

Vice President for Administration

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December 11, 2011

To: Myron Allen, Provost and Vice President for Academic Affairs

From: Douglas H. Vinzant, Vice President for Administration Re: Response to Provost Allen's November 22 Memorandum

After examining the white paper prepared by the Division of Administration as part of the 2009 budget reduction process, I offer the following response on behalf of the leadership team in the Division of Administration. The process being utilized to solicit input from the University community served the institution well in 2009 and should continue to be used for budget reduction planning in 2012 if it becomes necessary.

Many of the items listed in the 2009 memo have actually been implemented (e.g., handling of vacant positions, differential tuition increases, etc.). In other cases, the items have become part of the ongoing operation of the University (e.g., hiring in at 15 percent of minimum for classified positions, limiting overtime pay, etc.). Before offering substantive proposals for reduced spending in the Division of Administration, there is a substantial amount of work that needs to be completed in order to better understand how resource reductions can effectively be implemented. We have initiated that work and will continue to compile that information under the assumption that more specific plans will be needed at a later date.

For the purposes of the requested feedback on the 2009 white paper, we recommend that budget reduction planning include consideration of the following principles:

- Actions taken should not directly or indirectly undermine the directions and priorities set forth in the University's strategic plans. While the timing of initiatives may necessarily be prolonged, the directions and priorities set forth in the strategic plan should continue to guide University administrative decision-making and resource allocation.
- Units should avoid proposed actions that result in cost-shifting from one area of the University to another.
- As the budget reduction plans are designed to reduce state appropriations spending, section II changes should not be the focus of this effort.
- While reductions that exceed 2 percent must necessarily impact employment levels, the University should do everything possible to manage employment reductions in ways that reflect a concern for our employees' well-being.
- While administrative areas of operation are not part of the core activities of the University, UW is a public university and must comply with a plethora of federal, state, and local government statutes and regulations. Across the board reductions in non-academic budgets without a thorough understanding of the statutory and regulatory requirements could jeopardize our core instructional and research activities. Therefore, a

- careful examination and compilation of these requirements should be undertaken in order to guide what administrative areas may be reduced without creating serious compliance issues. A preliminary compilation of these requirements is attached to this memorandum.
- There are some non-regulatory activities for which funding reductions may not be possible (e.g., budgets for heat, light, power, and other utility expenses). These budgets and the impact of reductions in them should be carefully evaluated prior to adopting any changes as part of an overall plan of University reductions.
- Opportunities for efficiency and effectiveness improvements University-wide should be examined if the fiscal constraints are sufficiently serious that the University community is willing to alter current organizational assignments and staffing patterns for activities associated with business related processes (e.g., standardized procurement policies and processes, centralization and standardization of accounting, financial reporting, and human resource transaction processing, etc.).
- Service level reductions should clearly delineate impacted constituencies so that the effects are known prior to reductions being implemented.
- Revenue increases should reflect institutional priorities and not simply be used to fill a reduction in state appropriations.

While budget reduction planning is a difficult endeavor, it can be useful in bringing clarity and focus to resource utilization in the University. However, effective consideration of reduction strategies will require substantially more time and discussion than could be undertaken in light of the December 16th deadline for submittal to the Governor's Office.

Thank you for the opportunity to offer comments on the process and the principles to be employed during this budget planning process. I would be happy to respond to any questions.

Attachment

Budget, Institutional Analysis and Central Business Analysis

Federal Requirements

- Federal Department of Education:
 - o Higher Education Opportunity Act (HEOA) reporting of graduation rates by ethnicity, gender, and Pell Grant
 - o Integrated Postsecondary Education Data System (IPEDS) surveys
 - Ensure compliance for Title IV eligibility
 - Implement revisions as HEOA standards require. Examples include survey changes to following surveys: degrees, finance, student financial aid. Implement ethnicity reporting mandates and assign/revise CIP codes for programs.
- National Science Foundation-National Institute of Health (NSF-NIH) Survey of Graduates and Postdoctorates in Science and Engineering
- National Postsecondary Student Aid Study (NPSAS)
- Postsecondary Education Quick Information System (PEQIS)
- National Collegiate Athletic Association (NCAA) coordinating with Athletics Division for graduation rates (federal requirement component)

Wyoming Executive & Legislative Branches

- Wyoming Department of Education WDE679 (summary report of Wyoming high school students, remediation rates, and UW GPA)
- Strategic Plan Summary, annual update statutory
- Annual Report statutory
- Withholding and other updates for HRMS system State/UW
- Ad hoc requests for institutional data

Wyoming Administration & Information Budget Division

- Review, update, coordinate development, and submit the standard, exception, and supplemental budgets
- State IBARS system budget preparation and entry
- State WOLFS system budget changes
- Budget Index (UW Operating Budget)
- Quarterly report for Cheyenne Family Practice Center
- Ad hoc requests for budget and supporting information

University of Wyoming

- Federal Title II Higher Education Act Majors and Degrees for Education support for College of Education
- National Study of Postsecondary Faculty (NSoPF) support for Division of Academic Affairs
- Financial Institution Shared Assessment Program (FISAP) support for Student Financial Aid
- Open Doors Data for International Student Census support for Office of International Students and Scholars
- Equal Employment Opportunity Commission Reporting (maintenance in HRMS system for obtaining/reporting EEOC information) support for Office of Diversity and Employment Practices
- U.S. Code Title 26 Internal Revenue Code (verification and compliance with tax updates/regulations within HRMS system)
- Fair Labor Standards Act (maintenance in HRMS system for overtime and/or compensatory time and exempt vs. non-exempt status)
- Office of Management and Budget Circular A-21 (maintenance in HRMS system for obtaining reporting information on effort as required for grant funding)
- Federal Reserve (maintenance in HRMS system for direct deposit processing and positive pay reporting)
- Accreditation support
 - Higher Learning Commission (HLC) annual and ten-year updates support for Academic Affairs
 - Program-specific and college accrediting report information support for various colleges and programs
- National Collegiate Athletic Association (NCAA) graduation success rates support for Athletics Division
- All Board of Trustees items, background materials, and presentations related to budget issues and operating budget
- Establish budgets and produce Budget Index (UW Operating Budget)
- Ensure budget compliance
- Position management
- Provide information for bond issuance and disclosure
- Provide information and data for internal and external audit
- Authoritative source of student data reporting for the institution
- Authoritative source of faculty demographics and compensation data reporting for the institution

• Fee Book ---- Division of Administration

Environmental Health and Safety

National Standards incorporated into regulations:

- American National Standards Institute (ANSI)
- American Industrial Hygiene Association (AIHA)
- National Fire Protection Association (NFPA)
- National Research Council

Federal departments and agencies:

- U.S. Department of Agriculture (USDA)
 - Animal and Plant Health Inspection Service (APHIS)
- U.S. Department of Commerce
 - o Bureau of Industry and Security (BIS)
- U.S. Department of Defense (Defense research grant compliance)
- U.S. Department of Health and Human Services
 - o Centers for Disease Control and Prevention (CDC)
 - o Food and Drug Administration (FDA)
- U.S. Department of Homeland Security
 - o Chemical Facility Anti-Terrorism Standards
 - o Transportation Security Administration (TSA)
- U.S. Department of Justice
 - o Federal Bureau of Investigation (FBI)
- U.S. Department of Labor
 - Occupational Safety and Health Administration (OSHA)
- Department of Transportation (DOT)
 - o Federal Aviation Administration (FAA)
 - Federal Highway Administration (FHA)
 - Federal Motor Carrier Safety Administration
- U.S. Department of Treasury
 - Alcohol and Tobacco Tax and Trade Bureau
- Independent Federal Agencies
 - o Environmental Protection Agency (EPA)
 - Nuclear Regulatory Commission (NRC)

Wyoming State:

- Wyoming Department of Environmental Quality (DEQ)
- Wyoming Department of Transportation (WYDOT)
- Wyoming Department of Workforce Services
- Wyoming Occupational Health and Safety (Wyoming OSHA)
- Worker's Safety and Compensation Division
- Wyoming Board of Radiologic Technologists
- Department of Fire Prevention & Electrical Safety (Wyoming State Fire Marshal)
- State Emergency Response Commission (SERC)

City Requirements:

- Public Works Pretreatment Program
- City Fire Marshal
- Local Emergency Planning Committee (LEPC)

Facilities Planning Office

Federal Requirements:

- Americans with Disabilities Act
- Non-discrimination Act
- Eligibility of contractors to participate in federally funded construction projects
- Davis Bacon Wage Rates along with records of workers and wages paid on the construction site.
- Work Hours and safety standards
- Equal Employment Opportunity and Affirmative Action
- Anti-Kickback Act compliance
- Records retention
- Occupational Health and Safety Regulations
- Buy American purchases of supplies and materials
- Clean Air Act and Clean Water Act
- Historic Preservation Act
- Disadvantaged Businesses, Small Business, Minority Businesses and Women Owned Businesses
- Environmental Protection Act including Environmental Assessments which requires but not limited to:
 - Historic Preservation
 - o Floodplain Management

- Wetlands Protection
- Sole Source Aquifers
- o Endangered Species Act
- Wild & Scenic Rivers Act
- Air Quality
- o Farmland Protection Policy Act
- o Environmental Justice
- Noise Abatement Control
- Toxic Chemical & Gases, Hazardous Material, Contamination & Radioactive Substances
- Siting of HUD-assisted projects near Hazardous Operations
- o Airport Clear Zones & Accident Potential Zones
- Airport clearance zones
- Reporting on expenditures and project completion.

Wyoming Statutory Requirements:

Planning and Capital Funding:

- W.S. 9-5-101 et. seq. State Building Commission annually prioritizes construction and renovation needs for state funded buildings on a schedule of Level 1 through 3.
- W.S. 21-17-401 Certain portions of campus restricted to park or recreational purposes; construction of buildings or structures prohibited.

Design:

- W.S. 9-2-1015 et. seq. Procurement requirements for professional design services including advertisement notice, qualification requirements, and selection procedures.
- W.S. 33-4-101 et. seq. Architect and Landscape Architect Licensing including requirements to practice, requirements for licensing, application of the law, and verification of licensing and preferences.
- W.S. 33-29-114 et. seq. Engineer and Land Surveyor Licensing including requirements to practice, requirements for licensing, application of the law, and verification of licensing and preferences.
- W.S. 16-6-1001 et. seq. Public works funded capital projects: submitting plans to the Governor for employment of responsible resident architects and engineers.
- W.S. 35-9-101 et. seq State Fire Marshal: Construction documents submittal
 requirements; compliance with adopted building, fire, electrical and life safety codes;
 permitting; compliance inspection requirements, compliance submittals and certificates
 of occupancy on all state owned structures. Special permits and permitting such as above
 ground hazardous materials storage.
- W.S. 35-11-101 et. seq Environmental Quality: requirements for air, water, and land quality such as facility and process exhaust effluents, dust during construction, water distribution systems and treatment, sewer distribution systems and treatment, surface water contamination, hazardous materials handling and disposal, site erosion and sediment control, etc. Permitting and permit applications for approval.

- W.S. 27-11-101 & U.S.C. 653, 655, 657 Occupational Health and Safety: requirements for jobsite safety.
- Compliance with public works construction statutes indicated below.

Construction:

- W. S. 16-6-101 et. seq. Public Works and Contracts with highlights below:
- W.S. 16-6-102: Erection, construction, alteration or repair of any public building, or other public structure, or for making an addition thereto, or for any public work or improvements, the contract shall be let, if advertisement for bids is not required, to a resident of the state. If advertisement for bids is required the contract shall be let to the responsible certified resident making the lowest bid if the certified resident's bid is not more than five percent (5%) higher than that of the lowest responsible nonresident bidder. Construction contractor residency certification.
- W.S. 16-6-103: A successful resident bidder shall not subcontract more than thirty percent (30%) of the work covered by this contract to nonresident contractors.
- W.S. 16-6-104: Resident laborers, workmen, mechanics and Wyoming products of equal quality shall be used upon all work enumerated in W.S. 16-6-102. All bids, proposals and contracts shall so state.
- W.S. 16-6-107: Wyoming materials preference required in construction or maintenance of public structures.
- W.S. 16-6-110: Limitation on work hours of workers.
- W.S. 16-6-112: The erection, construction, alteration, repair or addition to any public building or other public structure or for any public work or improvement exceeding \$7,500 shall require contractor to provide a bond before beginning work. Bond shall be 50% of the contract price or appropriate amount set by the officer, agent or governing body.
- W. S. 16-6-116: Final settlement of any public work shall be advertised in a newspaper of general circulation for 40 days prior to final payment to the contractor.
- W.S. 16-6-119: Right to reject bids, and determine qualifications of bidders.
- W.S. 16-6-203: Required resident labor on public work projects and defined exceptions.
- W.S. 16-6-501: Accessibility of handicapped to all public buildings.
- W.S. 16-6-702: Authorization of partial payments for satisfactory work by the contractor. No more than 10% of the value or the work completed shall be withheld until 50% of the work is complete. Thereafter payments may be made in full provided the work is being performed satisfactorily. In no condition shall the withholding exceed 10% of the contract. The withheld percentage of the contract price shall be retained in an account in the name of the contractor.
- W.S. 16-6-701: Provides for alternative methods of project delivery: Construction Manager Agency, Construction Manager at Risk; and Design-Build.
- W.S. 16-6-704: An interest bearing deposit agreement shall be entered into between entity and contractor for withholdings on contracts in excess of \$25,000.00.
- W.S. 16-6-902: Apprentices workers used on public works projects of 10% or greater of hours as declared by contractor provides additional 1% preference on bids.

- W.S. 16-6-1000: Subcontracting bidding and preference requirements for alternative delivery methods of construction-manager-at-risk and design-build including a 5% resident preference and contracting no more than 30% to non-residents subcontractors, public subcontract bid openings, and waiver requirements. Furniture, fixture and equipment specifications and preference requirements.
- W.S. 27-4-401 et. seq: Prevailing Wages: On construction projects exceeding \$100,000.00 prevailing hourly wages for work of a similar character in the locality in which the work is performed shall be paid to all workers employed in the construction of a public work, exclusive of maintenance. Workers must be directly employed in actual construction on the site of the building or construction job. Records keeping and maintenance for all labor wages paid on the job sites.
- W.S. 35-11-101 et. seq Environmental Quality: requirements for air, water, and land quality such as facility and process exhaust effluents, dust during construction, water distribution systems and treatment, sewer distribution systems and treatment, surface water contamination, hazardous materials handling and disposal, etc. Permitting and permit applications for approval.
- W.S. 27-11-101 & U.S.C. 653, 655, 657 Occupational Health and Safety: requirements for jobsite safety.

City and County Regulations:

- Unified Development Code including site and landscaping development, building sizes and heights, setbacks, parking regulations, parking lot development, zoning classifications and property uses, sub-division regulations, vacation of public ways, conditional use permits, sign regulations, etc.
- Building permits and codes (International Building, Fire, Mechanical and Electrical Codes) including design reviews and construction document reviews.
- Public works standards for roadways, sidewalks, water and sewer utilities and permits.
- Public utility regulations and standards for design and construction.

University Regulations:

- Historic Preservation Plan maintaining historical campus facilities and districts, historic preservation, and historical surveys.
- College and University President's Climate Commitment Buildings designed and constructed to a Leadership in Energy and Environmental Design to a silver level.
- Architectural Integrity consistency in facility and building design incorporating standards that maintain the character and high quality of the campus for recruitment and retention of students, faculty and staff.
- Campus planning and development Long Range Development plan establish campus development standards, zones, site and landscaping development, open space,

transportation modes and corridors, and design standards. Trustee approval of facility sites.

- Capital Facilities Planning implementation of the Long Range Development Plan through facilities planning in Levels meeting the State Building Commission requirements above, funding sources, and scheduling.
- Space Allocation maintenance of space inventory, supporting the Space Allocation Committee and providing expertise in reallocation of space especially related to new construction and organizational changes.

Financial Services

Controller's Office, Accounting, Accounts Payable, Property, Procurement Services, Accounts Receivable, Cashiers, Student Financial Operations, Taxes and Investments

Federal Requirements:

- The Office of Federal Financial Management's Single Audit Act of 1984 and the Office of Management and Budget (OMB)'s Circular A-133 provide audit requirements for ensuring that federal grant funds are expended properly. The main Financial Report and the Compliance Report are required to be audited annually pursuant to the Single Audit Act. Copies of these reports are submitted to the Federal Audit Clearinghouse and provided to each federal agency that granted awards to UW.
- To satisfy audit requirements of the Bond Resolutions, an annual audit of the Bond Funds is required and continuing disclosures are made in order to maintain the tax-exempt status of the debt pursuant to Internal Revenue Service regulations.
- The Corporation for Public Broadcasting (CPB) requires that Wyoming Public Media's annual financial statements are audited and a certification report submitted to the CPB.
- In order to comply with NCAA requirements, an agreed-upon procedures engagement is conducted annually for the Intercollegiate Athletics Department.
- Internal Revenue Service (IRS) regulations require annual reporting on taxable payments to vendors (1099s), tuition and scholarship amounts (1098s), and Unrelated Business Income Tax. Compliance with employee versus independent contractor classification is required. Financial Services plays a role in some required payroll-related federal reporting (federal income tax and FICA withholding reports). Compliance with regulations governing the tax status of international students and scholars (non-resident aliens) is required.
- The United States Department of Education, through its Federal Student Aid Office requires compliance with Title IV regulations governing cash management and disbursement of federal student financial aid.

State Requirements:

- Wyoming statutes governing
 - general fund appropriations and other sources of state funding such as Abandoned Mine Lands funds, Federal Mineral Royalties, Permanent Land Funds, and endowments

- o collection and remittance of Wyoming sales tax,
- o state payroll related tax remittance (unemployment, worker's compensation and retiree insurance, non-Wyoming state tax withholding)
- o the Advanced Payment of Higher Education (APHEC) Program and,
- o resident vendor/contractor preference.

University Requirements:

- The Board of Trustees Bylaws Article VII. Committee of the Trustees, Section 7-2 Audit and Fiscal Integrity Committee (now the Fiscal and Legal Affairs Committee) provides for oversight of investments and internal and external audits.
- The Board of Trustees Investment Policy establishes guidelines and procedures for the investment of university funds.
- University Regulations:
 - o 3-105 Purchasing (Wyoming resident vendor/contractor preference)
 - o 3-176 Dishonored Checks Payable to the University
 - o 3-177 Official University Travel and Reimbursement
 - 4-175 University Fee Privileges of University Employees and Other Eligible Personnel

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- Presidential Directives:
 - o PD3-1993-1 Cash Handling Policies and Procedures
 - PD3-1995-1 Institutional Eligibility to Participate in Federal Assistance Programs

Human Resources and Payroll

External Agencies and Regulations Compliance:

- Department of Labor wage and hour, FLSA, youth employment, etc.
- EEOC non-discrimination laws e.g. Title VII of Civil Rights Act, Equal Pay Act
- Lilly Ledbetter Fair Pay Act establishes criteria for back pay and reporting period after discrimination takes place
- Americans with Disabilities Act (ADA)
- Family and Medical Leave Act (FMLA)
- Health Information Portability and Accountability Act (HIPAA)
- Internal Revenue Service (IRS) payroll taxation, independent contractor, bonuses and gifts
- Genetic Information Non-discrimination Act (GINA)
- State of Wyoming Statutes and Laws related to employment
- Affirmative Action
- State of Wyoming Statutes and Laws related to employee retirement and insurance plans, Workers' Compensation and Unemployment Insurance
- Uniformed Services Employment and Reemployment Rights Act (USERRA)
- National Labor Relations Act Union Avoidance

- Sherman Act Federal anti-trust law on wage fixing
- Warn Act notification requirements on reductions in force.
- Whistle Blowers & Sarbanes/Oxley Protections on retaliation based on reporting fraud and other illegal activities.
- Numerous internal UW policies, directives and regulations

University of Wyoming Police Department

Federal Requirements:

- The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act which mandates the Annual Security Report, Crime Logs, and Timely Warnings. The responsibility for compliance with this Act has been placed with UWPD.
- Portions of compliance for Title IX issues have also been the purview of UWPD (in particular, enforcement and investigations of sexual harassment issues, and development of the new Sexual Harassment Policy mandated by ED).
- National Incident-Based Reporting System (NIBRS) is an incident-based reporting system mandated for law enforcement agencies in the United States for collecting and reporting data on crimes.
- The Uniform Crime Reports are published by the United States Department of Justice Federal Bureau of Investigation (FBI) Uniform Crime Reporting (UCR) Program. The UCR Program is a nationwide, cooperative statistical effort of over 18,000 city, university and college, county, state, tribal, federal, and other law enforcement agencies who report data on crimes brought to their attention.
- The Criminal Justice Information Services Division (CJIS) is a division of the United States Federal Bureau of Investigation (FBI). The CJIS was established in February 1992 and it is the largest division in the FBI. A computerized criminal justice information system that is a counterpart of FBI's National Crime Information Center (NCIC) is centralized in Washington D.C., and is maintained by Department of Justice (DOJ) in each state. It is available to authorized local, state, and federal law enforcement and criminal justice agencies via any of the three law enforcement communication systems National Law Enforcement Telecommunications System (NLETS), a more localized state criminal information system (name varies by state), and the International Law Enforcement Telecommunications System (INLETS). Usually CJIS offers a much wider range of information nationwide and more precise inquiry search parameters than NCIC. CJIS consists of several databases and one subsystem, and its retrieval and update capabilities are online.
- Higher Education Opportunity Act (HEOA) requires higher education institutions to establish procedures for campus security enforcement and prompt and accurate reporting of all crimes, including hate crimes. Section 485 (f)(1)(c).
- HEOA requires campus security policies that outline response and evacuation procedures during a campus emergency. Section 485 (f)(1)(J).

• HEOA states that institutions must publish a safety report to include practices and standards, procedures for evacuation and policies for fire safety education and training programs for students, faculty and staff.

Risk/Insurance

Federal Requirements:

- 22 CFR 62.14 establishes minimum requirements for health insurance for exchange visitors (J Visa holders). Risk Management currently reviews health insurance for compliance with the federal requirements.
- MMSEA (Medicare, Medicaid and SCHIP Extension Act) Section 111 requires mandatory reporting to the federal government of certain liability claims. Risk Management is responsible for any reporting of claims.

Wyoming Statutory Requirements:

- Title 1, Chapter 39 (1-39-101 through 1-39-121) Wyoming Governmental Claims Act directs governmental entities to assume and pay claims, outlines that UW claims are filed directly with UW and has provisions related handling claims covered by insurance. Based on these statutes, UW needs to have a process for handling claims against it. (See related federal claim requirements).
- Title 1, Chapter 41 (1-41-101 through 1-41-111) State Self-Insurance Program (SSIP) provides for self-insurance for state agencies. It mandates that UW police claims be covered by the state and provides UW the opportunity to opt in or out of the SSIP for its non-police claims. Risk Management governs this opt-in process, currently opting in for medical and allied health claims and opting out and self-managing coverage for all other UW claims and exposures.

University Regulations:

- University Regulation 3-179 governs vehicle usage and the implementing policy associated with 3-179 mandates certain Risk Management activities including motor vehicle record checks, receiving and processing all accident reports, collecting departmental insurance deductibles, handling communications with internal and external parties who are in accidents with UW vehicles.
- University Regulation 8-248 requires international students to have health insurance. Risk Management is responsible for providing the health insurance and processing waiver requests from students. (see related federal requirements).

Other Requirements:

- The UE Risk Reduction Agreement mandates that the University have a risk management program leading the risk reduction effort for the 3 year contract period.
- University insurance policies mandate certain data gathering and reporting for insurance renewal purposes. Risk management coordinates the data collection and does the report.

UW Physical Plant

Federal Requirements:

- ADA Compliance for facilities and infrastructure
- EPA Title 40, Chapter 1 The CEP is subject to EPA regulations for emissions and operation of a coal fired power plant
- National Electrical Safety Code (NESC)

Wyoming Statutory Requirements:

- Fire Marshal Title 35, Chapter 9, Article 1 Plan Reviews and Electrical code reviews. Subject to inspection and correction as required.
- International Building Code (IBC) New buildings. Compliance with building codes are required at the Federal, State and Local level.
- International Existing Building Code (IEBC) Existing buildings.
- Construction Title 16, Chapter 6 Public Property regulates Construction, Contractual and Public Works rules for State Property.
- Public Records Title 16, Chapter 4, Article 2
- Prevailing Wages Title 27, Chapter 4, Article 4
- Procurement
- DEQ Air quality at CEP, at job sites and in buildings
- OSHA 29 CFR Part 1910 and Part 1926 Hazardous Materials and Construction

University Regulations:

• University Regulation 2-178 governs facility alteration and modification. It requires those functions to be performed and managed by Physical Plant.

• Physical Plant is subject to University Regulation 3-179 governing vehicle usage. The annual expense for insurance is \$37,500, and the annual expense for U parking permits is \$16,000.

City and County Regulations:

- Plumbing codes
- Fire codes

Other Requirements:

- Staffing Worker's Comp, Unemployment
- Service Agreements Elevators (\$200k), Chillers (\$10k), Fire Extinguishers (\$55k)
- Annual maintenance Pools (\$50k), Backflow Prevention (\$40k), Fire Alarms (\$75k), Steam Shutdown (\$250k MM)