
VII. Capital Budget - Areas for Further Study

In comparison to the operating budget, the capital resource allocation process works well. However we believe that there are some issues involving capital resource allocation, as well as construction management, which deserve further study.

1. CUNY should consider how it can better fund deferred maintenance and increase campus accountability to carry out deferred maintenance programs. The temptation to reallocate facilities funding to other campus priorities is strong, and there is little incentive for campuses to curtail this practice. While the long-term cost of these choices is significant, neither the individual campuses nor the university as a whole suffers a direct penalty for engaging in this practice. Instead, the only real affect comes when buildings fall into severe disrepair and either DASNY is slow to respond or appropriated funds cannot be secured.
2. CUNY should consider providing further opportunities for campuses to share construction management and facilities maintenance resources. While FPCM has served as a center for design and construction management expertise, this model of concentrating university-wide resources could be applied to more functions within the construction and facilities areas (e.g., architecture and planning, grounds and housekeeping). Such a consolidation could serve to both lower costs and improve effectiveness within the university.