

Expedited Administrative Structure Review

Vice Chancellor for Administrative Services (VCAS) Division

February 7, 2020 (FY20)

The Administrative Services offices work under the Vice Chancellor of Administrative Services (VCAS) to provide safe and effective operations for students, faculty, staff, visitors and other university constituents. The area is primarily support functions for all aspects of the university mission. The VCAS position is the chief administrative and financial officer at UAF, as described in Regent's Policy (Chapter 5 "Finance and Business Management") and provides leadership and oversight of business operations including but not limited to emergency preparedness, facilities services, financial services, planning and decision support, information technology, public safety, risk, and environmental health and safety. Audit and other compliance functions/internal controls, as well as facilities management including community campus locations and research sites are part of this responsibility.

The VCAS division is administrative and educational in nature where some service functions overlap with instructional programs directly, e.g. the CTC Fire Academy & Fire Science program via University Fire Department, and CTC Police Academy & UAF Police Department (UPD) as well as interactions with the SOM Homeland Security program. Other VCAS functions support schools/colleges/institutes (campus-wide), student life services, and research efforts. Compliance requirements, including federal, state or university regulations/standards, are part of the internal controls required for UAF operations and are discussed in more detail.

To best respond to this review, Administrative Services has broken down the submission into the three largest functional areas, including a SWOT and brief narrative for each. The Office of the VCAS (2 FTE) is addressed as part of the overview. The major sections include:

Financial Services

- Office of the Associate Vice Chancellor (AVC) for Financial Services
- Office of the Bursar (incl. Parking & ID Carding Auxiliary functions)
- Office of Finance & Accounting (OFA)
- Office of Management & Budget (OMB)

Safety Services

- Environmental Health, Safety & Risk Management (EHSRM)
- University Fire Department (UFD) (incl. Fire Science/student firefighter program)
- Police Department (incl. Community Service Officer student program)

Facilities Services

- Office of the Associate Vice Chancellor (AVC) for Facilities Services
- Finance & Business Services (incl. mail services/custodial/capital expenditure mgmt.)
- Maintenance & Operations
- Utilities
- Design & Construction

Overall, the Administrative Services FTE count and budget have been dynamic over the last several years, as structural changes take effect. A snapshot is provided, below. Please see the attached report for further details on each major functional area.

A functional organizational chart is attached, for reference.

VCAS Division FTE Staffing Summary

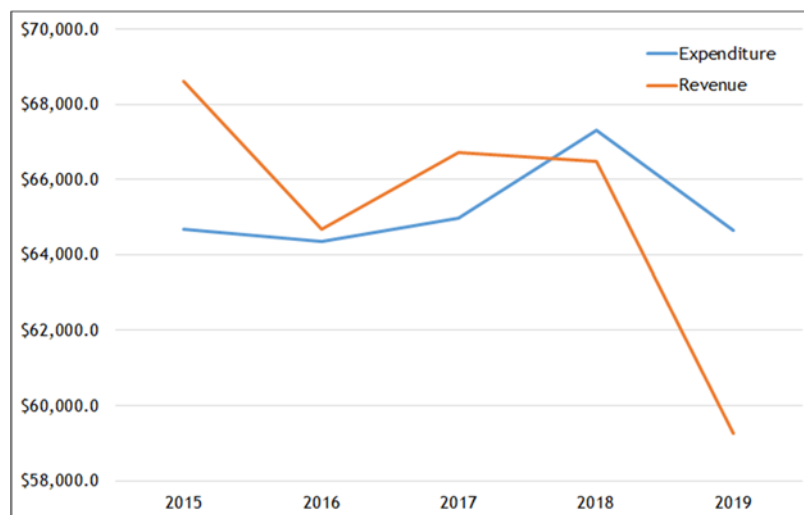
Vice Chancellor For Admin Services	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Change 15-19	% Change 15-19	Notes
Facilities Services								
Maintenance & Operations	76.1	73.8	73.0	78.7	79.8	3.7	4.8%	
Utilities	32.1	33.8	36.3	34.8	34.0	2.0	6.1%	
Design & Construction	34.0	34.0	31.2	32.1	25.7	-8.4	-24.6%	
Finance & Business Services	26.7	17.5	16.3	17.8	20.7	-6.0	-22.6%	
Facilities Services Subtotal	168.9	159.0	156.7	163.3	160.2	-8.8	-5.2%	
Financial Services								
Bursar & Parking	15.5	16.0	15.7	15.7	15.7	0.2	1.3%	
Finance & Accounting	14.8	13.8	11.8	11.3	10.0	-4.8	-32.2%	
Office of Management & Budget	4.0	2.8	2.8	2.8	3.8	-0.3	-6.3%	
Fin Svcs Central Admin Office	1.7	1.8	1.8	1.8	0.8	-0.9	-54.5%	
Grants & Contracts Administration	11.0	11.0	9.0	10.0		-11.0	-100.0%	1
Dining & Bookstore	2.8	2.8	1.8	2.5		-2.8	-100.0%	2
Financial Services Subtotal	49.7	48.0	42.7	44.0	30.2	-19.5	-39.2%	
Safety Services								
Fire Department	11.1	11.7	11.0	12.1	12.0	0.9	8.1%	
Police Department	14.5	10.5	9.5	13.5	11.5	-3.0	-20.6%	
Environ Health&Safety and Risk Mgmt	7.0	7.5	5.6	6.6	6.6	-0.4	-5.7%	
Safety Services Subtotal	32.6	29.7	26.1	32.2	30.2	-2.5	-7.6%	
UAF VCAS Operations	1.9	2.3	2.3	2.3	2.3	0.4	21.6%	
Human Resources	14.5	14.0	14.0	14.0		-14.5	-100.0%	3
Procurement & Contract Services	10.0	8.0	8.0	8.0		-10.0	-100.0%	3
Grand Total	277.6	260.9	249.8	263.7	222.8	-54.8	-19.7%	

Note 1: Office of Grants & Contracts Administration moved from VCAS to VCR.

Note 2: UAF Bookstore, Auxiliary Business Operations and Dining Services moved to VC Student Affairs.

Note 3: Human Resources & Procurement & Contract Services moved to UA System office.

Expenditure & Revenue Changes from FY15-19 (\$ thousands)



Note: The major revenue change is due to shifting Auxiliary budgets to Student Affairs to align with Auxiliary operational management.

UAF went to an 80/20 tuition model in FY20, changing the GF base for the VCAS area (via revenue-neutral swap, moving more tuition to academic units).

Recent investments in Facilities Maintenance (a BOR priority) have also contributed to increasing expenditures within the VCAS division, as part of this fixed cost reallocation.

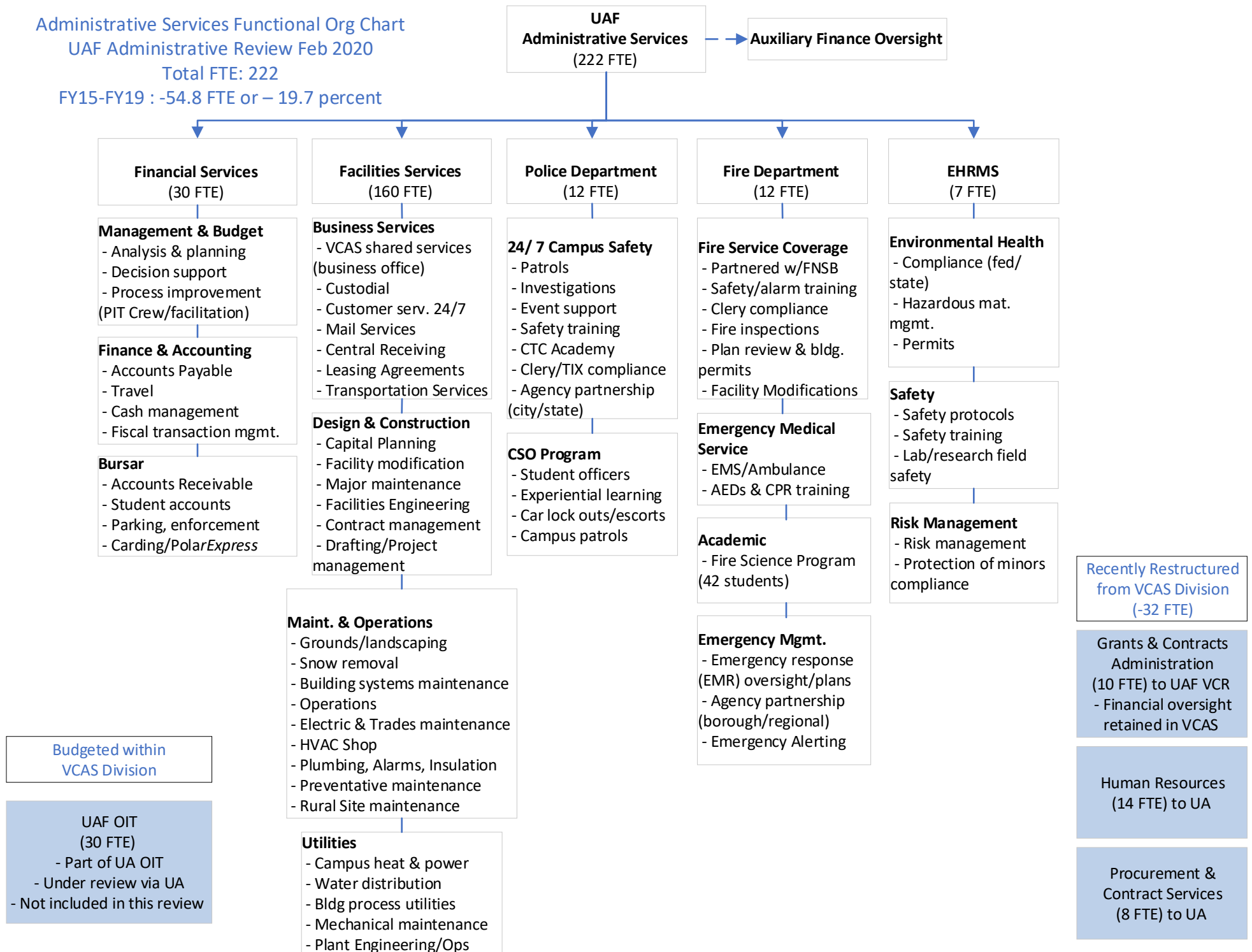
If the committee has additional questions, please do not hesitate to ask for clarification or further information.

Administrative Services Functional Org Chart

UAF Administrative Review Feb 2020

Total FTE: 222

FY15-FY19 : -54.8 FTE or – 19.7 percent



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Administrative Services: Financial Services

Financial Services

- Office of the Associate Vice Chancellor (AVC) for Financial Services
- Office of the Bursar (incl. Parking & ID Carding Auxiliary functions)
- Office of Finance & Accounting (OFA)
- Office of Management & Budget (OMB)

A. Summary of unit functions

Office of the Associate Vice Chancellor (AVC) for Financial Services

The AVC for Financial Services is the campus audit liaison, working with UA Internal Audit or external audit for management and monitoring of internal controls, is the campus records officer, and manages the Financial Services division with responsibility to establish, communicate, and monitor financial guidance for UAF schools/colleges/institutes under the direction of the VCAS.

Office of the Bursar & Parking Services

The Office of the Bursar is the focal point for students, staff and faculty as they navigate their fiscal responsibilities at UAF. The office is responsible for fee payment, collections, third party billing, course and fee set up, university identification carding and parking services. The office offers guidance towards establishing appropriate fiscal practices and acts as a central collection point for all university receipts.

In FY14, Parking Services, along with Polar Express, merged under the Office of the Bursar. Parking Services is a self-sustaining (auxiliary) service organization that is responsible for maintaining accessible and safe parking facilities. It is part of Financial Services in order to create a one-stop-shop for delivery of student related business transactions. Shuttle operations are part of Parking Services.

Office of Finance and Accounting (OFA)

The Office of Finance and Accounting (OFA) serves as UAF's central compliance office for finance documents and processes and supports UAF's core mission through exemplary fiscal stewardship. Compliance is an inherent expectation of Financial Services and OFA strives to balance risk with expected return. Services are geared toward providing customers outstanding response and service while fulfilling compliance and fiduciary obligations. OFA is responsible for:

- Accounts payable including cash outlays associated with invoices, direct pay reimbursements, travel reimbursements, fellowships, wire transfers, and other miscellaneous payments.
- Budget and financial reporting including budget development for each fiscal year across UAF as well as one-time adjustments, management reporting, and management of intra-fiscal year activities. Additional budget activities include cash and debt management, labor distributions, position management, and financial analysis.

- Transaction management including cash reconciliations across UAF, travel, journal vouchers, non-cash gift/award reporting, foreign tax compliance, auditing, representational allowance, and other miscellaneous transactions.
- Training including Banner navigation and access, Concur and travel support, e-commerce and credit card guidance, procurement data entry and other assorted training needs.

Office of Management & Budget (OMB)

OMB was created in 2012 as a streamlined office intended to focus on management questions for improved decision-making at UAF. OMB serves as the budget development, analysis, and strategic management arm of Administrative Services. It also houses the UAF Process Improvement and Training (PIT Crew) program which spearheads business process mapping and improvement planning, in an effort to understand business complexities and facilitate efficiency in our business workflows.

OMB is responsible for: budget planning and development; reporting; strategic and budgetary presentation material (e.g. Chancellor forums, BOR); legislative response, compilation and validation; data analysis, resource for data and validation to UAF community (in collaboration with PAIR, OFA, Provost etc.); process improvement facilitation; work teams; project implementation; active committee support (PBC, task forces, other reviews); OnBase programming; database management for select UAF departments. See Appendix 1 for a table that outlines the distinguishing characteristics between OFA and OMB.

B. FY15-19 Revenue and Expenditures + FTE trends

Table 1. Summary of Changes in Employees (FTEs) - Fall 2015 to Fall 2019

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Change 15-19	% Change 15-19	Notes
UAF Financial Services								
Finance & Accounting	14.8	13.8	11.8	11.3	10.0	-4.8	-32.2%	
Parking Services	8.8	9.0	8.1	8.0	8.9	0.2	1.7%	
Office of the Bursar	6.8	7.1	7.6	7.7	6.8	0.0	0.0%	
Office of Management & Budget	4.0	2.8	2.8	2.8	3.8	-0.3	-6.3%	
Fin Svcs Central Admin Office	1.7	1.8	1.8	1.8	0.8	-0.9	-54.5%	
Grants & Contracts Administration	11.0	11.0	9.0	10.0		-11.0	-100.0%	1
UAF Bookstore		0.4	0.2	0.4		0.0		2
UAF Dining Services	2.8	2.4	1.6	2.1		-2.8	-100.0%	2
	49.7	48.0	42.7	44.0	30.2	-19.5	-39.2%	

Note 1: Office of Grants & Contracts Administration moved from VCAS to VCR.

Note 2: UAF Bookstore, Auxiliary Business Operations and Dining Services moved to VC Student Affairs.

Organizational Changes

Since FY15, there have been several organizational changes within Financial Services:

- In FY15, UAF Printing Services was eliminated and outsourced.
- Auxiliary Business Operations (includes Residence Life, Bookstore and Dining) moved from VCAS to VC Student Affairs division to align with operational management. Financial oversight is maintained in Financial Services.

- The Office of Grants and Contracts Administration (OGCA) moved to the VC for Research.

From Fall 2015 to Fall 2019, the total FTE within Financial Services decreased by -19.5 or 39.2 percent. OFA experienced the most significant reduction at -4.8 FTE or 32.2 percent. Refer to Table 1 for a summary of FTE changes by department.

Expenditure and FTE Reductions

Office of the Bursar

Expenditures from FY15 to FY19 decreased by 10 percent mainly in areas of personnel and travel. Most employee salaries are split between Bursar and Parking. Revenue and expenditures for Parking Services have increased since FY15 due to targeted and strategic investments for parking lot improvements including improved signage throughout campus, increased shuttle routes and the early stages of a parking lot resurfacing (Ballaine lot) project. The campus is developing a ten-year plan for resurfacing lots, upgrading and expanding electrical plug-in services, lighting and making other parking infrastructure investments.

Office of Finance and Accounting (OFA)

As with other administrative offices, OFA expenditures are 97 percent salary and benefits. Non-salary costs primarily consist of supply and contractual expenses related to the accounts payable check run process (such as mailing and printing). In order to meet budget reduction demands, OFA did not refill two positions upon vacancy and laid off one employee in FY18. While the office is currently down five positions, two are vacancies that are necessary for basic/essential operations.

OFA continually strives to improve its processes, and this practice allows the department to refocus employee time on compliance areas that require more oversight. In some areas, however, such as budget and accounts payable, staff is thin enough that there are an increasing number of at-risk areas for compliance. Any unexpected events, such as injury, illness, or resignation, will put the university at risk to meet contractual expectations for vendor payments and maintaining internal controls in the event of an audit.

Office of Management & Budget (OMB)

OMB personal services makes up over 90 percent of the OMB operations budget and is staffed with four positions at 3.75 FTE: a director, a senior business analyst, a process improvement project manager, and the On-Base database administrator (0.75 FTE). The Senior Business Analyst position emphasizes financial analysis, written communications and reporting. The Process Improvement project manager focuses on leading PIT Crew and facilitating process improvement projects across campus. The OnBase System Administrator manages document and records retention tools for UAF, as well as assists UAA, UAS and the UA System office.

The process improvement budget contains non-personal services needs and was reduced from \$75K in FY15 to \$5K in FY19, a reduction of 93 percent. Demand for OMB services has increased steadily over time, as management questions have become more detailed and difficult to answer. As OMB and OFA already have limited capacity to dedicate to in-depth financial analysis, losing additional staff is a significant risk. For roughly the last two years, the only staff member to travel to attend training is the OnBase Administrator programmer position which is required to maintain licensures; other staff members have not traveled for professional development.

Table 2. Expenditure & Revenue Changes from FY15-19 (\$ in thousands)

UAF Financial Services	2015	2016	2017	2018	2019	Change 15-19	% Change 15-19	Notes
Office of the Bursar								
Expenditure	\$815.9	\$699.2	\$730.3	\$986.3	\$734.4	-\$81.5	-10.0%	
Revenue	\$825.1	\$817.1	\$924.1	\$1,031.4	\$992.2	\$167.1	20.3%	
Parking Services								
Expenditure	\$1,152.9	\$1,277.8	\$1,325.2	\$1,536.6	\$1,529.9	\$377.1	32.7%	
Revenue	\$1,642.4	\$1,553.4	\$1,774.6	\$1,803.5	\$1,714.8	\$72.4	4.4%	
Fin Svcs Central Admin Office								
Expenditure	\$485.1	\$588.1	\$392.0	\$650.6	\$185.5	-\$299.6	-61.8%	
Revenue	\$333.2	\$381.0	\$443.3	\$614.2	\$511.0	\$177.9	53.4%	
Finance & Accounting								
Expenditure	\$1,352.2	\$1,307.0	\$1,408.5	\$1,267.3	\$1,258.8	-\$93.4	-6.9%	
Revenue	\$1,453.5	\$1,400.6	\$1,324.7	\$1,316.9	\$1,275.4	-\$178.1	-12.3%	
Office of Management & Budget								
Expenditure	\$689.0	\$537.3	\$523.0	\$440.8	\$440.9	-\$248.1	-36.0%	
Revenue	\$642.3	\$485.5	\$488.1	\$483.6	\$469.6	-\$172.7	-26.9%	
Grants & Contracts Administration								
Expenditure	\$1,347.0	\$1,254.5	\$1,278.6	\$1,111.8		-\$1,347.0	-100.0%	1
Revenue	\$1,300.1	\$1,298.3	\$1,161.1	\$1,199.4		-\$1,300.1	-100.0%	
UAF Bookstore								
Expenditure	\$37.4	\$43.9	\$72.0	\$50.2		-\$37.4	-100.0%	2
Revenue	\$110.2	\$96.6	\$86.6	\$117.1		-\$110.2	-100.0%	
UAF Dining Services								
Expenditure	\$5,128.7	\$4,921.1	\$4,751.7	\$4,294.4		-\$5,128.7	-100.0%	2
Revenue	\$4,755.6	\$4,798.4	\$4,733.0	\$4,093.2		-\$4,755.6	-100.0%	
Auxiliary Business Services								
Expenditure	\$14.4	\$13.1	\$10.1	\$12.7		-\$14.4	-100.0%	
Revenue	\$14.4	\$13.1	\$10.1	\$16.8		-\$14.4	-100.0%	
Total Expenditure	\$11,022.5	\$10,642.0	\$10,491.4	\$10,350.6	\$4,149.5	-\$6,873.0	-62.4%	
Total Revenue	\$11,076.9	\$10,844.0	\$10,945.5	\$10,676.1	\$4,963.0	-\$6,113.8	-55.2%	

Note 1: Office of Grants and Contracts Administration moved from VCAS to VCR in FY19.

Note 2: UAF Bookstore, Dining Services and Auxiliary Business Services moved to VC Student Affairs.

As a cost saving measure beginning in FY17, the OMB OnBase Programmer position charges 0.75 FTE to OMB and 0.25 FTE to Planning, Analysis and Institutional Research (PAIR). Effective January 2020 (FY20), this position is further reduced to 0.50 with OMB and 0.50 with PAIR. This action will allow improved balance for database management and report outcomes, support Factbook updates and improvements (UAF-wide) and ultimately will result in a stronger link between finance and student-centric data requests.

The PIT Crew Project Manager was vacant for 12 months (FY18/FY19) prior to being filled in April 2019.

OMB and OFA do not have an administrative processing function; each department utilizes the Assistant to the AVC Financial Services for assistance with procurement, travel and HR processes, as well as the VCAS shared business office in Facilities Services.

Revenue Generation

Revenue generated within Financial Services resides in the Office of the Bursar through various service fees provided to students, faculty and staff including payment plan enrollment fees, parking

passes and citations, PolarExpress card renewal and replacement fees, and late fee assessment. In FY18, the enrollment fee for payment plans was increased in order to align with UAA.

The OMB PIT Crew has potential to generate revenue in the future through external facilitation engagements in the Fairbanks community; the OMB Process Improvement Project Manager has been approached by a not-for-profit for consideration of a potential facilitation project. This is dependent upon future capacity and scope of PIT Crew members and project priorities.

C. SWOT Analysis

COST EFFICIENCIES

- OFA cost efficiencies can primarily be measured by transactions processed annually. Examples include: quantity of travel document receipts and processing time; invoices paid (quantity and dollar amount); and processing/keying of journal vouchers, budget revisions, NSF overrides, and many other cash management transactions.
- Bursar's Office cost efficiencies can be measured by transactions per semester. Examples include refunds processed, collection on past due accounts, assessment of tuition and fees and course set-up, tuition waiver entry, third party contract billing, departmental deposits and ID card creation.

STRENGTHS/MEASURES OF QUALITY

- The Office of the Bursar's administrative staff team members are cross-trained to perform multiple job duties and promotes a one-stop-shop concept.
- The Office of the Bursar proactively provides ample notice to its customers of financial and other deadlines in order to mitigate risk of non-payment.
- OFA operates in a highly compliant and responsible manner while also continually reviewing internal controls and striking the appropriate balance between the risk of non-compliance and the cost of the related internal control. OFA engages stakeholders for feedback on processes and controls and adjusts where appropriate, reasonable and justifiable. A lack of findings in external audits is a key indicator of effective internal controls.
- By streamlining electronic document processing, approval and storage functions, OFA has reduced processing time and reduced the need for paper storage which frees staff time associated with document handling, retention and destruction, and saves hundreds of square feet of storage space.
- Successful implementation of electronically enterable forms and electronic signature tools and allowing for scanned copies of documents.
- OMB is responsive to requests for information, is prompt in production of data, and delivers a quality work product. OMB works to add value to the UAF community by delivering accurate information in new ways that can be more easily understood at various levels as well as internally vs externally.
- OMB is a neutral resource that UAF departments can contact for assistance when in need of data or for validation of information. OMB promotes a coordinated and consistent response to inquiries and works to ensure data is validated, can be replicated, and represents the UAF campus rather than a single department.
- OMB supports many other UAF departments and work teams with technical advice, data queries and analysis and software recommendations.

- OMB provides oversight and technical administration for the OnBase document storage system (UA-wide).
- The PIT Crew has identified over \$750,000/year in savings or cost avoidance actions, from projects during the period 2012-2018.

WEAKNESSES

- Inability to influence programming improvements and enhancements within Banner.
- Small staff size limits our ability to cross-train specialized knowledge and creates vulnerability to unplanned events.
- Many areas, specifically in data extraction and analysis will benefit from enhanced cross-training. Lack of capacity is a difficulty, including in PAIR for decision support.

OPPORTUNITIES

- Automation and electronic workflow is critically important for back-office functions. Opportunity to explore enhancement of invoices, journal vouchers, budget revisions, student refunds, late fee assessments, and 1098Ts.
- Development of a centralized decision-making support dashboard that standardizes high-quality, understandable metrics and statistics for all UAF decision-makers.
- Use of internal resources (PIT Crew) could lead to fewer external consulting contracts for facilitation support/strategic planning exercises in times of change, saving resources.

THREATS

- Administrative Services is facing a reduced workforce at a critical degree which may impact compliance obligations, internal controls, and customer service.
 - Failure to perform adequate audit oversight and responses.
 - Failure to comply with federal debt notices results in fines and reduction in other unrelated federal monies coming to UA/UAF.
 - Failure to address Title IV refund processing compliance results in fines and other ramifications and jeopardizes UAF's ability to accept Title IV funding.
 - Credit card/Payment Card Industry (PCI) compliance and monitoring - understaffing this area can lead to data breaches, fines and potential loss of credit card processing ability.
- Non-payment of balances due to UAF.
- Constrained time available to provide training to fiscal staff across UAF.
- OMB directly serves a small number of faculty and staff and the services provided inform decision-making and practice change. While the function is valued by customers and vital to success, it is difficult to quantify in a meaningful way.
- PIT Crew facilitators voluntarily fulfill this function as additional responsibilities within their role. Individual capacity constraints could threaten this model if staff are continually faced with "doing more with fewer resources." Unit leads consistently reach out for support from this group due to the shrinking workforce/need to restructure UAF-wide; sustainable capacity is required.

Mission and Core Values

- Manage compliance, internal controls, and risk through continuous change.

- Ensure consistent financial recording for reporting purposes which enhances both ability to report activities and stakeholder's confidence in the reporting.
- Maintain a positive reputation through excellence in service to the campus community. This is achieved through a customer-centric approach, fostering an inclusive environment where all viewpoints are met with attentiveness and respect. The University's financial resources are managed safely, ethically, and with a high level of transparency.
- Educate students, faculty and staff on best fiscal practices and accountability.
- Lessen impacts of fiscal challenges for students (payment plans, etc.)
- Facilitate communication and reporting and assists to ensure that campus resourcing decisions can be made in connection to strategic initiatives. It is an accreditation requirement as well as prudent fiscal management to draw clear relationships between plans and decision-making.
- Process improvements, facilitated by the UAF PIT Crew, support UAF's ability to fulfill its mission and uphold core values by improving organizational policy, practice and function.

Optional: Innovative Ideas

Electronic Workflows & Automation: Transitioning from paper processes to automation is a critical need across the UA System. Project teams were created in 2015 to begin automating journal vouchers but has been delayed due to Banner upgrades. An automated workflow for JV submission/processing/storage is expected to reduce duplicate data-entry into Banner, reduce paper routing, increase unit transparency into the process, improve the ability to electronically route/process/store finance documents, and allow for central budget and grant offices to perform more of an audit function, creating savings in effort and time. This effort may be duplicated in the future to automate budget entries, labor reallocations and other financial tools.

Process improvement: The PIT Crew empowers staff who understand UA/UAF systems and procedures to provide organizational development support to individual departments and cross-departmental teams. This type of support is typically provided by consulting firms through a fee for service business model. Because of the high level of organizational need and the potential for significant return on investment of resources, UAF continues to invest in growing the PIT Crew's membership and practice. Investments made during FY19 enhanced the process improvement facilitation approach and grew its members. Targeted FY20 investments will enable strategic planning facilitation provision to UAF departments, thereby empowering departments to build their decision-making foundations and long-term performance improvement plans.

Appendix 1. Distinguishing Characteristics between OMB and OFA

What is the difference between...	UAF Office of Management & Budget (OMB) Managerial Analysis, Decision Support & Process Improvement	UAF Office of Finance & Accounting (OFA) Financial Accounting
Purpose	Assessment Process	Report Card
Outlook	Accent on Future/Projections	Historical Trends
Primary User of Information	Internal	External
Required by FASB*/GASB**	No	Yes
Foundations	Finance, Economics, Quantitative Methods, Project Planning & Management	Generally Accepted Accounting Principles (GAAP)
What is Measured & Reported	All-Inclusive While Concentrating On Elements	Entity-Wide Only
Nature	Subjective	Formal
Emphasis?	Data Flexibility & Relevance	Data Accuracy & Timeliness
Core Functions	Budget Development in Partnership with Provost/VCAS, Ensure Resource Allocation is Actively Linked with Plans & Core Themes, Analysis, Reporting & Scenario Development for Data-Driven Decision Support, Review of Processes & Recommendation for Efficiencies	Transaction & Accounting Operations, Accounts Payable, Travel Oversight & Processing, Cash Management, Finance Based System Access & Training

Note: This table is adapted from the National Association of College and University Business Officers (NACUBO).

*FASB - Financial Accounting Standards Board

**GASB - Governmental Accounting Standards Board

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Administrative Services: Safety Services

Safety Services

- Environmental Health, Safety & Risk Management (EHSRM)
- University Fire Department (UFD) (incl. Fire Science/student firefighter program)
- Police Department (incl. Community Service Officer student program)

A. Summary of unit functions

Environmental Health, Safety & Risk Management (EHSRM)

UAF Environmental, Health, Safety, and Risk Management (EHSRM) strives to ensure the occupational health and safety of students, staff, and faculty while providing direct support to the educational and research missions of the University. EHSRM oversees environmental permitting, hazardous waste disposal, and occupational health and safety programs to help the University comply with state and federal regulations. EHSRM staff serve as liaisons between the University and regulatory agencies such as the Occupational Safety and Health Administration, the Environmental Protection Agency, the Alaska Department of Environmental Conservation, the Nuclear Regulatory Commission, and the Federal Aviation Administration.

Risk Assessment and Management: EHSRM assesses and evaluates UAF programs and activities in order to identify and reduce or transfer risks related to personnel, property, and the financial well-being of the University. This includes Protection of Minors and Loss Prevention programs.

Occupational Safety: EHSRM assists UAF departments with safety evaluations of their workplaces and programs. EHSRM provides guidance on completing Job Hazard Analyses, advising on best practices and corrective actions. When accidents occur or unsafe conditions are reported, EHSRM analyzes the root causes in order to identify corrective actions, minimizing the potential for future occurrences or injuries.

Occupational Health: Employees who need occupational physicals and medical services are provided with access to them. This includes trades employees, fire and police, researchers, and students. EHSRM performs exposure monitoring for chemicals, mold, noise, and radiation, and responds to indoor air quality complaints. Exposure monitoring is a critical component of managing occupational health programs for silica (power plant, Art), noise (power plant, grounds and Palmer Farm, *Sikuliaq*, Fire Department), and respiratory protection (power plant, Facilities Services). EHSRM manages the Respiratory Protection and Hearing Conservation Programs, including training and fit testing.

Laboratory and Hazardous Materials Safety: EHSRM directly supports the research and education missions of the University by providing lab safety training and technical advice to students and researchers using chemicals and other hazardous materials and equipment. This includes the various science and engineering departments and institutes, as well as the Art

Department. EHSRM has a robust and responsive lab safety training program that includes both online and in-person training developed by EHSRM staff.

Hazardous Wastes and Dangerous Goods: EHSRM manages all hazardous wastes generated on campus from generators such as Athletics, research and teaching labs, Facilities Services, and Health and Counseling. EHSRM assists researchers with shipping dangerous goods to collaborators at other institutions and to and from field locations (domestic and international), enabling them to comply with Department of Transportation regulations.

Environmental: EHSRM manages compliance with UAF's environmental permits (air quality, drinking water, waste water, storm water, and pollutant discharge). EHSRM interacts with regulatory agencies during environmental assessments for contaminated sites and also perform pre-demolition site assessments for lead, PCBs, and other hazardous materials. EHSRM oversees the Spill Prevention Control and Countermeasures program and conduct routine fuel tank inspections on campus. EHSRM assists with clean-up of hazardous materials spills, including oil, glycol, and hazardous chemicals.

University Fire Department (UFD) Student Firefighter Program

The fire department, especially as it is aligned with the CTC emergency services programs, is essential to fulfilling UAF's mission as it relates to integrating teaching and public service, educating students for active citizenship, and preparing them for lifelong learning and careers.

The UFD hires student firefighters and paramedics to provide essential fire protection and ambulance service to UAF and the surrounding communities. Student employees gain valuable field experience under the tutelage and supervision of experienced career fire officers and emergency medical technicians (who also serve as regular adjunct instructors in the CTC programs), responding to 1,700 emergency calls each year. There are currently 42 students in the program. Students live and work in the fire station while pursuing their academic degrees, and attend classes while on duty. This combination of academic knowledge and real-world on-the-job training and experience is what sets this program apart from all other opportunities - full-time student employees protecting and serving other students. Combined, the suite of emergency related opportunities at the CTC and UAF have established Interior Alaska as a nationally known emergency services training and education destination, attracting successful students from throughout Alaska and the United States. The ratio of hires are 2:1 (in-state/out-of-state); in the last 48 months, 15 students were hired in state, 7 out of state.

Police Department and Community Service Officer Student Program

The UAF Police Department exists to provide a safe and secure environment for the students, staff, faculty and visitors to the UAF campus and outlying properties. Our three major functional areas are law enforcement, emergency and administrative communications and community service through the community service officer (CSO) program. UAF insurance premiums are based, in part, on our existence.

Law Enforcement: UAF's eight authorized police officers serve to protect life and property; prevent and deter crime; detect criminal activity and apprehend offenders; assist those in danger, those who cannot care for themselves and those in need of assistance; protect individual constitutional rights, and; facilitate the safe movement of people/vehicles on campus. Current manning is five officers and one chief of police due to Alaska wide critical shortages in law enforcement. The ideal level of staffing is 12 including the Chief and Investigator for felony level crimes. During 50% of the week, there is only one patrol officer on duty. This is the minimum possible for 24x7 coverage, with no positions dedicated to investigations at this time.

Communication Center: The communications center consists of five full time dispatchers and provides 24-hour 911 emergency and administrative call-taking, dispatching and radio communications for the UAF Police Department. The center monitors hundreds of alarms including but not limited to fire, panic, intrusion and freezer alarms from both on and off campus locations. The center is also responsible for all after-hours dispatching or call-outs for facility services, parking services, shuttle bus services, residence life, and risk management.

Community Service Officers: Currently six CSOs provide valuable customer service activities for students, staff, faculty and visitors and are additional eyes and ears for the Police Department. CSOs are usually full time students, but can be full or part time (six credit minimum). CSOs lock select buildings/classrooms at night and unlock buildings/classrooms in the morning. They perform foot/vehicle patrols of the campus, provide escort services, operate the university weapons storage facility and the bike registration program. CSOs operate the primary lost and found on campus, conduct after hours vehicle jump starts and unlocks, assist with traffic control and special events and conduct other duties as assigned. This program was discontinued as a budget line item several years ago, and reinstated due to campus out-cry. CSOs often move on to become law enforcement officials, in Alaska and out of state (e.g. police officers, AK State Troopers, emergency dispatchers, court services officers, correctional officers, probation/parole officers).

The UAF Police Department keeps the campus safe and its resources secure. UPD collaborates with Title IX, CSRR, Residence Life, the CARE team, Health and Counseling, Resource and Advocacy, HAARP, Poker Flats, distant campuses and other entities to support ongoing UAF efforts in a broad spectrum of activities, something that is not possible from any outside law enforcement agency. UAF Police also respond to and investigate risk management incidents, conduct civil standbys, resolve suicidal or mental persons incidents, assist on fire/ambulance calls and participate in some form in innumerable other non-criminal issues on behalf of UAF. UPD staff are intimately knowledgeable about the campus and extended area community and they are dedicated to serving UAF. The daily presence of sworn law enforcement officers and CSOs on campus is the greatest theft and violence deterrent available. Prevention before an incident occurs is our focus. The services this department provides support outreach, training (active shooter, drug orientation, safety briefings, etc.) community programs, enrollment and retention by making UAF a more secure and pleasurable experience for students, staff, faculty and the transitioning general public.

B. FY15-19 Revenue and Expenditures + FTE Trends

UAF Safety Services	2015	2016	2017	2018	2019	Change 15-19	% Change 15-19
Environ Health&Safety and Risk Mgmt							
Expenditure	\$1,248.8	\$1,207.5	\$891.8	\$862.3	\$946.7	-\$302.2	-24%
Revenue	\$1,334.9	\$1,190.5	\$1,031.0	\$975.0	\$1,010.7	-\$324.2	-24%
Fire Department							
Expenditure	\$3,295.7	\$3,292.4	\$3,486.8	\$3,752.3	\$4,257.7	\$962.0	29%
Revenue	\$3,276.7	\$3,370.5	\$3,531.0	\$3,859.8	\$4,237.9	\$961.2	29%
Police Department							
Expenditure	\$1,944.2	\$1,888.0	\$1,756.6	\$1,790.9	\$1,730.0	-\$214.2	-11%
Revenue	\$1,952.1	\$1,933.2	\$1,824.4	\$1,724.2	\$1,716.9	-\$235.2	-12%
Total Expenditure	\$6,488.7	\$6,387.9	\$6,135.2	\$6,405.6	\$6,934.4	\$445.6	6.9%
Total Revenue	\$6,563.7	\$6,494.1	\$6,386.4	\$6,559.0	\$6,965.5	\$401.9	6.1%

EHSRM

EHSRM has reduced expenditures in FY15-19 by 24%, while revenues have also decreased by 24%. EHSRM has no outside sources of revenue and rely on a State appropriation and some overhead from research dollars. The reduction in expenditures is due to loss of staff positions, and EHSRM uses the VCAS shared services business office housed in facilities for support.

Fire Department

The Fire Department reduced maintenance costs and eliminated a vehicle lease, in addition to managing position vacancy savings. Reductions in funding have been cushioned by availability of borough funding. Borough funding makes up approximately 75% of the UFB budget due to partnership in service area coverage.

Police Department

The total budget for police, dispatch and the CSO program for 2020 is \$1.74M. In 2010 the total budget was approximately \$2.0M. Total manning in 2010 was 11 sworn law enforcement officers, one administrative/project officer, six dispatchers, 10 CSO's and one student dispatcher. Current levels are much lower than 2010. With current levels of staffing this provides 24x7 coverage. Any reduction in the current level of patrol officers will reduce this coverage based on shift/overtime schedule requirements. As noted, the CSO program was also eliminated, then reinstated, over time.

FTE Changes from FY15-19

UAF Safety Services	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Change 15-19	% Change 15-19
Environ Health&Safety and Risk Mgmt	7.0	7.5	5.6	6.6	6.6	-0.4	-5.7%
Fire Department	11.1	11.7	10.9	12.1	12.0	0.9	8.1%
Police Department	14.5	10.5	9.5	13.5	11.5	-3.0	-20.6%
	32.6	29.7	26.0	32.2	30.2	-2.5	-7.6%

C. SWOT Analysis

Strengths	Weaknesses
<p>EHSRM:</p> <ul style="list-style-type: none"> • We are a solid team of experts in all areas of safety and risk management. • We have built strong working relationships across the UAF community. • We are continuously improving and expanding our programs to meet the evolving demands of the UAF community. • Our goal is to think outside the box to help our clients achieve their research and educational goals while maintaining a safe environment and ensuring compliance with regulations. • A measure of quality: if we do our jobs well, few people notice. <p>Fire:</p> <ul style="list-style-type: none"> • Synergistic partnerships and interdependence with CTC (fire science, law enforcement, and paramedic programs) and SOM Emergency Management • High level of community visibility and support for fire department; strong inter-reliance with local fire and law enforcement agencies • Student employees in the fire program produce a minimum of 1,000 credit hours annually • Contract revenue from the FNSB cover 75% of fire program costs; modern equipment, ambulances, and fire apparatus provided by FNSB • 90% of fire department alumni are working in the emergency services • Fire department is the only one in the nation that employs full time students as full-time employees, immersing them in their field and providing quality experience • Fire, police, and EHSRM effectively ensure that the university is compliant with fire codes, state law, and general safety standards • The fire department is able to provide responsive permitting and fire code services to UAF through deferred authority from the SOA • The fire department earned an Insurance Services Office rating of two on a scale of 10 (one = high, 10 = low), indicating a very high level of capability • Demand for the fire program has remained robust even during economic downturn 	<p>EHSRM:</p> <ul style="list-style-type: none"> • EHSRM staffing is down 30% since 2014 and 5.7% since 2015, while research, education, and safety programs that require our expertise and time continue to grow (R/V Sikuliaq, Vet Med program, Protection of Minors, new Power Plant, HAARP, ELIF). • Staffing is essentially 1-deep in three critical areas: environmental, industrial hygiene, and risk management; safety and hazardous materials have two employees each. While there is some overlap in knowledge and skills and there are continuity binders for each area, there is no reasonable way for staff to effectively cover the duties of any one staff member for an extended period. • In the next 2-3 years, we anticipate 4 of the 6.6 current FTEs to retire or leave UAF; 3 of the 4 staff have decades-deep institutional knowledge and skills that will be difficult to replace. There are no equivalent departments at UAF which we could draw from (i.e., our skills are not replicated elsewhere), and there is no local pipeline of expertise from which to recruit replacements. • Rural campuses and extended sites (Northwest Campus, Kuskokwim Campus, Lena Point, etc.) are difficult for us to oversee effectively due to a lack of funding for regular site visits and lean staffing. <p>Fire:</p> <ul style="list-style-type: none"> • Deteriorating and inadequate campus and training facilities • Line staff barely adequate for size and scope of mission; task saturation at all levels • Limited capacity for staff professional development; student firefighters respond to just over 4.5 calls/day, 365 days/year. 14 students and 3 staff are assigned per day (11 students and 2 staff are required minimums; UFD hires overtime personnel to maintain minimum staffing) <p>Police:</p> <ul style="list-style-type: none"> • Decreased funding and manning have brought the department to a bare-bones organization experiencing significant overtime to meet minimums. Any further reduction would essentially place the department in part time status or continuous overtime every week of the year. • There is no investigator (or funded investigator position) in the Police Department so all investigations stay with patrol officers or are handed from patrol officer to patrol officer to complete/solve. The investigator position, when it existed, was a salaried position and the expectation was that the investigator would handle all complicated felony level incidents such as sexual assaults, serious domestic violence assaults, burglaries and other crimes through completion, regardless of hours worked.

Police:

- Combined department of seasoned officers and dispatchers along with a balance of newer employees so that all experience is not lost at one time.
- Department works closely with CSRR, Title IX, Resource and Advocacy, the CARE team and other entities to ensure collaborative efforts across the board.
- Law enforcement in the Fairbanks area have a great working relationship and by necessity, collaborate/assist each other on calls for service and training.
- During a Department of Education Title IX audit, the UAF Police Department was found to have fully complied with all requirements.
- During a recent Clery audit, the Police Department was found to have properly reported all Clery statistics and did not contribute to the findings.
- We maximize all training opportunities to best prepare our employees for anything they may encounter.
- The UAF PD leverages technology through a combined computer aided dispatch system that has visibility of essentially all police, fire and EMS activities throughout the borough. We partnered with DPS on ARM, our report writing system, which is not only a state-of-the-art reporting system but also an intelligence collection system. UAF PD employs body cameras and in car video cameras which provide absolute visibility to our actions, minimizes time in court and minimizes complaints against department employees as well as helps protect the university against liability.

Opportunities

Fire:

- Growing the fire program could increase enrollments.
- Increase engagement of fire alumni in advocacy and lobbying.

EHSRM:

- We have an opportunity to provide top-notch safety and risk assessment skills to our students, giving them the tools to be safe and knowledgeable when they enter the workforce as a UAF alum. Employers want employees who know how to work safely, particularly in the ever-changing, high-risk environment of a laboratory or production facility, and those who have internalized safe behaviors and are fluid at assessing risk will be the most successful.
- We can perform risk analyses for departments in order to assist with cost-savings. There are opportunities for sustainability initiatives in laboratories and ways to reduce hazardous waste.

Police:

- Continued expansion of the video surveillance program can act as a deterrent to criminal acts and can also act as a force multiplier for solving criminal incidents.
- UAF Police have an opportunity to more closely partner, train and collaborate with CSRR and the new Clery Compliance Officer (when hired) to improve UAF's Clery position and to ensure that UAF fully meets Clery standards.

Threats

Fire:

- Continued budget reduction pressures are unsustainable; reducing service levels will expose the campus population to increased risk and eroded emergency medical care.

EHSRM:

- The anticipated loss of senior staff will greatly impact our ability to provide quality health and safety services to the UAF community over the next 2-5 years. Failure to maintain quality health and safety programs could result in accidents/injuries/illnesses, property damage, regulatory citations and fines, and reputational losses.
- Health and safety compliance at rural campuses and extended sites is difficult to oversee from Fairbanks. Students and employees at those locations deserve the same level of expertise and assistance provided to those at the Fairbanks campus.

Police:

- Further reductions in funding will result in loss of services or movement to part time services.
- There is a shortage of law enforcement officers statewide and other agencies regularly attempt to "hire away" neighboring agency officers with better pay and benefits.
- Ongoing conflicting information, guidance and regulations (and interpretation of same) related to Title IX, VAWA and Clery have caused confusion over who and what should be reported to law enforcement especially as it relates to anonymous reporting and mandatory reporting.
- The Police Department is mostly reactive rather than proactive due to workload/lack of officers. Proactive police work is a deterrence through visibility and through uncovering of crime and/or detection of crimes such as DUI's, driving revoked, warrant arrests, interdiction of stolen property and interdiction of drugs as well as compliance with normal driving laws. All of these things remain undetected when officers are not out actively looking for it but are instead overburdened due to understaffing.
- Increases in mental illness and drug use have adversely impacted the Fairbanks area and these issues continue to spill over onto campus.

Optional: Innovative ideas generated by the unit, e.g. ensuring student success, restructuring ideas, increasing public outreach, increase efficiencies, etc.

EHSRM

EHSRM helps ensure student success by offering safety assessments and training to undergraduate students. EHS has implemented a respirator fit test program for students in the Art department, and have also assisted Engineering students with respiratory protection needs during a concrete canoe construction project. Most recently, EHSRM has been working with International Programs to address student concerns about the Novel Coronavirus outbreak. The office works closely with undergraduate students to address safety issues in their projects, whether they are building an ice arch or working with human blood samples. In addition to keeping them safe in the moment, this outreach helps them learn how to recognize and assess risks in their future work.

Fire Department

The Fire Department is a highly innovative program. It is the only known fire department that hires full-time college students as full-time employees. The department exists to provide a valuable service to UAF and the community while preparing them for leadership in careers in emergency services. We are always seeking new ways to improve the student experience and increase their success, as well as outreach to attract new applicants. Innovations include:

- Populate the fire service with educated, experienced female firefighters. UFD strives to maintain a workforce composition of 25% women (currently about 15%). To improve their experience, we pair new women with incumbent women firefighters on shift.
- The fire department partnered with the CTC diesel mechanic program by engaging them to perform preventative maintenance on our fire trucks.
- Recruiting efforts specifically targeting First Alaskans include supporting RAHI students; partnering with Tanana Chiefs to host Native youths for hands-on fire training and rescue experiences; and, providing rescue training to Aniak “Camp Kick-Ash” high school students.
- Partnership with UAF Summer Sessions to host a weeklong Junior Firefighter day camp.
- Contribute to the Hutchison High School fire (Fire Hawks) and EMS (Trauma Hawks) tracts by providing classroom instruction/host students for internships.
- Engage our alumni to attend high school fire Explorer posts in Seattle, Anchorage, and other western states. UFD has an articulation agreement with Santa Ana College to allow fire science students to enter the BA of Emergency Management program.

Police Department

The Police ensure student success through increased public outreach. UPD conducts safety trainings, drug and alcohol trainings, and new and international student orientation on matters that directly affect their education and financial benefits. As a Police Department, we have adapted our methods of Policing to meet the needs of the public we serve, for instance we implemented a bike registration program and provided free combination locks to deter thefts, we increased our Officer Training program to include Crisis Intervention Team Training and we increased the use of body worn cameras and surveillance systems on campus.

Expedited Administrative Structure Review

Administrative Services: Facilities Services

A. Summary of unit functions

Facilities Services (FS) supports the University of Alaska Fairbanks' (UAF) mission to educate students through the maintenance, operations, and construction of all UAF facilities and infrastructure. The five FS divisions include Design & Construction, Finance & Business Services, Maintenance & Operations, Occupational Safety, and Utilities. These divisions provide support to UAF's Troth Yeddha' campus and Community and Technical College in Fairbanks; the Community Campuses located in Bethel, Nome, Kotzebue, Dillingham, Ft. Yukon, and Tok; and research facilities located in North Pole, Nenana, Gakona, Delta, Palmer, Kodiak, Juneau, and Seward. Local 6070 bargaining unit members make up the majority of the FS FTE count at 113, and are the backbone of the maintenance, operations and utilities areas.

Design & Construction

The Mission of Design and Construction (DDC) is to define, plan, and develop the infrastructure, land, and facilities to meet the needs of the university and the community, and to provide engineering support for the division of maintenance and operations. The functional units within DDC are project management, contract management, capital planning, facilities engineering, and drafting. Recent highly-visible projects include the new Combined Heat and Power Plant, the Engineering Learning and Innovation Facility, and campus-wide facility demolitions.

- From FY15-FY19, DDC staff managed an average of \$85M in project costs annually and tracked over 19,382 transactions
- Annual stats: 100+ new project assignments; 150+ active/ongoing projects
- FY19 stats: 261 active projects; \$21M in contract payments

Finance & Business Services

Finance & Business Services (FaBS) is the combination of the administrative duties necessary to run FS and a services arm that supports the entire UAF community. This area also serves as the VCAS shared business office supporting other VCAS departments. The chart below details the multiple areas that fall under FaBS and specifics of the annual operations.

FTE		Average Annual Stats/Responsibilities
<i>Finance (administration)</i>		
Budget & Accounting	3.3	\$45M operating budget, \$85M revolving capital budget, utility billings (\$14M) and commodity receiving (coal, oil, water, sewer); Shared services inc \$19M budget/accounting support for Admin Services
Personnel/Payroll	0.5	Support FS's 160.2 FTE
Travel	0.5	Support rural maintenance and other FS travel needs
Warehouse / purchasing	5.1	9,100 special orders; \$3.8M pro-card transactions; 1,000 blanket purchase orders, manage 4,000 item warehouse inventory
Customer Service	2.0	Enter 35,000 work orders / phases; answer (x7000) trouble calls; building captain program
<i>Business Services</i>		
Campus Mail Services	3.2	Deliver 400,000 letters and 52,000 packages; 55,000 outgoing mail pieces
Custodial Services	3.3	Manage \$3M contract covering 1.6M sf of space
Central Receiving/Property	4.0	Receive ~500 to-be tagged items; maintains UAF inventory-\$302M/5,700 items; operates federally mandated reutilization program
Leasing	0.7	72,000 gsf off-campus and 35,000 gsf on-campus leases (Virology, NWS, etc)
Transportation Services	1.0	Manage leasing of vehicles (208) and equipment (102)
North Campus Management	0.1	2,100 acres and 26 miles of trail management, researcher/trail user coordination

Maintenance & Operations

The Division of Maintenance and Operations (M&O) is responsible for maintaining the integrity and appearance of all buildings, equipment, roads, grounds, and infrastructure for the Fairbanks campus, as well as six rural campuses and seven research sites across the state. This division recently underwent a restructure in FY20, leveraging outsourcing where possible (e.g. carpentry). Responsibilities include:

- Maintenance and repair for 269 buildings / 4M square feet (48% of the total square footage of the entire UA system)
- Winter and summer maintenance of 1.04M sf of parking lots, 8.8 miles of walkways, 164 stairways, 26 miles of trails, and 8.3 miles of roads
- Summer maintenance of 2.6M sf of turf and over 17,000 sf of flower beds
- Supporting and responding to all UAF through equipment and vehicle maintenance, along with general labor and shuttle operations

Safety

The Occupational Safety Officer (OSO) reports both to the associate vice chancellor for FS and the director of UAF environmental health, safety and risk management. The OSO acts as an advisor on industrial, vehicle, field safety, accident investigations, and claims management by performing safety evaluations, jobs safety analysis of work sites, projects, and procedures. Additionally, the OSO provides required regulatory training to FS staff.

Utilities

The Division of Utilities operates a combined heat and power plant that provides electric power, steam heat, domestic water, district-chilled water, campus-wide compressed air, and deionized water to campus. The newly-constructed power plant has a power generating capacity of 23 MW. The coal fired boiler generates steam that powers the steam turbines. After the steam goes through the turbine, it is used to heat campus buildings and power the absorption chillers for campus cooling. Utilities staff is also responsible for maintenance of the miles of underground utilidors that service the Fairbanks campus. This area is currently

under review as part of the examination of new plant operations including opportunities to partner with industry, where possible.

B. Revenue / Expenditures (FY15-19)

FS receives revenue through multiple sources. Some operations are supported solely by state funding, others are revenue generating. Examples of areas generating revenue include on-campus leasing, post office box rentals and surplus property sales. Additionally, FS operates seven recharge centers: Design & Construction, Maintenance, Warehouse, Labor, Transportation Services, Utilities, and Leasing.

FS actively seeks ways to increase revenue and decrease expenditures. Currently, campus mail center is working on opening a passport service center to serve the UAF campus and Fairbanks community. Central Receiving/Property recently incorporated online property sales through govdeals.com in addition to the annual property auction, and Utilities is working on a plan to sell excess electricity to a local utility. Decreasing expenditures often means a decrease in service. A prime example is the outsourcing of custodial services many years ago. While this saved UAF over one million dollars annually, the service also decreased. In light of the current budget reductions, FS has identified and eliminated positions in FY20 and has undergone restructuring to increase efficiencies in critical service areas.

The chart below shows the annual unrestricted general fund (UGF) and the recharge center revenue and expenditure data by unit for the past five fiscal years. Major changes in revenue and expenditures from FY15 to FY19 include an increase in Admin revenue and a decrease in Maintenance revenue. In FY15, the Admin area was primarily funded through indirect cost support. In FY17, FS made the decision to fund the administrative functions with state appropriation and the indirect cost support was shifted to fund maintenance. This same year saw a \$2.7M reduction in overall state appropriation, the majority of which was taken from maintenance. In FY19 at the UAF administration's direction, Admin expenditures included the prepayment of debt service for the Aurora Building. FS strives to end the year with some level of unreserved fund balance (UFB) as required by UFB guidelines, annually.

The recharge activity shows an increase in Utilities recharge expenditure and an increase in Leasing recharge expenditures. The Warehouse recharge center (Operations) implemented AiM work order tracking in FY17 for all service contracts that are processed through the Warehouse. This increase shows the new tracking of the custodial services contract, and others such as the Otis elevator contract and the Siemen's digital controls contract. The Utilities recharge shows significant increase in expenditures between FY15 and FY16. This is actually a result in decreased shop rates. UAF Central funds utilities as a negative transfer on expenditures rather than revenue. The FY16 campus bill was significantly lower than FY15, so the negative transfer has less impact on expenses.

One thing to note is that the recharge centers are designed to net zero over a period of several years. Some years' revenue will exceed expenses, and others will have expenses exceeding revenues. When fund balances (revenues exceeding expenses) are too high, rates are adjusted to use the fund balance rather than recover actual expenditures in any given year. DDC and the Leasing recharge are examples of this. In FY19, excess fund balance that went undistributed during the fiscal year was transferred to the appropriate R&R fund to fund capital projects, hence appearing to skew the data.

FS Revenue and Expenditures

UAF Facilities Services	2015	2016	2017	2018	2019	Change 15-19	% Change 15-19
UGF							
Expenditure							
FS Admin	\$3,106.0	\$2,629.0	\$2,358.8	\$2,145.0	\$2,930.4	-\$175.7	-5.7%
FS Central Receiving	\$0.0	\$258.3	\$246.9	\$276.3	\$294.0	\$32.5	12.4%
FS Custodial	\$2,694.4	\$2,791.2	\$2,636.9	\$2,869.1	\$2,899.4	\$205.0	7.6%
FS Design & Construction	\$16.0	\$0.0	\$0.0	\$15.3	\$4.0	-\$12.0	-75.2%
FS Maintenance	\$10,069.3	\$9,990.4	\$8,594.5	\$8,918.5	\$10,110.4	\$41.1	0.4%
FS Operations	\$2,825.7	\$2,762.0	\$2,574.8	\$2,501.5	\$2,693.5	-\$132.2	-4.7%
FS Safety	\$122.6	\$80.6	\$43.8	\$59.0	\$55.4	-\$67.2	-54.8%
FS UAF Campus Mail Center	\$447.6	\$414.8	\$292.0	\$264.8	\$257.6	-\$189.9	-42.4%
FS Utilities	\$226.1	\$319.6	\$407.4	\$440.2	\$469.0	\$242.9	107.4%
UGF Total Expenditure	\$19,507.7	\$19,245.8	\$17,155.1	\$17,489.9	\$19,713.6	-\$60.0	-0.3%
Revenue							
FS Admin	\$554.2	\$436.7	\$2,358.1	\$2,313.4	\$2,724.6	\$2,170.4	391.7%
FS Central Receiving	\$0.0	\$227.5	\$236.8	\$380.1	\$167.9	-\$99.8	-37.3%
FS Custodial	\$2,673.3	\$2,337.6	\$2,798.2	\$2,824.3	\$2,888.8	\$215.5	8.1%
FS Design & Construction	\$16.0	\$0.0	\$0.0	\$15.3	\$0.0	-\$16.0	-100.0%
FS Maintenance	\$13,864.5	\$13,273.2	\$8,908.0	\$9,721.1	\$10,762.7	-\$3,101.8	-22.4%
FS Operations	\$2,979.0	\$3,157.1	\$2,418.3	\$2,052.5	\$2,696.5	-\$282.5	-9.5%
FS Safety	\$122.3	\$115.6	\$119.6	\$59.4	\$82.5	-\$39.8	-32.5%
FS UAF Campus Mail Center	\$458.3	\$385.5	\$337.6	\$313.2	\$295.9	-\$162.4	-35.4%
FS Utilities	\$226.1	\$319.6	\$407.4	\$440.2	\$469.0	\$242.9	107.5%
UGF Total Revenue	\$20,893.5	\$20,252.8	\$17,584.0	\$18,119.6	\$20,087.8	-\$1,073.5	-5.1%
Recharge Centers and Other Funds							
Expenditure							
FS Admin	\$0.0	\$0.0	\$9.2	\$33.4	\$0.7	\$0.7	0.0%
FS Design & Construction	\$5,208.4	\$4,541.8	\$4,742.1	\$4,347.1	\$3,750.5	-\$1,458.0	-28.0%
FS Maintenance	\$6,859.6	\$6,676.6	\$6,865.7	\$6,436.4	\$6,146.4	-\$713.2	-10.4%
FS Operations	\$7,704.7	\$7,208.8	\$11,324.2	\$12,288.2	\$11,829.4	\$4,124.7	53.5%
FS Utilities	\$1,140.7	\$3,827.4	\$3,290.8	\$5,043.2	\$4,939.2	\$3,798.5	333.0%
Leasing & Real Estate Mgmt	\$0.0	\$2,007.0	\$1,184.7	\$1,215.2	\$4,545.9	\$4,545.9	N/A
Recharge Centers and Other Funds Total Expenditure	\$20,913.5	\$24,261.6	\$27,416.7	\$29,363.5	\$31,212.1	\$10,298.7	49.2%
Revenue							
FS Admin	\$0.0	\$0.0	\$9.2	\$33.4	\$0.7	\$0.7	0.0%
FS Design & Construction	\$5,371.2	\$4,818.4	\$5,593.1	\$3,758.8	\$3,213.5	-\$2,157.7	-40.2%
FS Maintenance	\$6,926.6	\$6,852.5	\$6,822.0	\$6,574.0	\$6,834.7	-\$91.8	-1.3%
FS Operations	\$7,649.9	\$6,711.2	\$11,070.3	\$12,464.4	\$11,058.3	\$3,408.3	44.6%
FS Utilities	\$3,915.4	\$3,384.0	\$3,386.7	\$3,040.0	\$3,011.3	-\$904.2	-23.1%
Leasing & Real Estate Mgmt	\$0.0	\$1,198.2	\$1,392.7	\$1,358.6	\$1,311.8	\$1,311.8	N/A
Recharge Centers and Other Funds Total Revenue	\$23,863.2	\$22,964.2	\$28,274.0	\$27,229.2	\$25,430.2	\$1,567.1	6.6%
Total Expenditure	\$40,421.1	\$43,507.4	\$44,571.8	\$46,853.4	\$50,925.8	\$10,504.6	26.0%
Total Revenue	\$44,756.7	\$43,217.0	\$45,858.0	\$45,348.8	\$45,518.0	\$761.3	1.7%

The chart below shows the FS FTE count. Since 2015, staff have decreased by 8.8 FTE while campus facility square footage has increased by 320,000 gsf with the construction of the Engineering and Learning Innovation Facility and the Combined Heat and Power Plant, overall increasing the sf/FTE of campus covered by 3,200 sf.

FS FTE Count by Unit

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Change 15-19	% Change 15-19
UAF Facilities Services							
UGF							
Officers/Sr. Administrators							
FS Admin	0.7	0.7	0.7	0.7	0.0	-0.7	-100.0%
UGF Total Officers/Sr. Administrators	0.7	0.7	0.7	0.7	0.0	-0.7	-100.0%
Staff							
FS Admin	14.3	8.8	9.1	10.6	9.6	-4.7	-32.6%
FS Central Receiving	3.0	2.0	2.5	2.5	4.0	1.0	33.3%
FS Custodial	1.8	1.6	1.8	1.8	3.3	1.5	80.6%
FS Maintenance	3.6	2.5	4.3	4.3	1.3	-2.4	-65.6%
FS Operations	14.0	10.8	9.5	8.5	10.1	-4.0	-28.2%
FS Safety	1.0	0.0	0.5	0.5	0.5	-0.6	-55.0%
FS UAF Campus Mail Center	4.7	2.2	2.2	2.2	3.2	-1.5	-32.3%
UGF Total Staff	42.4	27.7	29.7	30.2	31.8	-10.6	-25.0%
Recharge Centers and Other Funds							
Officers/Sr. Administrators							
FS Design & Construction	0.8	0.3	0.3	0.3	0.0	-0.8	-100.0%
FS Utilities	0.1	0.1	0.1	0.1	0.0	-0.1	-100.0%
Leasing & Real Estate Mgmt	0.1	0.0	0.0	0.0	0.0	-0.1	-100.0%
Recharge Centers and Other Funds Total Officers/S	1.0	0.4	0.4	0.4	0.0	-1.0	-100.0%
Staff							
FS Design & Construction	33.3	33.7	31.0	31.9	25.7	-7.6	-22.9%
FS Maintenance	46.0	47.0	43.5	49.2	52.3	6.3	13.6%
FS Operations	12.8	15.8	15.3	16.3	15.8	3.1	23.9%
FS Utilities	32.0	33.7	36.2	34.7	34.0	2.1	6.4%
Leasing & Real Estate Mgmt	1.0	0.1	0.1	0.1	0.7	-0.3	-32.0%
Recharge Centers and Other Funds Total Staff	125.0	130.3	126.0	132.1	128.4	3.4	2.7%
Total Officers/Sr. Administrators	1.6	1.0	1.0	1.0	0.0	-1.6	-100.0%
Total Staff	167.3	158.0	155.7	162.3	160.2	-7.2	-4.3%
GRAND TOTAL	168.9	159.0	156.7	163.3	160.2	-8.8	-5.2%

C. SWOT Analysis

Strengths, weaknesses, opportunities, and threats (SWOT) were identified by the FS management team. The challenging requirements of the built physical environment, the urgent need to improve core service levels, the scale of unfunded capital improvement projects and deferred maintenance, and the high costs of construction and materials in Fairbanks characterize the current environment. FS is struggling to keep up with the need to provide acceptable service levels and increasing demands for services.

Benchmarks (Sightlines, FY10 - FY18)

- Since FY10, FS has focused on expanding the preventative maintenance program (PM). Current spend is approximately \$.74/gsf compared to \$.45/gsf in FY10. Increases to the PM program yield future savings in avoided emergency and major repairs by protecting assets.
- Grounds staff responsibility has increased from approximately 33 acres/FTE in FY10 to approximately 35 acres/FTE in FY18.
- Maintenance staff coverage has increased from approximately 53,000 gsf/FTE in FY10 to approximately 63,000 gsf/FTE in FY18.

Strengths

- Cost Efficiencies
 - Low cost of current services vs outsourcing / ongoing review
 - Economic and reliability of utilities - consistency for research needs.

- Business decisions are data driven to ensure the most effective solution (AiM computerized maintenance management system).
- Campus design standards - increase efficiencies and consistency, reduce downtime, inventory and operational costs
- Recharge center rates are comparable or lower than market cost
- Centrality to Mission
 - Dedicated staff to support UAF mission to ensure success
 - Proactive vs reactive - continuously strengthening the PM program
 - Historical body of knowledge and dedication to not only reach and diagnose/fix, but also to think ahead and promote mission through proactive measures
 - 100% more reliable power for research continuity than GVEA during 2019
 - Culture of open communication within FS to drive growth and sound decisions
 - Building coordinator program - open lines of communication within each facility
 - Collaboration - FS has a significant body of procurement, contracting and construction knowledge, and strives to share with UAF units and other MAUs
 - DDC is the system lead / catalyst for innovative procurement
 - Professional body of knowledge allows for internal design, diagnostics and ability to handle unique challenges
 - Collaborative relationship with Local 6070 Labor Union
- Measure of Quality
 - Fluid enough to adjust business models during decreasing budgets and maintain key campus services
 - Robust PM program. Every \$1 spent on PM saves \$3 on reactive maintenance
 - Robust accounting and reporting with implementation of AiM system
 - Customer Service (x7000) is widely known across campus. Customers know that if they call with ANY question, FS staff will answer and take care of the issue

Weaknesses

- Cost Efficiencies
 - Smaller workforce of skilled crafts and trades workers requires relying more on outsourcing maintenance, which increases cost
 - Lack of historic documentation increases the cost to perform the work - inaccurate drawings, photos, etc lead to longer design, troubleshooting and discovery, a key reason for the AiM implementation
- Centrality to Mission
 - Sustaining high-quality research and academic lab space requires specialized services and staff. Qualified staff are difficult to hire and retain due to compensation and quantity of work.
 - Managing institutional expectations in a constructive manner
- Measure of Quality
 - Decreased staffing increases response time
 - Limited succession planning
 - Aging facilities, equipment and infrastructure; DM outpacing budget

- Outsourced services - contractor lacks value of ownership, contract requirements decrease with each budget cut

Opportunities

- Cost Efficiencies
 - Development of new contractors: training for State/UA procurement, innovative procurement, etc.
 - Simplify the Construction Management at Risk (CMAR) process to improve competition and transparency
 - Explore P3/industry partnerships to generate revenue streams/offset costs
- Centrality to Mission
 - Increase/expand the building coordinator program concept across research and academic units allow for more open communication
 - Expansion of current/successful student internship programs (FaBS, DDC, Utilities)
 - Explore additional shared services opportunities for administrative functions across division lines
 - Leverage goodwill/relationships with contractors to improve project delivery
- Measure of Quality
 - Demonstrate results - communicate FS performance across UAF

Threats

- Cost Efficiencies
 - Aging infrastructure creates a reactive rather than proactive environment
 - Dwindling number of on-staff licensed engineers decreases FS ability to design, diagnose and respond
 - Managing expectations of a changing university requires constant planning, re-planning, start/stop which erodes effectiveness
- Centrality to Mission
 - State budget crisis
 - State/Federal public policy changes - FS operates in a highly regulated environment
 - Deferred maintenance backlog - the total DM&R for the UAF system exceeds \$735M for FY21, on average UAF receives \$10M per year to address the backlog; large scale projects are exceeding any one year's allocation
- Measure of Quality
 - Under market salaries limits ability to hire and retain quality staff
 - Limited labor pool in Fairbanks to work on highly sophisticated equipment
 - Upcoming retirements in key positions - losing institutional knowledge, and difficult to replace within current salary structure
 - Low bid contracting in a tight market yields poor project outcomes

Optional: Innovative Ideas

- Create a trades apprenticeship program
- Implement consultant report cards
- Promote change in under-achieving areas
- Advocate for streamlined regulations/reports that are more relevant/less burdensome
- Continue to grow shared services for administrative services areas; leverage expertise
- Evaluate workflows to identify processes that can be streamlined or eliminated
- Propose and implement shared services ideas with other departments
- Open campus mail center retail window and expand outgoing shipping services
- Become a Passport Acceptance Facility (underway)

Compliance

- UA Policy and Regulation Part V - Finance & Business Management: budget development and maintenance; accounting and fiscal reporting; procurement policy; real property; capital planning & facilities management; auxiliary service enterprises, recharge centers, and self-funded activities
- Statute: Sec. 14.40.040 - General powers and duties of the university; Sec. 35.10.015 - Accessibility of public buildings and facilities; Chapter 36.30 - State Procurement Code
- Other: Federal Acquisition Regulation (FAR); Manual for Uniform Traffic Control Devices (MUTCD); Occupational Safety and Health Administration (OSHA) regulations, 29 CFR; Campus Master Plan; Landscape Master Plan; Circulation and Parking Master Plan; OSHA regulations; DEC regulations; EPA regulations; Required licensure for trades and engineering staff