|                                      |           |                    |
|--------------------------------------|-----------|--------------------|
| First Class                          |           | \$ 67,080.68       |
| BRM/Short pay                        |           | 344.06             |
| Standard Mail 3 <sup>rd</sup> Class: |           |                    |
| Fredonia #125                        | 4,617.98  |                    |
| Buffalo #367                         | 20,870.79 |                    |
| Pre-Canceled #25                     | 19.51     |                    |
|                                      |           | <u>25,508.28</u>   |
| <b>Total</b>                         |           | <b>\$92,933.02</b> |

## **Statistical Averages**

Overall, the mailroom processed approximately 225,579 pieces of outgoing mail. This is a combination of approximately 213,461 pieces of first-class mail and 12,118 pieces of standard permit mail. The staff also received, sorted and delivered approximately 172,852 pieces of incoming federal mail and 28,200 pieces of inter-campus mail. In total, the mailroom staff handled about 426,631 pieces of mail this year. On average about 1,713 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, 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.



The Park and Ride Shuttle Service employed three part-time drivers, who all offered a pleasant attitude to start or end your day. Each driver offered a safe and courteous ride.

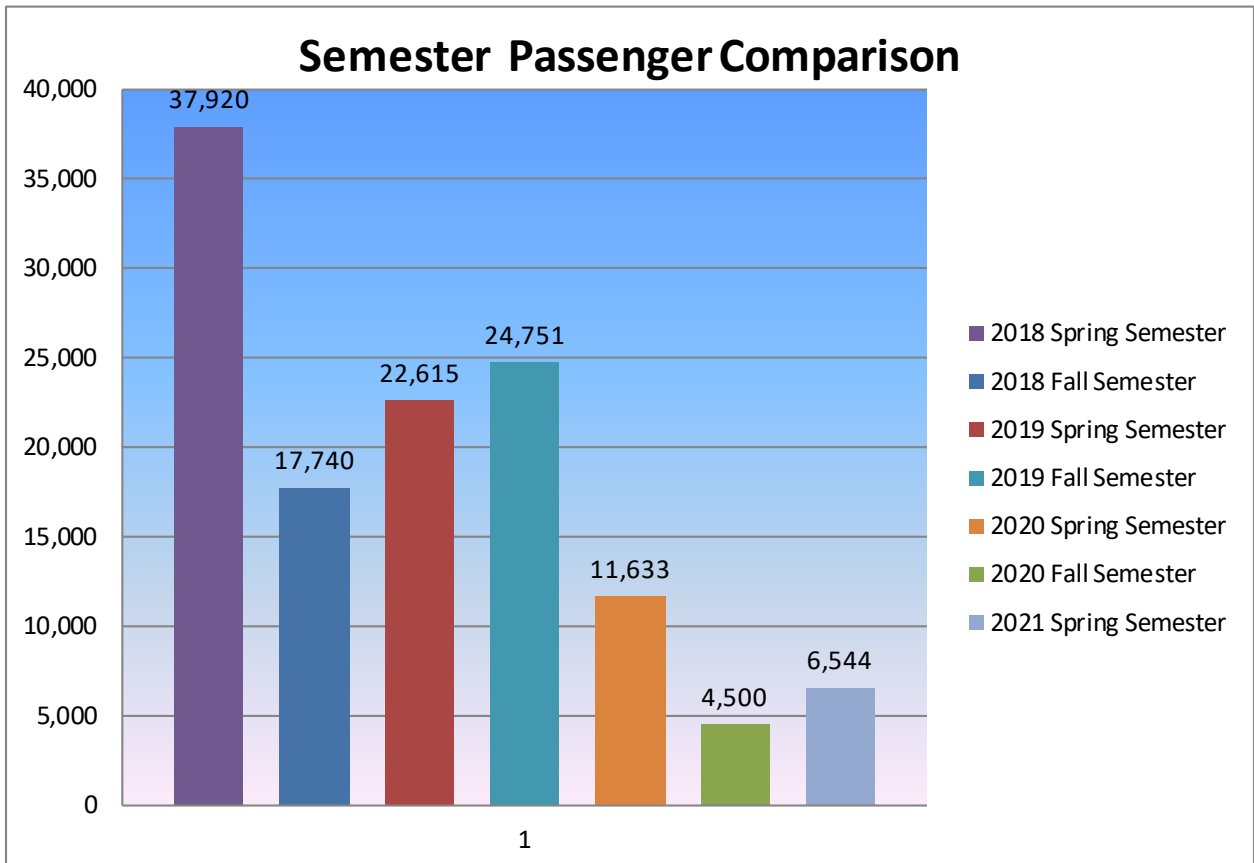
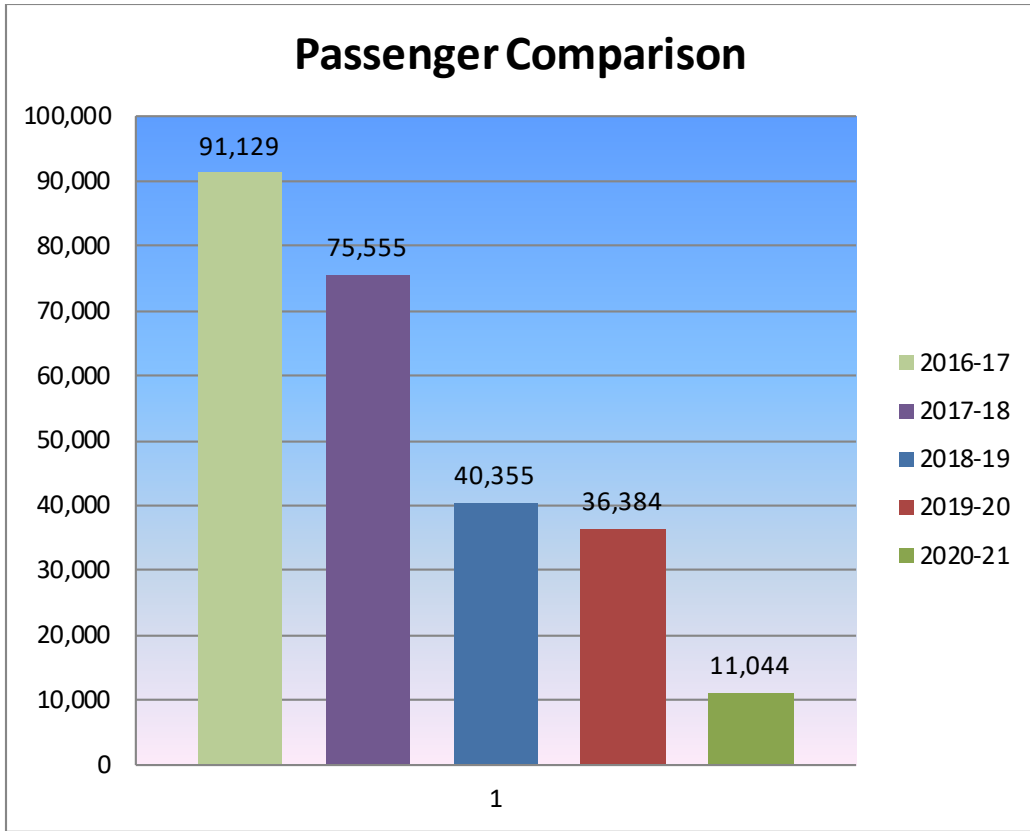
Park and Ride had a decrease in ridership this past year with 11,044 passengers. This is attributed due to COVID and the reduced student enrollment.

### Significant Accomplishments

This was the fifth teen year that the shuttle service was offered. Over the last 15 years we have transported 737,896 passengers. Every year we receive many compliments from students and staff thanking us for this service.

### Statistical Data

- There were 4,500 passengers serviced for the fall 2020 semester.
- There were 6,544 passengers serviced for the spring 2021 semester.
- A total of 11,044 passengers used the shuttle for 2020-2021.



## Assessment Update

### Assessment Statement

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

### Assessment Activities

The passenger count shows the reduction usage due to the reduction in hours for the service due to COVID and the reduced student enrollment.

### Assessment Goals

- Continue the service in the fall.



*Janet Parsons*

## 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.

The department staff consists of one Office Assistant 3, and one student 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.

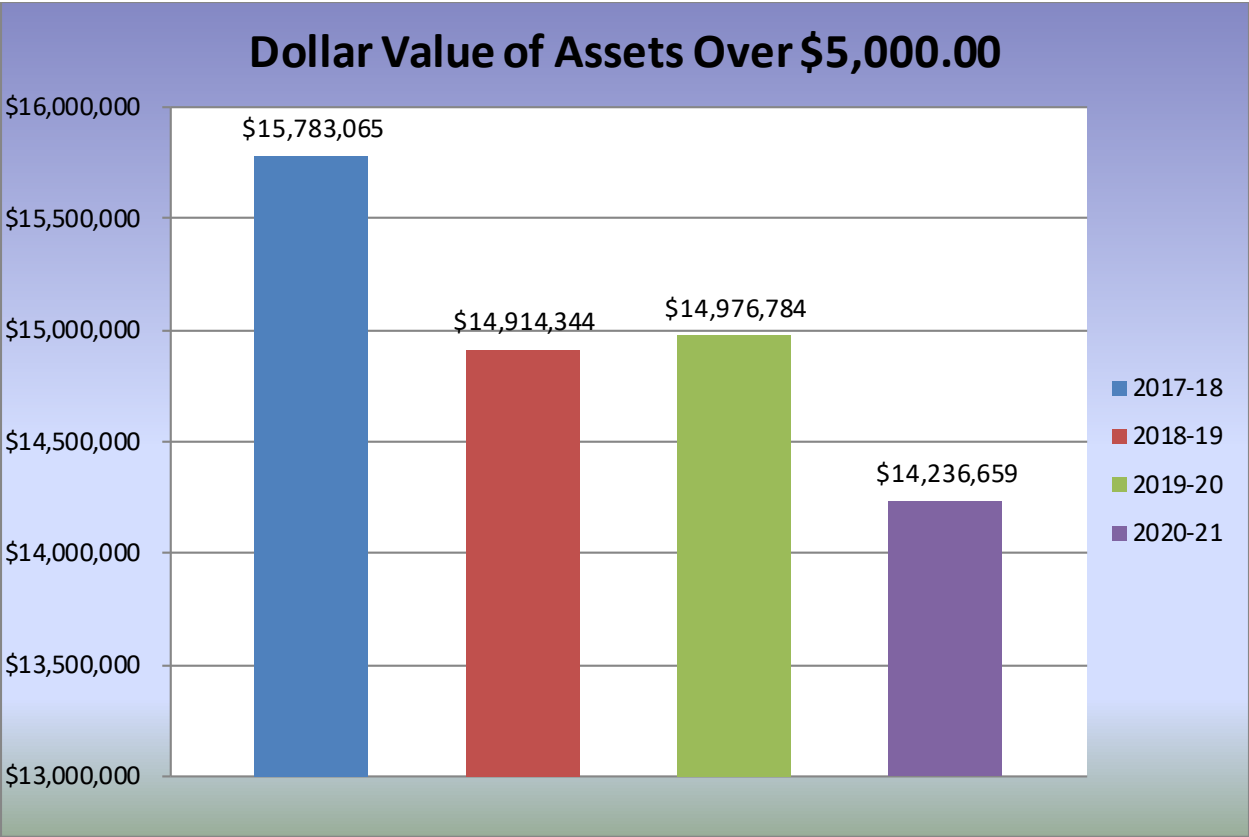
## Significant Accomplishments

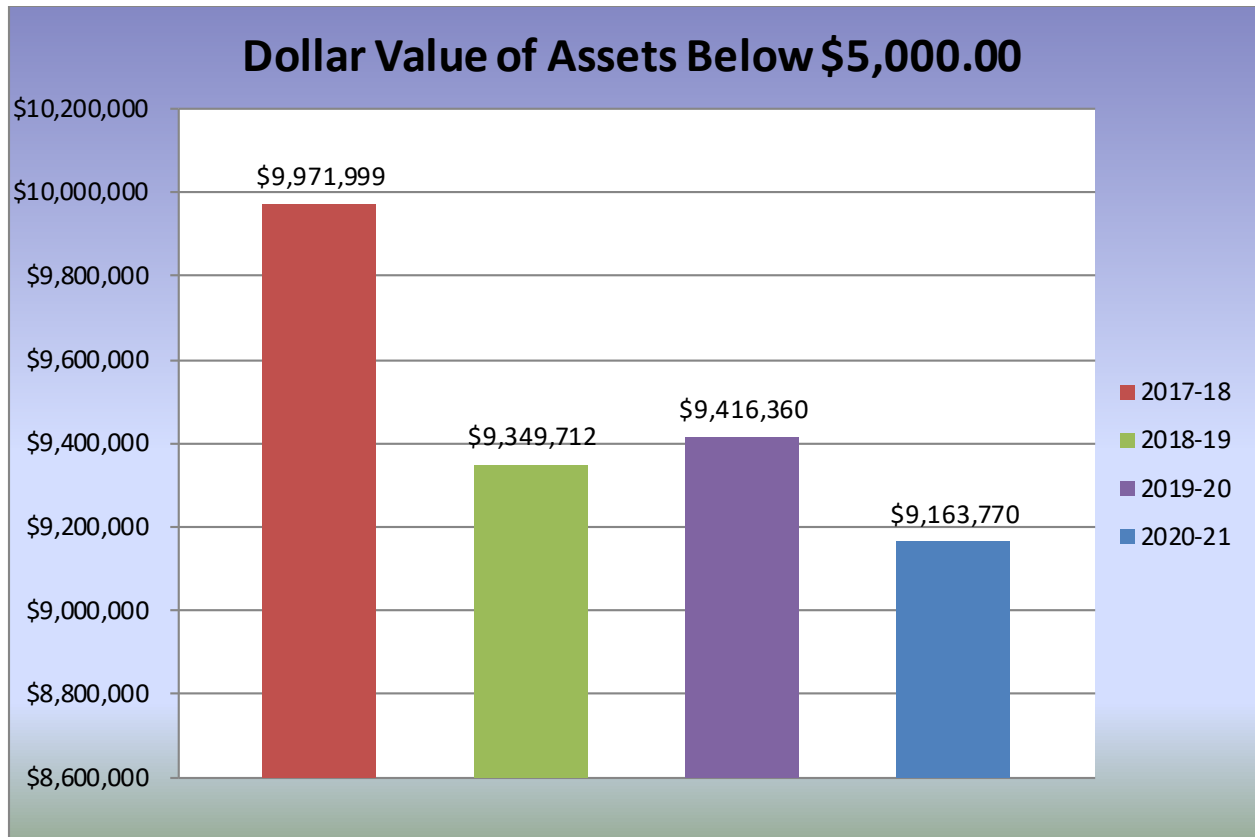
- Campus electronics recycling was held December 2, 2020 at no cost to the campus. There was a total of 6,216 lbs. of electronic equipment recycled with a generated revenue of \$1,367.52.
- Assets: 7,609 items totaling \$23,288,645.80.
- Surplus equipment was transferred to other campuses or to OGS for disposal on eBay. Total revenue back to the campus was \$0.00
- Surplus equipment granted local disposition – (3) Steinway Pianos, (Scrap) Bikes, (1) Awning, and (300) Cinder Blocks – Total campus revenue of \$1,031.00
- Due to Covid restrictions on campus and most people telecommuting the annual training was cancelled.
- Monitored Property Control forms linked to website to ensure they are up to date.
- Kept the Temporary Loan of Equipment requests information updated and accurate.
- Annual physical inventory of equipment was conducted.

## Statistical Data

- 7,609 total assets on inventory for an amount of \$23,288,645.
- 6,596 assets for \$20,785,661 located during the 2020-21 physical inventory.
- 664 assets for \$1,765,322.76 not located during the 2020-21 physical inventory.
- 349 new assets for \$737,661.12 were added to the inventory
- 517 assets for \$1,734,718.40 were retired from inventory.
- 87% of all assets were located.







## 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.

### 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.

There is a transition of this department over to ITS as they are now in charge of the new VOIP telephone system that was implemented during the 2020-21 fiscal year.

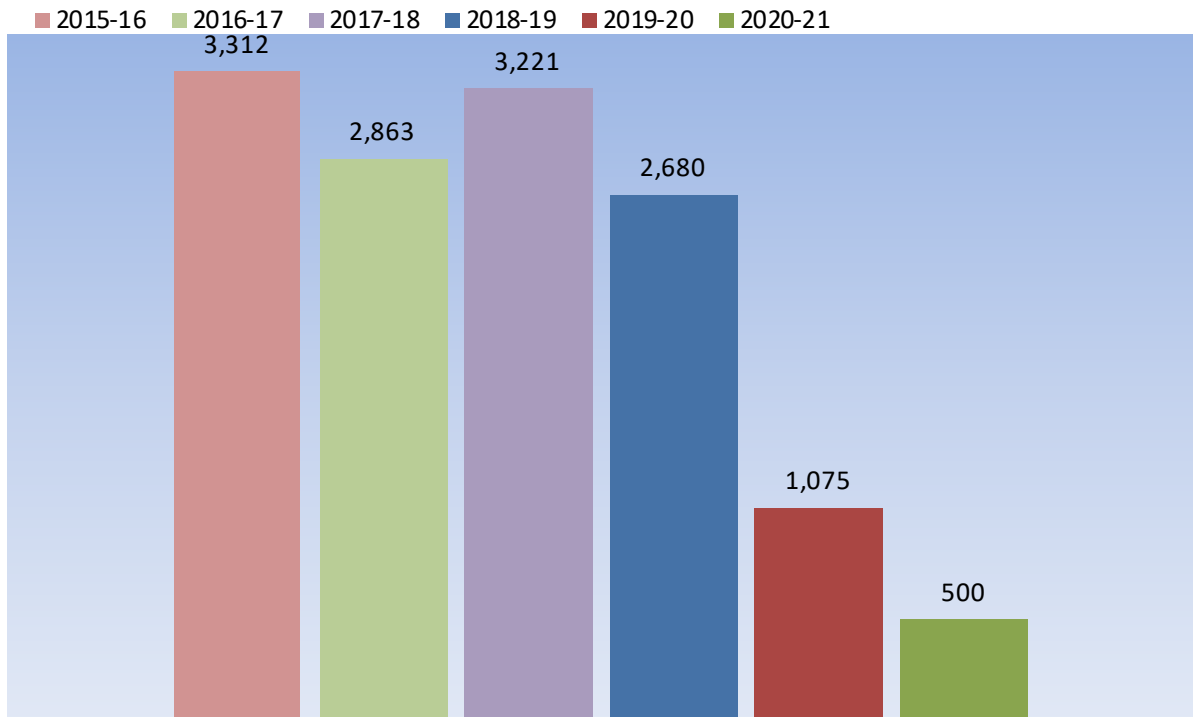
### **Significant Accomplishments**

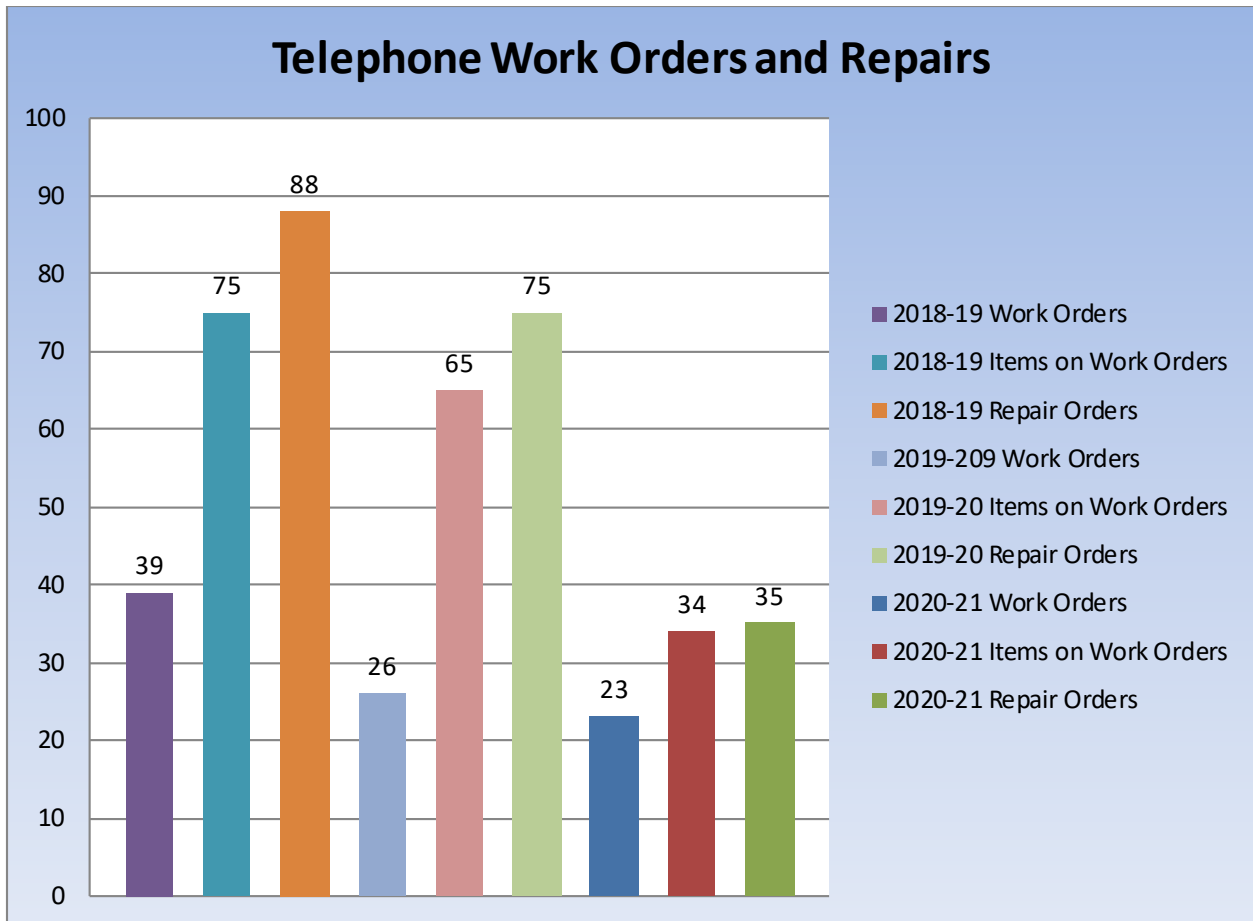
- The college operator answered calls for fiscal year 2020-2021 totaled 500 on the University's main information line. This is due to the fact that other duties were assigned to the operator and COVID, main line not being answered.
- In addition, the operator also handled calls for the University Services' department lines.
- The department processed 23 work orders consisting of 34 items for new or changed phone service.
- The department processed 35 repair orders.

### **Statistical Data**

- Operator answered calls totaled 500.
- 23 telephone work orders were issued.
- 35 repairs orders were issued.

# Operator Call Report





## 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

- Move Telecommunications to Information Technology for VOIP service.

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# **Information Technology Services**





## Information Technology Services (ITS)

### Annual Report

Information services are utilized in every aspect of Fredonia's environment. The initial "visit" to Fredonia most likely occurs through the campus home page at [www.fredonia.edu](http://www.fredonia.edu), or via social media. The Information Technology Services (ITS) department provides the following baseline services for the campus community:

- ITS Service Center Support
- Network Design, Support, and Development
- Enterprise Reporting Services and Development
- Enterprise Information and Physical Security Systems Support
- Enterprise Information and Physical Security Program Management
- Enterprise Infrastructure Design, Support, and Development
- Enterprise Data Services and Production Support
- IT Project and Portfolio Management



Interim CIO, Ben Hartung

### Management

CIO, Director, and Managers are responsible for seeing that the overall mission, vision, and yearly objectives are identified, prioritized, communicated, and accomplished in a consistent manner.

Communication (information sharing), governance (development and adoption of policy and procedure), financial planning and budgeting, organizational development (teamwork, customer service, consistency, professional development opportunities), and project/portfolio management are key foci.

### Support Services

The Information Technology Services staff devotes the majority of their time supporting the academic and administrative computing needs of the students, faculty, and staff. Support ranges from troubleshooting and maintaining data, databases, and systems, monitoring operating logs, processing data backups, running and reviewing processes and output, prepping and installing computers and computer labs and smart classrooms for student and faculty use, and providing multimedia services for students, faculty, and staff.

### Research & Development

Research and development is based on identified and prioritized need (such as software upgrades, etc.) as well as on project scope and security schemas approved by management.

Secure and sustainable infrastructure development with appropriate documentation enabling support teams to provide excellent support and customer service is expected.

### **Mission Statement**

In keeping with the State University of New York at Fredonia vision, Information Technology Services (ITS) at Fredonia will provide the environment and support of the technology needed for teaching, learning, and administrative functions.

Information Technology Services primary goals are to:

- Provide a stable, secure, and user-centric computing environment.
- Collaborate with Fredonia colleagues in identifying and supporting new and existing technology
- Maintain and improve our expertise to support evolving campus technology needs.

### **Significant Accomplishments**

- During the 2020-2021 fiscal year, the ITS department successfully completed 9,515 Tracker IT support tickets with an overall customer satisfaction rating score of 4.9 out of 5.
- ITS successfully completed a total of 21 projects on-time and within estimated budget with an average customer satisfaction rating of 4.9 out of 5.
- ITS completed a 6 month project to successfully migrate the University's Banner Student Information System (SIS) server hosting environment to the Information Technology Exchange Center (ITEC) data center located in Buffalo, NY. This monumental project provided substantial institutional cost savings, additional security protections for our most critical data assets, enhanced our business continuity capabilities, provided succession planning for onsite support staff, and addressed mandatory regulatory compliance requirements.
- As part of President Stephen Kolison's vision to transform the University, the [FRED Laptop Program](#) was successfully developed and implemented by ITS, FSA, and ESS during the 2020-2021 academic year. The goals of this new lease-to-own program included providing students with a Microsoft Windows or Apple laptop, equipped with the latest technology to meet their basic remote computing needs throughout their academic career.
- Fredonia continued to enhance its Internet connection speeds and supporting infrastructure to provide faster downloads, higher quality video streaming and a more responsive overall experience.
- Successfully developed and implemented the [FREDconnect](#) locally hosted student portal. FREDconnect has a focus on student groups and events associated with mentioned groups to improve retention. The portal also integrates with Localist, the event calendar maintained by Marketing and Communications, as well as with local systems databases.
- In an effort to maintain this high degree of performance, security, and stability, ITS staff successfully replaced numerous network switches across campus buildings and

replaced or newly installed over 1,630 state-of-the-art high-speed Wireless Access Points (WAPs) across campus.

- ITS continued to expand the number of security cameras and card access doors, elevating the security envelope throughout campus.
- As part of a mandated SUNY Chancellor's initiative, the Information Security Office (ISO) successfully launched a phishing simulation program (KnowBe4) this past year. This SUNY-wide initiative to provide additional security for campus email systems since phishing represents one of the most prevalent threats to the campus community.
- ITS successfully completed the SUNY Strategic Identity Initiative (SSII) as part of a SUNY Chancellor's initiative this past year. The completion of this project provides the campus a far greater level of business continuity capability and resiliency for authenticating our critical cloud hosted computing services such as Oncourse, Google Workspace (Gmail), and Zoom.
- Due to the implementation of Covid-19 preventative measures, approximately half of the workstations in the computer labs and smart classrooms were required to be taken offline in order to support social distancing compliance. In order to continue to provide those critical computer lab resources to students and faculty, ITS successfully implemented the [Fredonia Virtual Labs](#) (FVL) environments to allow students to access these computer lab resources remotely. With the use of FVL, students can access the full range of lab computer resources for homework and/or remote classes from anywhere in the United States.
- As part of a SUNY-wide Chancellor's initiative to reduce costs, improve security, and centralize services, ITS successfully completed Phase I of the SUNY Managed Print Initiative. This initial phase of the multi-year effort, included the deployment of a campus-wide print management agent used to monitor the campus print resource utilization and the comprehensive security hardening of the current printing devices across campus. Phase II of the SUNY Managed Print Initiative will commence in the fall of 2021 as the campus works to meet the compliance requirements set forth in the SUNY [System-wide Print Resource Use Policy \(6902\)](#).
- As part of a SUNY Chancellor's strategic initiative, ITS successfully deployed the [Eduroam](#) as a Wifi service for the campus community this past year. Eduroam (education roaming), is an encrypted, world-wide wireless service developed for the international research and education community.

### **Assessment Goals**

- Complete the migration of the University's Centrex phone system over to the new Voice-over-Internet-Protocol (VoIP) phone system to leverage the latest in technology and provide cost savings to the institution.
- Complete a 1.4 million dollar Capital project to address upgrading critical life and safety campus infrastructure. This project will include ensuring that all campus building exterior doors are on the campus online card access control system, all obsolete security cameras are upgraded, and emergency power and Uninterruptible Power Sources (UPS) are installed in critical locations across campus to maintain critical services in the event of a power outage.

- Continue to participate in SUNY-wide shared or centralized service opportunities to reduce delivery and administrative costs.
- Expand Fredonia's first student one-for-one laptop program (FRED Laptop Program), which will provide all students with a state-of-art laptop that is fully supported by the campus.
- Replace Fredonia's existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Implement the SUNY Managed Print Initiatives to reduce the overall cost associated with printing on state-owned devices.
- Upgrade "Your Connection" self-service login to utilize the existing eServices username/password.
- Further enhance Fredonia's Disaster Recovery and Business Continuity capabilities for applications, environments, and systems used in delivering IT services to the campus community.
- Expand on the use of vendor's technologies delivering "lifetime" product warranties as a method of reducing annual hardware maintenance and support costs.
- Migrate to classroom technologies that reduce periodic maintenance activities as a method of aligning staffing work assignments to value-added activities.
- Continue to support the university by leveraging state of the art technologies to enhance online instruction, expand the University's online presence, and telecommuting capabilities.
- Reduce ongoing technology maintenance expenses by procuring more "next-generation bundled" solutions that deliver exceptional value.
- Leverage multi-year support and maintenance agreements to help counter the ever-increasing cost of delivering current versions of academic software.
- Negotiate with vendors and service providers in confirming Fredonia is procuring products and services at the lowest possible cost.
- Complete the implementation of the SUNY Strategic Identity Initiative (SSII) by improving the business continuity and disaster recovery capabilities of Fredonia's authentication systems.
- As mandated by SUNY, implement the university's first Electronic and Information Technology (EIT) Program.
- Upgrade the university's virtual replicated network storage infrastructure to ensure the campus's critical data stores are always available.

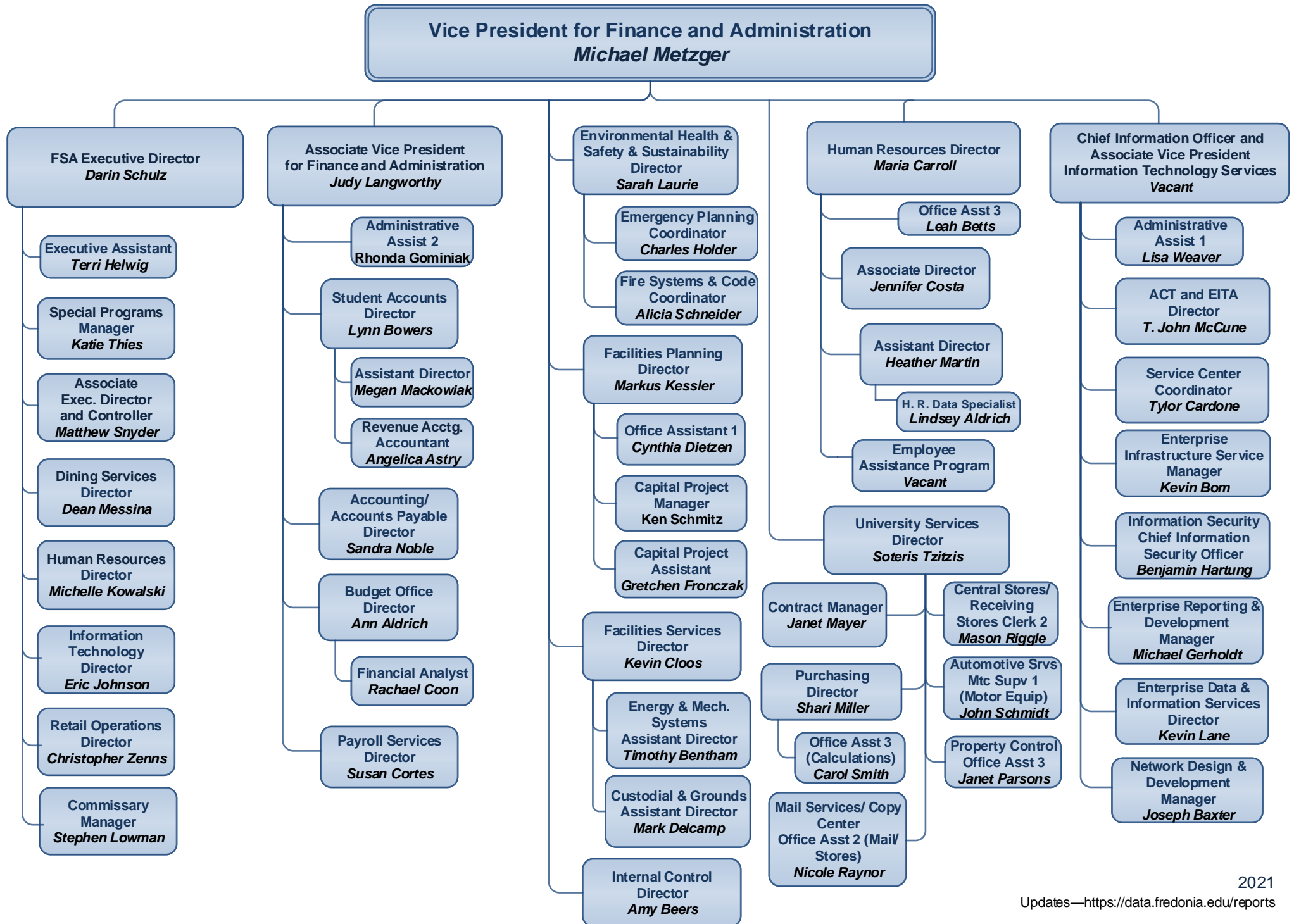
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## **Appendix A**

- **Organization Chart**



# Finance and Administration







## **Appendix B**

- **Fredonia Mission 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.



# ACKNOWLEDGEMENTS

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Gary Hardy, *Plant Utilities Supervisor*  
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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*  
Stephen Lowman, *Commissary Manager*  
Dean Messina, *Director of Dining Services*  
Katie Thies, *Special Programs Manager*  
Christopher Zenns, *Director of Retail Operations*

**Human Resources**

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Jennifer Costa, *Associate Director of Human Resources*  
Heather Martin, *Assistant Director of Human Resources*  
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Tylor Cardone, *Service Center Coordinator*  
Michael Gerholdt, *Enterprise Reporting & Development Manager*  
Kevin Lane, *Enterprise Data & Information Services Director*  
John McCune, *ACT and EITA Director*

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Mason Riggle, *Office Assistant 2*  
Nicole Raynor, *Office Assistant 2*  
John P. Schmidt, *Motor Equipment Maintenance Supervisor 1*

## ADMINISTRATIVE AWARD WINNERS

### 2021

Joan Schnur – Secretarial/Clerical  
Katie Brown – Professional  
Steve Gromala – Trades  
Elizabeth Goblirsch – Custodial  
Jeannette Guziec – FSA

### 2019

Leah Betts – Secretarial/Clerical  
Sarah Laurie – Professional  
Natalio Matias – Trades  
Sara Jagoda – Custodial  
Cheryl McCoy – 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 Porpiglia – Professional  
Steve Siragusa – Trades  
Lee Szalkowski – Custodial  
John Skubis – FSA

### 2020

Nikki Raynor – Secretarial/Clerical  
Sandy Noble – Professional  
Randy Grant – Trades  
Hector Figueroa – Custodial  
Cindy Korzeniewski – FSA

### 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 Dillenwburg – 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