| **F&A** | **Recommendation** | **Approval Level** | **Timeline** | **Notes about impact and progress** | **Status** |
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| 1.1 | Continue to aggressively market FSA services such as the Cranston Marche and College Lodge to the campus community. | FSA Executive Director | Fall 2017 | Increase listserv marketing for rewards program along with promotional activities. The College Lodge is advertised in all appropriate publications. | Perpetual;Continued advertising with newspaper Wedding Specials. |
| 1.2 | Monitor student wants and needs for food options to maximize utility for the student through the use of student focus groups and surveys.  | FSA Board of Directors | 2017-18 | FSA will be establishing student focus groups with the assistance of the Student Assoc. and continue the practice of semi-annual surveys. | FSA Exec. Dir. Spoke at S.A. Summit soliciting students for participation. |
| 1.3 | Explore feasibility to reduce scope of maintenance and costs at the College Lodge while maintaining accessibility for campus. | FSA Board of Directors & Cabinet | Spring 2018 | The maintenance of the wooded land and bog are not the cost drivers, but rather the maintenance of the buildings and the access to the property. | Exploring contact with conservancy. |
| 1.4 | Explore options for potential legal restructure of the Alumni House and the College Lodge, which may include transfer to a new not-for-profit corporation. | FSA Board of Directors & Cabinet | Spring 2018 | Through the creation of a new 501C3 there may be the potential for grants. Costs would still be significant. | Reaching out to seek legal advice. |
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| 2.1 | Conduct individual job studies of positions within Facilities Services Trades to ensure efficient workflow - are employees serving redundant roles? Could work assignments be redistributed to provide better customer service? | Director Facilities Services / VPFA (Funding) | 2017-2018 year if funding is available |  | Pending funding. |
| 2.2 | Investigate opportunities for solar/wind energy with focus on Return on Investment (ROI) for both the campus as well as Fredonia's commitment to Carbon Neutrality. | VPFA | 2017-2018 year to begin investigation into opportunities. Completion date approximately 2025. | Campus is meeting with the New York Power Authority on October 5 2017.VPFA to provide further updates. | Ongoing |
| F&A | Recommendation | **Approval Level** | Timeline | **Notes about impact and progress** | Status |
| 2.3 | Prioritize and reorganize custodial services workflow to provide adequate resources for the most important tasks. Communicate these changes to the campus community. | Assistant Director Custodial & Cabinet | 2017-18 year | Office cleaning at Maytum Hall and the Services Complex has changed to twice per week. | Ongoing |
| 2.4 | Obtain and utilize infrastructure which allows Facilities Services to analyze energy usage by building/space and conduct an assessment to prioritize energy efficiency projects. | Director Facilities Services / VPFA (Funding) | 2018 | Building Sub-metering Project is currently in "Design" phase with anticipated completion 8/31/18. | Ongoing  |
| 2.5 | Create and implement a Grounds Management Plan that aligns with the Campus Master Plan, prioritizing areas of need and directing resources appropriately. Include an Integrated Pest Management Plan in this process. | Grounds Supervisor/Director Facilities Services | 2017-18 year | Draft Grounds Master Plan created. | Ongoing |
| 2.6 | Hire individuals in the SG-6 SUNY Campus Worker title to allow flexibility in employee resource distribution depending on the peak season for each Trade. | Cabinet | 2017-18 year | Civil Service has approved reclassifying 4 unfunded positions; H.R. to provide internal posting | Approved |
| 2.7 | Hire Emergency Manager within the department of EH&S&S to coordinate and oversee Emergency Planning and Preparedness efforts for the campus. | Cabinet | 2017-18 year | Position description to be presented to Cabinet 10/11/17. | Ongoing |
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| 3.1 | Identify excess/unused/redundant Chart of Account numbers to simplify and improve account analysis and charging. | VPFA | Fall 2017 | Example: each division will be assigned one recharge account number for all campus recharges. Allocation for recharges will be moved from departmental accounts to divisional accounts. | Immediate – steps will be taken to implement asap. |
| 3.2 | Request and utilize vendor discounts. | VPFA | Fall 2017 | Impact – monetary savings. Accounting will take discounts if all paperwork is in order to meet the discount criteria. Employees getting quotes should ask about discounts. SciQuest/Jaggaer eprocurement system may help. | Ongoing |
| **F&A** | Recommendation | Approval Level | Timeline | **Notes about impact and progress** | Status |
| 3.4 | Automate the classified timesheet and approval process. | VPFA | 2017-18 Academic Year | Impact – improved efficiency. The T&A system will replace much of the current manual labor. F&A clerical staff to be trained prior to 12/2017. All other clerical staff to be trained by end of 12/2017. All remaining classified employees to be trained by end of spring 2018 semester. | Ongoing |
| 3.5 | Eliminate the printing of pay stubs if on direct deposit. | OSC | April 2017 | Impact – less paper and less postage. NYS Payroll Online has been rolled out. Employees may choose to not have paystubs sent home if on direct deposit. Monthly reminders of this online service will be sent to the faculty/staff listserv. | Complete |
| 3.6 | Adopt fully the OSC Travel Guidelines regarding the use of the least expensive mode of travel. | OSC | 2018-19 Academic Year | Impact – improved efficiency. A SUNY-wide RFP for travel has been initiated. RFPs will be reviewed and a contract with vendor will be implemented. This contract may guide travelers to the least expensive mode of travel. | Ongoing |
| 3.7 | Restructure Finance and Administration. | VPFA/Cabinet | Fall 2017 | Monetary savings/ the elimination of the University Controller (MC) position. | Complete |
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| **F&A** | Recommendation | Approval Level | Timeline | **Notes about impact and progress** | Status |
| 4.1 | Provide employees with options for working hours to hopefully accommodate personal needs.  | F&A Supervisors | 2017-18 | Implemented 8/21/17 | Complete |
| 4.2 | Investigate opportunities for “Break-in-Place” to reduce travel time and cost of travel. | Cabinet | 2017-18 |  | Pending |
| 4.3 | Enhance the COS system so that it can include performance programs and evaluations. | Cabinet | 2017-18 | Still in initial planning stages. | Pending |
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| 5.1 | Investigate combining the campus mail and copy center operations; possibly including a central mailroom for residential students. | Cabinet | 2018-19 | Challenged by the large amount of space needed. | Pending |
| 5.2 | Renegotiate the long-distance telephone contract. | OGS | 2017-18 | We use the State- Office of General Services state contract for our long distance service. Need to investigate if this is feasible to save money. | Ongoing |
| 5.3 | Review the need for special services such as Park and Ride, Courier service, etc.  | VPFA & Director University Services | 2017-18 | Reviewing the use of Park & Ride and Courier service.  | Ongoing |
| 5.4 | Conduct cost-benefit analysis on state fleet management. | Director University Services | 2017-18 | Current campus over the road fleet traveled 264,411 miles last year. Will evaluate the cost using existing OGS state contract for the fleet vehicles | Ongoing |
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| 6.1 | Use underutilized facilities to generate revenue, support academic programs, support students, bring visitors to campus, and assist with recruitment and retention efforts such as Starry Night at the Science Center. | Cabinet | 2018-19 |  | Accepting proposals |
| 6.2 | Investigate partnerships with JCC, EC English and Empire State College. | Cabinet | 2018-19 |  | Pending |
| 6.3 | Evaluate alternative revenue opportunities for vacant or Summer Residence Halls.  | Cabinet | 2018-19 | Initial stages of planning. | Accepting proposals |

1 = Auxiliary Services

2 = Facilities

3 = Finance

4 = Human Resources

5 = University Services

6 = Revenue Generation

### Note: Updates on 9/29/17 in blue