



Procedures for Spending Controls:
COVID19 and Post-COVID19

April 29, 2020



Procedures for Spending Controls: COVID19 and Post-COVID19

Table of Contents

Introduction 2

Controls on Salary-Related Expenditures..... 2

Hiring Decisions..... 2

Controls on Non-Salary-Related Expenditures: Other Than Personal Service (OTPS) 3

OTPS Spending Constraints 3

 Part 1: Plan and Procedure 3

 Part 2: Review Process 5

 Part 3: Decision Flowchart..... 7

Controls on Capital Projects Expenditures 8

Summary 8

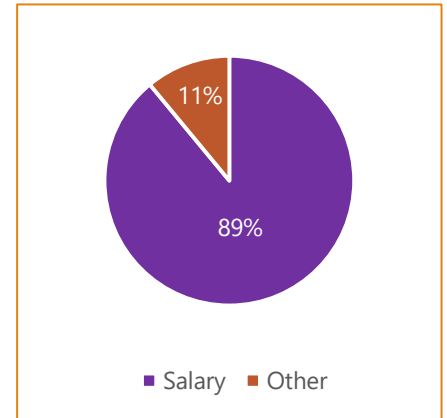
Procedures for Spending Controls: COVID19 and Post-COVID19

Introduction

Consistent with guidance from SUNY System Administration, Buffalo State College has documented its procedures for spending controls related to the COVID19 pandemic. This document reports procedures in the categories of salary-related expenditures, non-salary-related expenditures and capital projects. It pertains to State, Research Foundation administrative and Buffalo State College Foundation expenditures.

Controls on Salary-Related Expenditures

The President’s Cabinet weekly consent agenda will include personnel items with a financial value of \$1,000 or more for both personal service regular and temporary service expenditure categories.



Hiring Decisions

In support of SUNY guidance regarding salary spending controls, and until further notice, the following criteria will be applied when prioritizing hiring decisions:

- Health and Safety (staff): Should be prioritized and hired as needed
- Instruction and Research (faculty): Should be prioritized in high need, high enrollment and research growth areas as demonstrated by enrollment applications and research awards
- Student-Facing Experience (staff): Should be prioritized in areas that would aid in student retention, recruitment or service
- Revenue Generating (faculty and staff): Should be prioritized if revenue generation is known (ex: a grant that is already in hand or a fundraising position where there is an individual with an established portfolio). Care should be taken, and scrutiny applied, to avoid hiring based on the hope of revenue generation.
- Managerial/Operational (staff): Freeze positions entirely, with some potential strategic hires determined at the leadership level

The President and President’s Cabinet will review and prioritize, and the President will make final decisions about, all personnel decisions. Any salary savings will be utilized to fund operational reserves and to redirect available resources to areas that need funding during the COVID19 and post-COVID19 period. Please note

Procedures for Spending Controls: COVID19 and Post-COVID19

that any personnel transaction with a financial value below \$1,000, should also follow the hiring decisions criteria noted above.

Controls on Non-Salary-Related Expenditures: Other Than Personal Service (OTPS)

In accordance with SUNY guidance, effective immediately and until further notice, all Buffalo State departments are directed to curtail Other than Personal Service (OTPS) spending. The restrictions described in this section also apply to all State, Buffalo State College Foundation and Research Foundation administrative funds.

Purchases must be limited to those items and services that are urgent, essential, and relevant to Buffalo State’s strategic priorities. Spending down of departmental accounts is prohibited. All procedures described herein are subject to change.

Introduction and Overview

In general, OTPS spending should cease to the extent possible. This document aims to provide procedures for prioritizing, seeking approval for, and enacting essential OTPS spending at Buffalo State College during and after the COVID19 impact. OTPS funds comprise 11% of the college’s state operating budget (see chart at right); applying limits in this category will create meaningful and necessary cost savings for the college during this critical time.

OTPS Spending Constraints

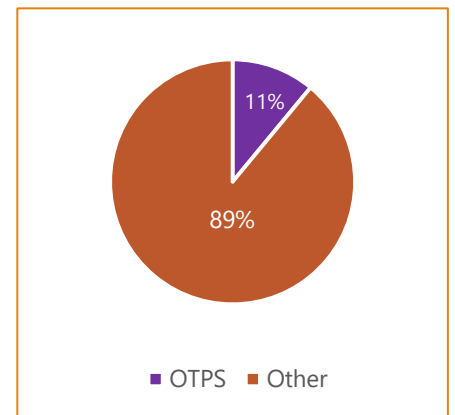
Part 1: Plan and Procedure

OTPS spending requests must be reviewed carefully prior to being submitted for approval. All procurement [guidelines](#) and [dollar thresholds](#) remain in effect.

Procurement Cards (PCards), Travel Cards (TCards), Non-Employee Travel (NET) Cards and Shoppers Club for Business Cards

To restrict OTPS spending in accordance with SUNY mandates, use of all PCards, TCards, NET Cards and Shoppers Club for Business Cards is prohibited effective immediately, except for one PCard per division and/or President’s Cabinet area. Requests for additional cards will be considered at the President’s Cabinet level.

Any proposed PCard purchase must be approved consistent with the guidance described in *Part 2: Review Process (below)*. While all expenditures should be closely monitored any requested expenditure of more than \$1,000 in any OTPS category must be reviewed and approved in advance.



Procedures for Spending Controls: COVID19 and Post-COVID19

Large-Scale (\$10,000+) Purchases and Contracts

A committee broadly representative of campus employees, the OTPS Spending Constraints Oversight Committee, has been formed to review all known planned purchases and assess them according to the criteria described in *Part 2: Review Process (below)*. These planned purchases may include equipment, software, advertising, etc. As is standard practice, New York State procurement contracts will continue to be utilized to the greatest extent possible.

The Spending Constraints Committee has been tasked with:

- Ranking purchase requests according to standard criteria and making a recommendation to the campus Budget Committee on the need to invest in the item/service immediately, or revisit once the campus financial situation is better understood. Members of the Budget Committee are:
 1. Katherine Conway-Turner, President: Chair
 2. James Mayrose, Provost and Vice President for Academic Affairs
 3. Laura Barnum, Vice President for Finance and Management

The President may decide to confer with the President's Cabinet on these matters as well.

- Reviewing current or upcoming contracts (memberships, consulting, etc.) using the same criteria and applying the same ranking to provide a recommendation on the college's new or continued participation.
- Identifying best practices for additional measures to contain costs in areas including contracts, materials, food, supplies, and travel.

Members of the Spending Constraints Oversight Committee are:

1. Lisa Krieger, Associate Vice President for Administrative Services: Chair
2. William Benfanti, Associate Vice President for Government Relations and Alumni Engagement
3. Curtis Brickhouse, Director, Student Affairs Operations
4. Julian Cole, Interim Associate Dean, School of Arts and Humanities
5. Khaleel Gathers, Deputy CIO
6. Jeffrey Hammer, Interim Director, Environmental Health and Safety
7. Teresa Hawthorn, Associate Director, Financial Management
8. Michael Heflin, Director, Equity and Diversity Office
9. Bonnie Heim, Director, Non-Contract Procurement
10. Therese Locher Director, Construction Contract Management
11. Charles Lyons, Director, Butler Library
12. Steven Olsen, Director, Contract Management
13. Crystal Rodriguez, Chief of Staff, President's Office
14. Ted Schmidt, Professor, Economics and Finance Department

Procedures for Spending Controls: COVID19 and Post-COVID19

15. Bhakti Sharma, Associate Professor, Art and Design Department
16. Mary Taylor, Director, Accounts Payable and Travel Services
17. Amitra Wall, Associate Provost

Printing

The following is effective immediately and until further notice:

- All printing, as well as the purchase of paper, toner, and related supplies should be limited to urgent, essential and relevant needs
- Black and white printing, as well as double sided printing, should be the default settings for all campus print jobs
- Employees should not purchase or lease new printers. Rather they should explore the shared use of under-utilized equipment on campus.

Travel

In accordance with SUNY guidance, the savings of travel funds occurring currently because of the COVID19 pandemic will be held centrally. These monies will fund operational reserves and/or be redirected as needed.

Travel, in general and for the foreseeable future, is restricted by local and broader travel bans. When such bans are lifted, all travel will be curtailed except for high priority travel that supports essential business of the college. All travel requests must be submitted for approval and will be prioritized for review by the college's Budget Committee.

General Supplies and Materials

Because SUNY recommends that institutions create centralized or multi-department supplies sharing, the campus is examining the best approach to enact this practice. One option is an e-bulletin board where departments can post their excess supplies along with their needs.

Part 2: Review Process

All procurement is limited to items and services that are essential, urgent and relevant to Buffalo State's strategic priorities, regardless of cost. Moreover, any potential expenditure of \$1,000 or more in any OTPS category (e.g. supplies, equipment, contracts) must be reviewed and approved in advance -- in accordance with the OTPS procedure flow chart on page 7 -- until further notice. Prior to submitting such a purchase or expenditure request to Procurement Services, the requestor should:

- 1) Consider whether, and to what extent, the expenditure is:
 - Essential for health and safety (essential)
 - In support of the campus mission (relevant)
 - Essential for continuation of campus operations (urgent)
 - Clearly a revenue-generating investment

Procedures for Spending Controls: COVID19 and Post-COVID19

- 2) Determine the impact, were the expenditure not made:
 - How wide are the ramifications?
 - What harm is done?
 - Are students or the institution negatively impacted?

- 3) Consider alternate sources of the goods or service:
 - Is it available centrally, or from elsewhere on campus?
 - Is it available at a neighboring institution?

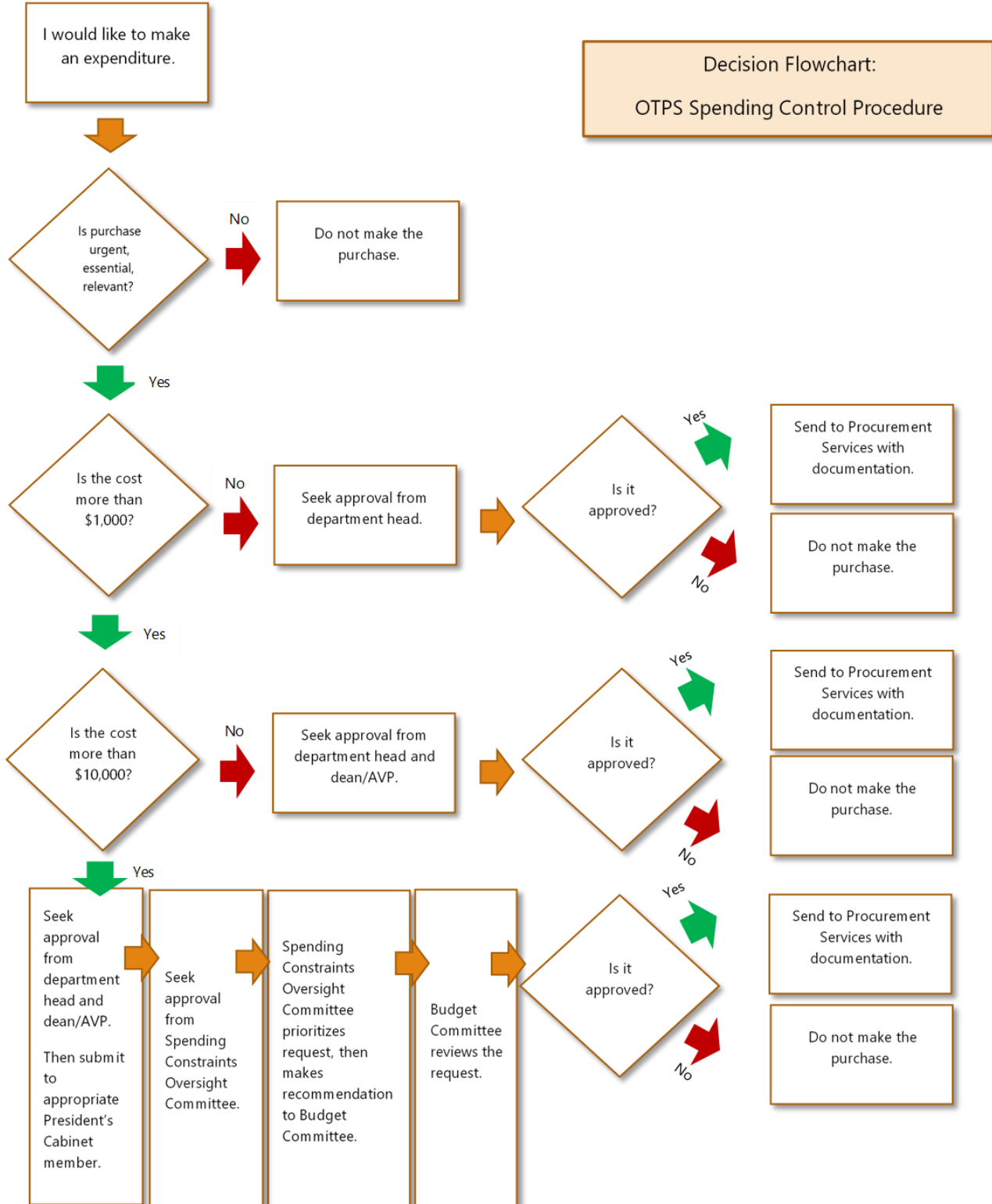
- 4) Seek creative solutions that would alleviate or eliminate the need for this good or service

If the requestor determines that the expenditure is needed and in the best interests of Buffalo State, the requestor's supervisor must approve the expenditure. Requested expenditures of greater value require approval at multiple levels. (Please see OTPS procedure flowchart on page 7.)

It is understood that these restraints may be challenging. Exceptions will be considered on a case-by-case basis. The goal of establishing these procedures is to conform to SUNY guidance and preserve the financial viability of our institution during very trying times. Your understanding and cooperation are most appreciated.

Procedures for Spending Controls: COVID19 and Post-COVID19

Part 3: Decision Flowchart



Procedures for Spending Controls: COVID19 and Post-COVID19

Controls on Capital Projects Expenditures

All campus cash funded capital projects and equipment expenditures will be reviewed by the Buffalo State College Capital Development Board and prioritized according to the following criteria:

1. Consistent with the State University Construction Fund [COVID19 procedures for consultants and contractors](#), contractors must demonstrate that proper practices and procedures are in place to achieve social distancing and the sanitary conditions needed to minimize potential exposure to COVID19.
2. Each project requires consultation with SUNY Counsel regarding providing direction to the contractor
3. Projects must relate directly to:
 - a. Health and safety
 - b. Revenue generating activities with return on investment of one year or less (research grants and gifts in hand)

Projects that do not meet these criteria will be placed on hold and cash held in reserve for potential operational challenges during the COVID19 and post-COVID19 period.

Members of the Capital Development Board are:

1. James Mayrose, Provost and Vice President for Academic Affairs: Co-Chair
2. Laura Barnum, Vice President for Finance and Management: Co-Chair
3. Timothy Gordon, Vice President for Student Affairs
4. Crystal Rodriguez, Chief of Staff for President

Staff to the Capital Development Board are:

1. Amitra Wall, Associate Provost
2. Sarah Reid, Campus Planner
3. Steven Shaffer, Director of Facilities

Summary

Consistent with guidance from SUNY System Administration, Buffalo State College has developed, and has begun to apply, spending controls related to COVID19 in the categories of salary-related expenditures, non-salary-related expenditures and capital projects. Please let us know if we can answer questions or provide additional information about these expense controls.