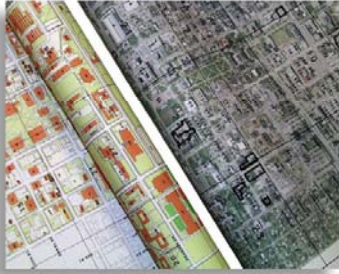




# Strategic Plan 2006-2011









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## **Section I – Executive Summary**

Facilities and affiliated support services at Illinois need to adapt in an agile manner to meet the emerging needs of the academic enterprise. No longer can we accept the status quo in how services are provided and in how facilities are constructed and maintained. We have a fiduciary responsibility to adequately care for the physical assets entrusted to us. The end state in mind for Facilities & Services (F&S) is one in which we are known for being responsive to the needs of faculty, staff, students and other stakeholders, performing services in a reliable manner and being easy to work with. What we do and how we do it will be the true measure of our success in attaining this aggressive vision. The F&S Strategic Plan identifies six comprehensive goals with multiple underlying initiatives that will enable achievement of our vision. This is an ambitious and far-reaching plan that requires close collaboration with a wide array of academic and administrative units across campus as well as stakeholders in the surrounding communities. It incorporates best business practices, focuses on the safety and wellbeing of campus citizens, addresses societal responsibilities and embraces environmental stewardship.

Prior to formulating our goals we performed a strategic assessment of where we are relative to peer institutions, the environment in which we operate, our own internal strengths and weaknesses as well as opportunities that could have a positive impact on our organization, and threats that may negatively influence outcomes.

Five peer institutions closely mirror the facilities, programs and geography of the Urbana-Champaign campus. Those institutions are Pennsylvania State University; Purdue University; University of Texas, Austin; University of California, Berkeley; and Michigan State University. Benchmarking against these institutions will help us determine our competitive positioning relative to key strategic indicators. Results will be used to establish operational objectives that will help us attain our strategic goals. Based on recent benchmarking among a subset of these institutions, we are the lowest in maintenance funding per gross square foot and near the middle of the group in custodial funding per gross square foot. As a result of budget retrenchment and competing demands for resources we have fallen behind our peers. This plan focuses on redressing funding shortfalls and bringing service levels to levels that are consistent with a world-class academic enterprise.

Conducting an environmental assessment of economic, social, technological, political and demographic dimensions highlighted a number of key trends. Of significant note are skyrocketing energy costs, demands for increased accountability, technological sophistication that affects modes of education and research, legislative constraints that tend to work against operational effectiveness and a rapidly changing workforce in terms of age, ethnicity, race and gender. These multifaceted external pressures in combination with the statutory and regulatory mandates will greatly affect our ability to successfully transform F&S support services.

F&S has a highly-skilled, diverse workforce that takes pride in its work, a cohesive leadership team and broadly integrated organizational structure. These characteristics will serve us well as we rise to the challenges facing us over the next five years. Areas which we must address are

business process management, performance management, resistance to change, organizational misalignments and parochialism. With the heightened interest in stabilizing and improving the campus physical infrastructure and emphasis on collaboration across the organization and partnering with community stakeholders, there are opportunities aplenty to move the organization forward. Every effort will be made to manage the threats of increased bureaucracy, the overwhelming magnitude of work that needs to be done and further erosion of funding.

The goals that we will strive to achieve were developed after weighing carefully all these factors. First in order of importance is repairing, reprogramming and maintaining campus facilities at a level consistent with a world-class enterprise. Faculty, staff and students being recruited to the campus are very interested in the condition of the facilities in which they will spend most of their time. A campus that is attractive, inviting, and well-maintained will have a tremendous impact on maintaining and improving Illinois' preeminence as a leading institution of education and discovery.

Our second goal of enhancing the campus environment is complimentary to the first goal, however it places emphasis on reducing energy consumption, providing a safe, pedestrian-friendly campus that showcases environmentally sustainable practices and provides quality support services for working families.

Increasing the diversity of the F&S workforce and contracting relationships is the focus of our third goal. This undertaking will require significant partnering arrangements with community groups and will result in a more inclusive environment.

Transforming F&S service delivery under goal four will involve a sea change in our organizational culture. This effort will require refinement of governance structures, development of costing models that reflect the true cost of services, designing and implementing performance metrics using benchmarking activities, institutionalizing continuous improvement, utilizing service level agreements to manage expectations and creating a program management function to insure the execution of our plan.

Goal five focuses on improving the use of capital resources. This will include improving the use and efficiency of space management through improved inventory techniques and classroom utilization, development of long range facilities plans for colleges and creation of individual building master plans. These efforts will dovetail with efforts to reduce deferred maintenance and restore the core.

The final goal of enabling economic development efforts will entail partnering arrangements with many different stakeholder groups. The two primary initiatives will be the redevelopment of Orchard Downs and the continued development of the Research Park. Both of these initiatives envision significant benefits for the campus and community in terms of job opportunities, alumni relations, new income streams and technology transfer.

In addition to these goals and initiatives, seven supporting operational imperatives (identified in Appendix K) have been factored in. These imperatives are foundational undertakings that must occur for us to effect the necessary changes. Though they are operational in nature, this in no way diminishes their strategic importance. Therefore, we included these imperatives as we weighed the priority and importance of each of the strategic initiatives in the plan. In making

this assessment we asked ourselves if we were doing the right things which included whether or not we were organized in an optimal manner and were we providing the right mix of products and services. We also asked ourselves what our priorities would be if we could not do all of our initiatives and imperatives. In the process we diligently considered campus priorities and attempted to align closely with them. Our top five priorities were:

1. Restoration of Building and Grounds Operating Funding
2. Providing Incentives for Energy Conservation
3. Improving Operational and Physical Safety
4. Development and Implementation of New Service Cost Model
5. Implementation of Program Management Office to Execute our Plan

All initiatives and imperatives were prioritized as 1 (high), 2 (medium) or 3 (low). Within each priority we then determined the relative order of importance of each initiative or imperative through a forced ranking. The results of this analysis are included in Appendix J of the plan. Resource allocations will be guided by these stated priorities.

Significant resource commitments will be required to achieve the aspirations set out in the plan. F&S has committed to reallocating resources internally to the extent possible, however we will not succeed unless there is a commitment of significant resources by the Campus, University and other entities. As we transform the organization, further reallocations will be made as resources are freed up through continuous improvement efforts.

These are exciting times of change, innovation and deep commitment to the brilliant future in store for Illinois! F&S stands ready to launch forward with its plans in step with the rest of the Campus.

## Section II — Strategic Intent: Mission, Vision, Principles, and Themes

### Mission

Provide facilities and services to support the preeminent academic enterprise at Illinois

### Vision

Responsive, reliable, easy to work with

### Values

*Respect:* Demonstrating the highest degree of commitment to act with dignity and regard for individual worth

*Integrity:* Exhibiting honesty with others and with oneself, and doing what is right at all times in all circumstances

*Safety:* Minimizing risk of injury or loss to employees and the campus community

*Trust:* An intentional choice to believe the best of others

*Teamwork:* Working together to achieve common goals

### Guiding Principles

*Customer Focus:* We will listen carefully to our customers and recognize opportunities and means to fully meet their needs. We will not allow service levels to degrade while pursuing strategic goals.

*Diversity:* We will derive organizational strength and the ability to innovate from the unique perspectives resulting from our different ethnicities, cultures, genders, and professional backgrounds.

*Environmental Stewardship:* We will provide our services in a manner that demonstrates a commitment to sustainability and regulatory compliance. We will stimulate the development, testing, implementation and demonstration of environmentally, economically and sustainable practices and technologies.

*Innovation:* We will continuously strive to create new, innovative business methods that will make us more effective as an organization, and will demonstrate leadership to the campus and our peers.

*Operational Excellence:* Our work processes, business decisions, and work habits will deliver the greatest value to the campus community.

*Organizational Alignment:* Staff at every level of the organization will clearly understand and support our strategic objectives. We will adjust and adapt internal organizational alignment as necessary to provide effective and efficient services.

### Themes

- Advance diversity in all areas of the work force
- Develop and implement improved internal and external communications
- Champion the principles of sustainability in the delivery of all goods and services
- Challenge each business practice and implement changes where appropriate and necessary
- Advocate for and utilize effectively the resources required to improve the condition of the campus physical environment

## Section III – Unit Planning Strategy

### Competitive Analysis

Illinois' buildings and grounds should make a positive contribution to recruiting and retaining the most outstanding students, faculty, and staff while providing the highest quality support at the most reasonable price. Therefore, benchmarking against peer institutions will be performed in order to determine best practices and relative ranking in strategic areas. The best practices will be used as a way to improve performance against measured base levels.

Using the Competitive Benchmark Analysis (See Appendix A), five institutions have been selected for benchmarking. These five most closely mirror the types of facilities, programs and geography at the UIUC. The peers selected are listed below in no particular order:

Pennsylvania State University  
Purdue University  
University of Texas – Austin  
University of California - Berkeley  
Michigan State University

### Strategic Analysis

The campus mission and vision set the stage for the unit goals and our competitive benchmark analysis identified the comparable units against which we will establish standards. Before deciding on the specifics of our goals, we examined the current strengths and weaknesses of our organization, identified the opportunities we see in the near future, and listed the known threats that might undermine our best efforts. This SWOT analysis is presented in Appendix C.

An environmental assessment, presented in Appendix D, allowed us to identify key external trends that might be critical to our planning process. We also catalogued the statutory and regulatory mandates that may constrain our actions. These are presented in Appendix E.

We have defined how we will enhance the quality and diversity of our staff while simultaneously impacting diversity among the local contracting community. While F&S has achieved a level of diversity (Appendix F) unmatched by any other large segment of the campus we are not satisfied. Our commitment is unwavering and we challenge the larger Illinois organization to match our performance in this area.

Through this analysis we have identified the following strategic areas, which we feel we can successfully address through our strategic goals and interdisciplinary initiatives:

- **Improve Quality of Built Environment** by optimizing the use of space in campus facilities, eliminating a significant portion of deferred maintenance, and implementing a financial model which will sustain a reasonable level of maintenance and repair.
- **Contain/Reduce Cost of Product Delivery** by moving to a Total Asset Management model that will transform the delivery of our products across all service functions.
- **Support Economic Development Activities** with significant planning. This includes infrastructure components such as the Research Park and Orchard Downs.

## **Section IV – Strategic Goals and Initiatives**

### **Goal 1: Repair, Reprogram, and Maintain Campus Facilities at a Level Consistent with a World-class Academic Enterprise.**

#### **Background**

An attractive, inviting, safe, and well-maintained campus is an important factor in attracting and retaining outstanding students, faculty and staff. The condition of campus facilities is also a key factor in research, affecting the ability to conduct research that requires highly controlled environments.

Following years of inadequate operating funds and anemic capital repair and replacement funding, the Urbana-Champaign campus has deteriorated, resulting in an unacceptably large deferred maintenance backlog. Additionally, current funding is insufficient to stem the tide of continued decline. Minor maintenance has been and is being deferred as a result of the significant reduction of operating funds over the last three decades. Deferring minor maintenance often contributes to future more costly maintenance issues, some of which must be addressed with capital funds.

The Facility Condition Index (FCI) is a standard measure of the condition of campus facilities. It represents the relationship between the quantity of deferred maintenance and the current replacement value of the facilities. The FCI is calculated by dividing the deferred maintenance backlog (DM) by the current physical plant replacement value (CRV). The current UIUC deferred maintenance backlog is estimated at \$480 million, yielding an FCI of 0.18; a desirable FCI is no larger than 0.10. A facility condition assessment was conducted to identify and estimate the probable construction costs of correcting deficiencies. The costs cited did not include other project costs such as architectural/engineering design, construction observation and management, or commissioning and inspection.

#### **Relation to the Campus Strategic Plan or to College/Department Strategic Plans**

- Maintain campus facilities

#### **Initiative 1: Execute Jumpstart Borrowing Projects**

Current Status: Recognizing the facilities crisis, the Board of Trustees has approved the sale of 20-year Certificates of Participation in the amount of \$110 million to be used to jump-start a deferred maintenance capital program. The first increment of \$55 million from the sale may be available as early as summer 2006. The funds from this sale will be distributed among the three campuses. Funds will be employed to address deferred maintenance needs identified in the VFA, Inc. facility condition audit of all major buildings on all three campuses. The audit demonstrated a heavy concentration of deferred maintenance in the areas of electrical systems, HVAC systems, and exterior enclosures. The majority of funds from this initial effort will be concentrated on the remediation of the deferred maintenance

associated with building exteriors, in accord with action by the Board of Trustees on November 11, 2004. The second phase of this effort will follow in two to three years.

Objective: Reduce the deferred maintenance backlog to begin reducing the campus FCI from 0.18 to 0.10.

Timeframe to Achieve: Approximately \$33 million will be made available in June 2006 for the following Phase I projects on the UIUC campus:

Psychology Building - life safety corrections	\$ 4.00 Million
KCPA - life safety corrections	\$ 3.00
Noyes Laboratory - exterior envelope, partial	\$ 4.00
RAL - replace AHUs and controls	\$ 5.50
Natural History – exterior envelope, partial	\$ 5.50
Library – replace air handling units & controls	\$ 2.00
Altgeld Hall - doors & windows	\$ 3.25
Library - exterior envelope	<u>\$ 6.00</u>
Total	<u>\$33.25</u> Million

Upon approval of these projects by the Board of Trustees and funding through the sale of bonds, approximately four months will be allocated for A/E selection and contracting, twelve months for project design and bidding, and twelve months for construction.

It is anticipated that an additional \$24 million will be provided in July 2008. Project execution will follow a timetable similar to that described for the projects above. It is proposed that the following projects will be completed in Phase II:

Lincoln Hall - exterior envelope	\$ 6.50 Million
Library – replace main electrical service	\$ 2.50
Gregory Hall – repair HVAC system	\$ 1.80
DDC Controls System Upgrades – FY2006	\$ 0.75
Everitt Laboratory – repair HVAC systems	\$ 1.25
Altgeld Hall – replace main electrical service	\$ 0.75
David Kinley Hall – backfill college space	\$ 3.00
Steam Trap/Strainers Program – FY2006 and 2007	\$ 0.75
English Building – replace main electrical service	\$ 0.70
Asbestos Abatement Phase I (various buildings)	\$ 1.00
DDC Controls System Upgrades – FY2007	\$ 0.75
Asbestos Abatement Phase II (various buildings)	\$ 1.00
Altgeld Hall – historical preservation of gallery	\$ 1.00
University High School – repair HVAC system	<u>\$ 2.00</u>
Total	<u>\$23.75</u> Million

Resources: Planning and construction of these projects will require the addition of two planning positions that would be supported through charge-back activities. It would also require the addition of two project manager positions that might be funded through project funds.

Responsible Persons: F&S Director of Maintenance, F&S Director of Planning, and F&S Director of Construction.

## **Initiative 2: Restore Building and Grounds Operating Funding**

Current Status: The campus, as evidenced in the Strategic Plan, plans to protect building and grounds funding from further budget reductions and to restore B&G operating funds through the annual reallocation of \$1 million. This effort must form the cornerstone of the deferred maintenance program because to rebuild/repair facilities without the ability to provide continuous, routine maintenance is irresponsible.

Objective: Restore F&S maintenance funding over time to 1% of the current replacement value (CRV) of the campus facilities (as inflated over time), while ensuring that departmental units continue to fund maintenance activities at approximately 0.5% per year. This goal will not be achieved through the resource allocation proposed in the Campus Strategic Plan (See Appendix G, Tables G1a-c). A revised plan, which more realistically meets the minimum funding levels required to achieve 1% of CRV is summarized below and presented in its entirety in Appendix G, Table G2a-c.

Timeframe to Achieve: Currently, F&S maintenance funding is \$15.45 million per year. The following table indicates that the campus will have to commit to significantly increase the rate at which it is restoring building and grounds funding to achieve the desired result in 9 years, assuming 3% inflation of the current value of the built asset of \$2.6 billion.

Year	Funding	CRV	% of CRV
FY2006	\$ 14,585,000	\$2,600,000,000	0.50%
FY2007	\$ 16,913,000	\$2,678,000,000	0.57%
FY2008	\$ 19,294,000	\$2,758,340,000	0.63%
FY2009	\$ 21,728,000	\$2,841,090,000	0.69%
FY2010	\$ 24,217,000	\$2,926,323,000	0.74%
FY2011	\$ 26,762,000	\$3,014,113,000	0.80%
FY2012	\$ 29,364,000	\$3,104,536,000	0.85%
FY2013	\$ 32,025,000	\$3,197,672,000	0.90%
FY2014	\$ 34,746,000	\$3,293,602,000	0.95%
FY2015	\$ 37,528,000	\$3,392,410,000	1.00%
FY2016	\$ 39,372,000	\$3,494,182,000	1.01%

Resources: Assuming a 3% rate of inflation for wages, and something higher than that for maintenance materials, this funding scheme would allow F&S to restore 200 maintenance and maintenance support personnel positions over 9 years.

Responsible Person: F&S Director of Maintenance

**Initiative 3: Programmatic Renewal and Renovation**

Current Status: The UIUC Campus proposed an initiative in 2001, *Restoring the Core*, to provide up to \$30 million each year to match internal reallocations and donor gifts for major renovations of 50 existing facilities identified based on age, historic significance, and visibility. The funds generated by *Restoring the Core* were intended to revitalize existing buildings and to adapt them for new or different uses. Major renovations would have invariably incorporated some deferred maintenance, thus *Restoring the Core* had, as a part of its proposed funding, State funds in an indeterminate amount. Those funds have not been realized. Nevertheless, the principles on which *Restoring the Core* was founded, revitalizing and adapting significant existing buildings in lieu of constructing new buildings, remain valid.

Objective: The campus goal is to create a dedicated recurring debt service fund that will ultimately support \$200 million of borrowing to restore core facilities. It is estimated that this program will eliminate \$12 million of deferred maintenance in the next five years (2007–2012).

Timeframe to Achieve: This year, the campus initiated a five-year plan to create a dedicated recurring debt service fund that will support \$100 million of borrowing.

- 2006 – Campus sets aside the first \$2 million for *Restoring the Core* debt service
- 2007 – Campus sets aside second \$2 million for *Restoring the Core* debt service
- 2007 – Campus makes initial borrow of ~\$50 million for *Restoring the Core*
- 2007 – Campus initiates the design of Lincoln Hall renovation
- 2008 – Campus sets aside \$3 million for *Restoring the Core* debt service
- 2008 – Campus borrows additional \$20-30 million for *Restoring the Core*
- 2008 – Campus initiates design of Noyes Laboratory renovation
- 2008 – Construction contracts initiated for *Restoring the Core*
- 2009 – Campus sets aside second \$3 million for *Restoring the Core* debt service
- 2009 – Campus borrows additional \$20-30 million for *Restoring the Core*
- 2009 – Campus initiates Roger Adams Laboratory renovation.
- 2010 – Campus completes Lincoln Hall renovation
- 2010 – Campus sets aside \$4 million for *Restoring the Core* debt service
- 2010 – Campus contracts for construction of Noyes Laboratory renovation
- 2010 – Campus completes Noyes Laboratory renovation
- 2010 – Campus initiates renovation of a facility, yet to be selected
- 2011 – Campus sets aside second \$4 million for *Restoring the Core* debt service

Resources: Planning and construction of these projects will require the addition of two planning positions that would be supported through charge-back activities. It would also require the addition of two project management positions that might be funded through project funds.

Responsible Persons: F&S Director of Maintenance, F&S Director of Planning, and F&S Director of Construction.

#### **Initiative 4: Execute Capital Projects Funded Through UA Reserves**

Current Status: University Administration has routinely provided \$4-6 million annually to address a combination of programmatic projects and deferred maintenance needs. This year (FY 2006), UA provided about \$3.5 million for projects including replacing air handlers in four buildings, replacing reheat coils in two buildings, repairing pool equipment at Freer Hall, repairing fire alarm systems in various buildings and repairing failed variable frequency drives in several buildings to improve systems operations and energy efficiency. We expect this support to continue at an average level of \$5.8 million per year.

Objective: Through allocation of UA Reserves, address the most urgent capital needs for capital improvements and deferred maintenance. The contribution to reducing the deferred maintenance backlog is estimated to be \$3.75 million per year based upon UA Reserves of \$5.8 million.

Time-frame to Achieve: This activity will reduce the deferred maintenance backlog by \$3.75 million per year or \$18.75 over five years.

Resources: Planning and executing this work can be accommodated within current F&S staffing.

Responsible Persons: F&S Director of Maintenance, F&S Director of Planning, F&S Director of Construction

#### **Initiative 5: Execute Capital Projects Funded Through the State Capital Budget**

Current Status: The State has historically provided \$6.25 million Capital R&R funding annually to address a combination of programmatic projects and maintenance needs. The State has not allocated Capital R&R funds in any of the last three years. It is anticipated that funding for Capital R&R will be reinstated at some point in the future.

Objective: Address the programmatic capital improvements and deferred maintenance specifically identified by the UIUC Facility Planning Committee. The contribution to reducing the deferred maintenance backlog of projects executed via this vehicle would be \$2 million per year.

Time-frame to Achieve: This activity will reduce the deferred maintenance backlog by \$2 million per year or \$10 million over five years.

Resources: Planning and executing this work can be accommodated within current F&S staffing.

Responsible Persons: F&S Director of Maintenance, F&S Director of Planning, F&S Director of Construction

**Initiative 6: Reduce Deferred Maintenance Backlog**

Current Status: The Board of Trustees recently passed a resolution establishing a student assessment for deferred maintenance. This fee of \$250 per student per semester will generate approximately \$13 million annually.

Objective: This initiative will be used to address the most critical deferred maintenance items that directly impact classrooms and teaching laboratories.

Time-frame to Achieve: This activity will reduce the deferred maintenance backlog by \$13 million per year or \$48 million over five years.

Resources: Planning and executing this work will require one additional planner and project manager. Funding for these positions will come from project funds.

Responsible Persons: F&S Director of Maintenance, F&S Director of Planning, F&S Director of Construction

**Goal 2: Enhance the Campus Environment**

Illinois is committed to recruiting and retaining the top students, faculty and staff. We recognize that our peer institutions are pursuing those who we wish to attract and retain with equal vigor. While there is nothing we can do about the geographical challenge and limited ability to address community issues, we can control the campus and within those boundaries, differentiate ourselves from the competition. All else being equal, the quality of our facilities, our demonstrated commitment to societal issues, and the support services we provide are pivotal to creating excellence.

Providing a quality of life that cannot be duplicated by our peers creates our competitive advantage. We must supplement the pluses of relatively low cost housing and short commutes with an accessible, safe, family friendly environment.

There is an increasing national awareness that our dependence on foreign energy resources places our security and life style at risk. We have the opportunity, perhaps the obligation, to provide leadership not only in developing new technologies, but also in demonstrating, applying, and integrating them into the fabric of campus life.

In the United States, buildings use one-third of our total energy, two thirds of our electricity, one eighth of our water, and transform land that provides valuable ecological resources. The typical U.S. building uses twice the energy (per square meter per year) of the average European building. Illinois can provide valuable leadership toward reversing these statistics.

**Relation to the Campus Strategic Plan or to College/Department Strategic Plans**

- Enhance the Campus Work Environment
- Illinois Sustainable Energy and the Environment Initiative
- Prepare Students for Leadership in a Global Environment
- Maintain Campus Facilities
- Garner and Allocate Resources to Achieve Strategic Goals

**Initiative 1: Provide Incentives for Energy Conservation**

Current Status: Energy costs for the Urbana-Champaign campus have escalated dramatically over the past four fiscal years creating significant budget pressures that have resulted in diverting funding away from our core academic programs. This issue is perhaps the single greatest threat to creating the balanced facility financial portfolio required to impact facility condition through an improved maintenance program.

Completing the Abbott Power Plant expansion and constructing the Central Chilled Water Plant have resulted in significant reductions in utility generation costs; however, no progress has been made in reducing the demand for energy. The Facilities Management Evaluation Program, the Report by the Utilities Subcommittee of the Sustainable Campus Committee, and the Minority Report to the 2003 Administrative Review have documented the lack of commitment to energy conservation. This is primarily due to the centralized approach to

utility funding and operation. Building occupants treat utilities as a free commodity while plant and building operations are each sub-optimized. The optimum operation of the systems (supply and demand) can only be achieved if consolidated as a campus organization. A third-party expert is needed to determine the true costs of utilities; make recommendation on how utility operations and funding should be aligned to optimize effectiveness, contain costs and manage risks; develop alternate market-based procurement strategies; evaluate metering and supporting processes and benchmark practices and prices against peer institutions.

Objective: A new model that provides clear and compelling incentives to conserve energy at the individual level, which results in an energy reduction from the current base of 20%, or approximately \$10 million.

Time-frame to Achieve: The following actions will achieve the goal stated above.

July 2006	Prioritize conservation projects and begin implementation ( <i>Note 1</i> )
July 2006	Engage independent outside consultant to establish/validate current utility expenditures, commitments, and liabilities
March 2007	Receive consultant report
April – July 2007	Establish oversight function ( <i>Note 2</i> )
July 2007	Implement new rate structure
	Consolidate system operation at campus level
July 2008	5% cumulative energy reduction
July 2009	10% cumulative energy reduction
July 2010	12.5% cumulative energy reduction
July 2011	15% cumulative energy reduction
July 2012	17.5 cumulative energy reduction
July 2013	20% cumulative energy reduction

Resources: Four million dollars to fund the consultant work, meter repair/upgrades/installations, and initial conservation projects will be required after which continued investment in conservation will come from accrued savings. No additional personnel are required.

Responsible Person: F&S Executive Director

*Note 1:* We will take advantage of other opportunities to advance energy conservation. Projects selected for inclusion in the Deferred Maintenance Jump Start that demonstrate an energy conservation payback will receive priority. Additional campus maintenance funding, which is recognized in Goal 1, will initially be used to improve energy conservation activities such as repairing steam traps and re-commissioning elements of the HVAC systems.

*Note 2:* Decades of under-funding resulted in Abbott Power Plant experiencing frequent failures beginning in the late 90's. Appropriate oversight by University Administration is necessary to ensure future utility rates are sufficient to support continued safety and reliability.

**Initiative 2: Operational and Physical Safety Improvements**

Current Status: Recent tragic events have highlighted the need to revisit the campus philosophy on how people should move around the campus. With almost 40,000 students and an additional 10,000 faculty and staff, developing safe, reliable public transportation within the campus community is a primary concern.

Three transportation-related initiatives are underway: Inter-modal Transportation, Comprehensive Crosswalk Analysis and Mobility Implementation Planning. The inter-modal study will assess existing transportation systems, including pedestrian, mass transit, motor vehicle, and bicycle modes, and make recommendations on how those systems should be configured to meet the campus goal of creating the safest possible environment for students, faculty and staff. The crosswalk study includes a comprehensive analysis of the existing crosswalk marking/signage systems within the University District, and a peer comparison with other Big Ten institutions. The study will identify intersections with a high degree of modal conflict and suggest strategies for improvement. The mobility implementation-planning effort oversees the processes used to implement the area's long-range transportation plans. Since the campus community involves multiple jurisdictions, the University stands the best chance of championing public transportation reform by working through the Campus Area Transportation Study's Technical Advisory Committee (CATS TAC) to manage change that reaches beyond the University's jurisdiction.

CATS improvements to date include: establishing a University District with a common set of goals and traffic management guidelines, including a 25 mph speed limit, crosswalk marking guidelines, designated freight loading zones in the campustown area; and developing a new student orientation education program for navigating the University District. Specific corridor improvements are provided in Appendix H.

Objective: The outcome of these initiatives will provide the impetus for changing the current campus bus system by clarifying the environment we want to develop, assessing the appropriate modes of transportation necessary to support that environment, and identifying those areas in need of immediate improvement.

Timeframe to Achieve: The inter-modal study and crosswalk analysis will be complete by the end of calendar year 2006, allowing for implementation to begin as early as spring 2007. The current contract with the Champaign-Urbana Mass Transit District expires in August 2008.

Resources: Estimated costs for the remaining CATS recommendations, including construction, design, engineering, and contingencies are \$7,665,000. The University share for summer 2006 work on Fourth Street and Lincoln Avenue is approximately \$315,000. The remainder of the cost shares is yet to be determined. The Intermodal Transportation Study cost is estimated at \$200,000, and the Comprehensive Crosswalk Analysis cost is estimated at \$125,000. Corresponding recommendation costs will be available upon completion of the two studies.

Responsible Person: F&S Director of Campus Services

**Initiative 3: Construction/renovation of facilities at a LEED certified level**

Current Status: This initiative is directly related to the Campus' Sustainable Economy Initiative. Constructing, renovating, and operating all campus buildings and sites following sustainable practice guidelines will help demonstrate new technologies, practices, and policies that reduce reliance on non-renewable resources, encourage prudent use of renewable resources, and transform the campus into a living-learning laboratory where these new technologies and best practices can be demonstrated and validated.

The U.S Green Building council LEED (Leadership in Energy and Environmental Design) Green Building Rating System<sup>®</sup> is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings, which strive to strike a balance between established practices and emerging concepts.

Obtaining LEED certification of all building projects and operations is a vital step towards achieving a sustainable campus environment. There are currently only 12 other universities and 3 systems that require LEED certification of any kind for their capital projects (although there is evidence of many other institutions working on aligning their standards to reflect LEED guidelines). Of those, there are only 4 universities and 2 systems that require certification at a Silver level.

To acquire LEED Silver certification for a building, a project must accumulate a minimum of 33 points. In 2004 we performed a very cursory review of the LEED Rating System to evaluate how many points a new building designed to current *UIUC Facilities Standards* might earn, as well as the level of difficulty in earning the additional points required. We estimated that following the current standards (with some minor modifications) would earn a project approximately 40 percent of the required points. Another 20 percent of the required points could be somewhat easily implemented. The remaining 40 percent would be more difficult and costly to implement, and would require more in-depth analysis before inclusion in any project.

We have one project currently under construction that will be LEED certified at either the Silver or Gold level. We have two other projects currently in design (the Champaign Dining and Residential Programs Building and the Champaign Residence Hall Project) for which we intend to seek LEED Silver level certification.

Objective: Construct, renovate and operate all campus buildings and sites following sustainable practice guidelines to have a significant positive impact on public health and the environment; reduce maintenance and energy costs, increase occupant productivity, and help create a sustainable campus community. Specific steps required to achieve this goal are:

1. Revise the Facility Standards so that all capital projects undertaken would accumulate enough points to result in a LEED certified project;
2. Certify all projects greater than \$1M at the LEED Silver level;
3. Continually measure the life cycle cost benefits of constructing to LEED certified standards with the idea of re-investing savings in campus green initiatives;

4. Through the design of projects (both new construction and renovation) to sustainable standards, contribute to reducing fuel and water consumption and cut emissions and discharges by 10% in 3 years and 20% in 7 years.

Timeframe to Achieve:

June 2007	Achieve Facility Standards revisions
September 2006	Achieve certification of all capital projects greater than \$1M

Resources:

1. Revising the Facility Standards will require 0.5 FTE for 12 months. \$40,000 non-recurring
2. Certifying:
  - a. Will result in increased A/E fees of approximately 5–10%, based upon our current experience. \$300,000/year
  - b. May result in a higher first cost of construction (thought to be ~2%) \$1,100,000/year
  - c. Will require that Planners and Project Managers alike are LEED accredited – this effort is currently underway – at a cost of \$900/per staff. \$25,000 non-recurring
3. Measurement of benefits will require the efforts of the Campus Sustainability Coordinator approximately .25% time (\$17,000 recurring).

Responsible Person: F&S Director of Planning

#### **Initiative 4: Expand Childcare Options**

Current Status: Childcare options for Illinois faculty and staff are limited. The National Academy of Early Childhood Programs accredits only two facilities in the community. One of these is the Child Development Laboratory, which has 136 full-time, and 56 part-time spaces for infants and toddlers. At any given time there are 20 to 30 infants and toddlers on the waiting list. Access to these high quality spaces frequently becomes an issue when recruiting faculty and staff.

Objective: Partner with the Champaign-Urbana Mass Transit District to provide 192 new daycare spaces accredited by the National Academy of Early Childhood Programs, and 2,500 square feet of dedicated space for faculty research and student training.

Timeframe to Achieve:

August 2006	Professional Services Consultant Selection Complete
September 2006	Design Start
January 2007	Design Complete
February – April 2007	Bid and Award Construction
June – August 2007	Negotiate operator agreement
May 2007	Construction Start
January 2008	Construction Complete
February 2008	Operations Start

Resources:

\$3,000,000 from IDOT  
\$500,000 Provost commitment  
\$500,000 for surface parking (200 spaces funded by Parking Division)  
7.5 acres @ \$155,000/acre = \$1,162,500 land

Responsible Person: F&S Director of Capital Administration and Development

**Initiative 5: Transform the Campus Built Environment (Create Sustainable Campus)**

Current Status: Illinois, like most other large campuses, consumes significant resources. In fiscal year 2005, the campus burned 65,700 tons of coal, 259,139 gallons of fuel oil, 4,179,578 million cubic feet of natural gas, 476,504 gallons of gasoline, and consumed 1,442,525 kilo gallons of water. An unquantifiable number of bus miles and thousands of vehicle trips were generated on campus to transport faculty, students and staff. Fertilizers, pesticides, and herbicides were applied to improve turf growth and limit weeds, insects, and pests. 3,205 tons of nitrous oxides, carbon monoxide and sulfur dioxide were emitted from the power plant, and the campus discharged 36,324,075 million gallons of sewage. While none of these values are unusual for an operation of this size, and all regulated emissions and discharges are permitted, the values quantify the magnitude of the impact we have on the environment.

Objective: By creating a sustainable campus we not only reduce environmental impact and resource consumption but also produce students who understand the importance of those impacts on society, and create leaders who bring this understanding to their respective vocations. To achieve these goals it is necessary first to obtain agreement that a sustainable campus is one that consumes the least possible resources, uses renewable consumables, and minimizes discharges and emissions. Faculty and staff must be engaged in achieving these goals while integrating the campus physical environment into coursework and research. To achieve this objective we need a leader for this effort who has the international stature, experience and vision to pull all the pieces together. Such a scholar could be hired through the Faculty Excellence Program. This new faculty member will lead our efforts to infuse sustainability into our campus.

Timeframe to Achieve:

Sep 2006 – Sep 2011	Hire campus leader in environmental sustainability Establish two F&S graduate & undergraduate internships to help create a sustainable campus
Jun 2007	Obtain consensus definition of a sustainable campus
Dec 2007	Determine metrics to measure performance
Jun 2007	Measure base values
Dec 2007	Perform Gap analysis
Sep 2006 – Jun 2011	Support the Environmental Council and the Provost in structuring teaching opportunities Support the Environmental Council and the Vice Chancellor for Research in identifying research opportunities

Resources: \$215,000/year: \$80,000/year to support 1 FTE sustainability coordinator at F&S, \$40,000/year of which will be reallocated from current environmental issues; \$150,000/year for Faculty Excellence hire; \$90,000/year to support 1 FTE in Provost Office; \$45,000/year in VCR office for .5 FTE; and \$40,000/year for F&S internships.

Responsible Persons: F&S Executive Director, Vice Chancellor for Research and the Provost

**Goal 3: Increase Diversity****Background**

F&S is a large organization, with 1,400 staff supporting the facility and service needs of the University of Illinois Urbana-Champaign campus community. Staff includes administrative, clerical, crafts and trades, skilled and unskilled labor, academic professional, and civil service personnel. Additionally, in the course of planning and constructing over \$100M in capital facilities annually, numerous consultants, contractors, suppliers, and vendors are employed.

In January 2005, an initiative to increase minority and female employees, and MAFBE contractors and consultants at the University was proposed to the Office of the Chancellor. While investigating the potential of achieving these goals in the areas of design, construction, and maintenance, F&S discovered that minority and female representation in all three areas was scarce and often unavailable. Three key contributors to this shortfall are:

- Lack of familiarity with construction-related opportunities
- Insufficient exposure, knowledge, or skills
- Absence of champion or mentor

**Relation to the Campus Strategic Plan or to College/Department Strategic Plans**

- Foster an inclusive campus community
- Enhance campus work environment
- Enhance quality and diversity of undergraduate students
- Partner with the Champaign and Urbana Public Schools

**Initiative 1: Increase the diversity of F&S workforce to 20% through expanded recruitment and pre-apprenticeship preparation program**

According to the 2000 Census data, Champaign County has a population of 179,000. This population includes 22.6% minorities, and 49.7% women. Currently, these percentages are not reflected at similar proportions in the F&S workforce. Overall, of the 1,400 employees employed at F&S, 14% are minority, and 20% are female. Crafts and trades employed at F&S consist of 11% minority, and 3.7% women.

The University and its contractors are also subject to federal and state regulations regarding utilizing minorities and women on construction projects. Contractors are expected to meet the following goals established by the University:

- Minorities: 14.6% (Based on statistics from the Illinois Department of Employment Security on workforce availability)
- Women: 6.9% (Based on the federal goal)

In the past, these goals have been unattainable due to the limited supply available in the trades. Careers in the construction industry offer some of the best economical advantages to its

employees. An alignment must occur that better reflects the diversity of the community and affords more equal opportunities to its underrepresented members.

Current Status: Over the past 6 years Facilities & Services has made a concerted effort to increase the diversity of its workforce. The following steps have been or are being taken in support of this effort:

- Encouraged qualified internal candidates from underrepresented groups to test for civil service classifications where hiring is/was occurring
- Utilized civil service trainee positions to provide on the job training for candidates from underrepresented groups
- Worked with the local Building Trades Council and community leaders to increase the pool of qualified candidates in the community to test for civil service positions
- Placed individuals from underrepresented groups in key leadership positions
- Established a summer intern program for minority students to provide an opportunity to expand the pool of candidates for professional positions

These efforts have produced some progress. Twenty percent of the 292 new hires occurring since July 1999 have been African American, Hispanic, or American Indian/Alaskan Native. Fourteen percent of our current total workforce is African American, Hispanic, or American Indian/Alaskan Native (11% in administrative/professional positions and 14% in frontline supervisory/staff positions), and 20% are women (28% in administrative/professional positions and 20% in frontline supervisory/staff positions).

While we have clearly been successful in placing minority candidates in administrative/professional positions, challenges remain in diversifying the skilled trades. F&S, along with a number of other community representatives, have formed a task force to address ways to increase minorities and women in the trades.

Objective:

- Increase minority and female staff within F&S to 20%
- Increase minority and female staff in F&S crafts and trades to meet Federal and State goals established by the University
- Improve the availability of underrepresented members in the local trade unions through creation of a pre-apprenticeship preparation program to decrease the gap between supply and demand

Timeframe to Achieve: Improvements in the F&S workforce are contingent upon open positions that can be filled with available targeted applicants. An increase of 3% each in minority and female F&S employees in the crafts and trades to meet established goals is achievable within 2 years. Accomplishing a 6% overall increase in employment of minorities at F&S is also achievable within that timeframe

Resources: (Pre-Apprenticeship Program) Disparity study, staff time to volunteer as mentors, Program Coordinator, formal coursework, lectures and seminars, misc. supplies and

services, space: \$100,000/ year. Existing and new grant funds will be pursued to fund pre-apprenticeship activities.

Responsible Persons: F& S Directors of Construction and Maintenance

**Initiative 2: Increase number of qualified MAFBE Contractors through training, mentoring, business support and partnering with the local community**

The University of Illinois is subject to state requirements for participation of business enterprises owned by Minorities, Females and Persons with Disabilities. The following MAFBE contractor utilization goals apply for construction projects on the UIUC campus:

- General Contractors: 6% of contract value
- Mechanical/Electrical/Plumbing Contractors and Subs: 4% of contract value

It has been challenging for both the University and other construction owners in the greater Champaign- Urbana area to find local MAFBE firms across the spectrum of construction trades with sufficient financial, managerial, and technical skills to meet these goals.

Current Status: Over the past 3 years, approximately \$300M has been paid out to contractors, subcontractors, vendors, and suppliers to complete construction work on the UIUC campus. Of that, less than 1% has been paid to certified business enterprises owned by Minorities, Females, and Persons with Disabilities. Several reasons that can be cited for these small results are the low number of MAFBE contractors registered in the greater Champaign-Urbana community, size and financial capacity of the companies, and relative experience and skill level. In an effort to address those limitations F&S provided opportunities to MAFBE contractors to participate in a construction-contracting program that offered small construction projects with faster turnaround and less financial constraints. Other construction owners in the area have duplicated this program to facilitate growth in this contractor segment.

Providing small, controlled opportunities to MAFBE contractors may help to sustain their current level of operation but it will not stimulate growth or insure longevity. These issues have been addressed in the past in other communities by providing training and business support services. An ad hoc committee consisting of the University, a local consulting firm, a contracting company, and the Urban League of Champaign-Urbana was formed to identify a program that might increase the effectiveness and competitiveness of local MAFBE construction contractors, and improve their chances of success on projects. Based on information received from two focus groups, one with local construction owners and another with MAFBE contractors from the community, it is apparent that some forum for organized training is warranted. Formation of a Construction Management Training Institute (Business Incubator) through a collaborative community partnership is under consideration.

Objective:

- Continue to monitor and enforce MAFBE participation on University construction projects
- Target small projects to provide managed opportunities for MAFBE contractors
- Identify and retain database of area MAFBE Contractors
- Establish MAFBE Contractor Training Program

Time-frame to Achieve:

April 2006	Final report on recommendations from the Ad Hoc committee
August 2006	Following formation of MAFBE Construction Management Training Institute, begin first session

Resources: (MAFBE Construction Management Training Institute) Program Coordinator, lectures and seminars, miscellaneous supplies and services, space: \$125,000 / year. New grant funds will be pursued to fund this program, however, start-up funding for two years is requested.

Responsible Persons: F&S Director of Shared Administrative Services and F&S Capital Project Administration and Development Director

**Initiative 3: Partner with local schools to create relationships that provide early exposure to career and life options for underrepresented groups**

Establish a partnering arrangement between F&S and Booker T. Washington Elementary School to create a more positive and collaborative relationship between UIUC and local schools. Booker T. Washington (BTW) is a K-5 elementary school located in north Champaign. BTW is the highest minority and lowest socio-economic status school in Champaign. BTW is a school with very few monetary resources, working parents with little time for school involvement, and an incredibly enthusiastic student body.

This partnership with students and parents can provide a broader view of the opportunities Champaign, and the University, have to offer them, and the importance of education in embracing these opportunities. A partnership with F & S will be a pilot for collaborative relationships between other U of I departments and local schools.

Current Status: The University has some involvement in local schools through individual campus personnel that are members of the local school boards. However, as an institution, the university has a limited focus on local school needs.

Objective: This partnership will:

- Increase the awareness of a high minority (39% African American, 41% Hispanic), low-income Champaign school community of the education, employment and career

- opportunities at the University of Illinois at large, and Facilities & Services in particular.
- Establish a mentoring process earlier than high school, to support minority students and their families in acquiring the education and skills necessary for University employment.
  - Help motivate BTW students to be *successful* students by reinforcing the academics needed for success in the many trades and careers the F & S employees represent.
  - Help motivate BTW parents to become more involved in their children's education by promoting higher education and vocational training.
  - Provide hands-on opportunities for students to learn about the wide range of services F & S provides. This might be through a "Trade Fair" where students see what masons, locksmiths, carpenters, mechanics...actually do; tours of construction sites; help in classrooms with related curriculum (2nd grade: structures; 3rd grade: simple machines).
  - Provide BTW students construction information, advice and guidance in the design of an outdoor classroom; F & S employees have the expertise in planning, design, construction and landscaping to help the school in this initial phase of the project. F&S involvement will enable BTW to begin fundraising for the actual construction of an outdoor classroom space that will be functional and inviting, yet secure and safe.

Timeframe to Achieve:

April 2006	Involvement of BTW in the F&S 'Take Your Children to Work Day' will occur during the current academic year
Fall 2006	Planning for and implementation of other partnering activities is also in progress

Resources: F&S personnel will be provided volunteer opportunities. F&S Administration would need to approve the 2-3 hour blocks of release time for worker participation.

Responsible Persons: F&S Director of Safety and Compliance and F&S Director of Campus Services

**Goal 4: Transform Service Delivery****Background**

One of the guiding principles stated in the UIUC Strategic Plan calls for the institution to be both nimble and adaptive. Support organizations like Facilities & Services must transform themselves from a change resistant, monolithic orientation into one that quickly responds to the emerging needs of the Illinois enterprise. Faculty members are requiring much tighter control of the laboratory conditions in which they carry out their leading edge research. Classrooms must be adapted to the current modes of learning with facilities and infrastructure that minimize disruption and foster a relaxed state-of-the-art environment that is conducive to knowledge creation and transfer.

In recent surveys conducted by third party consultants, users of F&S services indicated that their expectations were generally met. However, there were indications that those expectations were not very high. The bar must be raised on service delivery. To accomplish this change in the way F&S delivers services to faculty, staff and students, industry best practice approaches will be adopted to minimize costs, streamline processes, expedite delivery of services, and foster improved communications between service providers and key stakeholder groups. Specifically, we will create a Total Asset Management organization with a culture that focuses on customer needs, and continuously improves processes in order to minimize activity costs and free up resources to provide more value-added services.

**Relation to the Campus Strategic Plan or to College/Department Strategic Plans**

- Implement interdisciplinary approaches to emerging opportunities
- Maintain campus facilities
- Garner and allocate resources to achieve strategic goals

**Initiative 1: Refine F&S Governance**

Current Status: F&S currently reports to the Chancellor with a dotted reporting-line to the Vice President for Planning and Administration. As a member of the Campus senior leadership team, the Executive Director of F&S participates on the Chancellor's Cabinet. Strategy and policy input is provided by the F&S Advisory Committee, which is comprised of representatives from major campus users of our services. Numerous other standing committees are engaged to provide input on issues such as parking, facilities planning, and safety. There exists a lack of coherence among the many stakeholder groups providing input. No formalized governance structure is in place that clearly defines roles and responsibilities among all of the stakeholder entities.

Objective: Create improved mechanisms for structured collaboration and communication with key stakeholders. Streamlined decision-making that factors in timely and relevant input

and guidance from our governance groups will be implemented. Clear accountability will also be established for F&S performance.

Timeframe to Achieve: Complete by October 31, 2006

Resources: No additional funding or personnel are required to accomplish this initiative

Responsible Person: F&S Executive Director

### **Initiative 2: Develop Service Cost Model**

Current Status: Incremental rather than unit cost budgeting is used to allocate funds for business units within F&S. Cross-subsidies are pervasive and administrative costs are not budgeted for nor allocated to business units, obscuring the true cost of services. A pilot activity-based costing approach has been undertaken to determine the cost of activities being performed within the F&S Shared Administrative Services Division. This approach needs to be expanded to all activities within F&S.

Objective: F&S will develop a service cost model to support on-going quantification and cost analysis, and quantify costs by activity and services provided to the customer. This will include defining services, defining units of measure, and developing and implementing an organization-wide activity-based service cost model.

Time-frame to Achieve: Complete by December 31, 2006

Resources: Consulting assistance (~\$100,000)

Responsible Person: F&S Director of Shared Administrative Services

### **Initiative 3: Design Performance Metrics**

Current Status: No comprehensive set of performance metrics has been developed and implemented for F&S overall. Some performance metrics do exist within the divisions, but they are spotty and no consistent approach is used. In many cases data is available in existing systems; however lack of controls on data entry has resulted in many gaps. Where metrics have been developed, they are not a central part of the management process.

Objective: Key performance indicators (KPIs) will be developed for all F&S business units and a uniform reporting system will be implemented. Up to three levels of KPIs will be developed: for F&S overall, for each division, and for each function within the divisions.

Timeframe to Achieve: Complete by February 28, 2007

Resources: Consulting assistance \$50,000

Responsible Person: F&S Director of Shared Administrative Services

#### **Initiative 4: Benchmark Services**

Current Status: F&S has been benchmarking many operation and maintenance functions with peer institutions using a service provided through a third party consultant. This effort has helped establish where the campus funding and staffing levels are for these activities relative to our peers. However, no systematic benchmarking of performance exists within F&S nor is a common benchmarking philosophy or methodology in place. Consequently, there is limited awareness of how F&S performance compares to others.

Objective: F&S will develop and implement a benchmarking approach to compare relevant metrics among peer institutions and private industry. Primary peer institutions will be the University of California-Berkeley, Purdue University, Pennsylvania State University, Michigan State University, and University of Texas – Austin.

Timeframe to Achieve: Complete by March 31, 2007

Resources: \$25,000 for consulting assistance to structure our approach. Existing staff will perform actual benchmarking and reporting.

Responsible Person: F&S Director of Shared Administrative Services

#### **Initiative 5: Implement Service Level Agreements**

Current Status: There is a Division of Responsibility (DOR) document on file for every building on campus. These documents delineate responsibility between F&S and the building occupants for operation and maintenance of the buildings. Most of these documents are outdated, confusing, and inconsistent, which has led to conflicts between F&S and campus units over funding responsibilities. In addition, no service levels or service level indicators are included in these documents. As the funding model changes and building use changes we need a mechanism that will foster regular interaction between F&S service providers and campus departments to insure that programmatic needs are being met while fulfilling our role as stewards of capital facilities.

Objective: With the objective of improving the understanding of roles and responsibilities, clarifying expectations, and providing a better basis for developing plans and budgets, service level agreements (SLAs) will be developed and implemented in collaboration with campus units. Among the contents of such SLAs will be: description of services to be

provided; levels of services for the relevant facilities; costs for providing the services; service level indicators; and roles and responsibilities.

Timeframe to Achieve: Complete by June 30, 2011

Resources: \$60,000/year to support 1 FTE and \$50,000 for consulting assistance to develop a template and structure, and facilitate dialogues with customers

Responsible Person: F&S Director of Shared Administrative Services and F&S Director of Maintenance

### **Initiative 6: Institutionalize Continuous Improvement (*Change the Culture*)**

Current Status: Many of the underlying processes for F&S service delivery have changed little over time. Previous continuous improvement efforts to address this reality proved ineffective and resulted in a few imperceptible changes. Ownership for that centrally managed program assigned responsibility to a single department, thereby lessening buy-in from operating units. Prior to that effort, an implementation of a new information management system 9 years ago provided an earlier opportunity to re-engineer processes, however due to management directives few substantive changes were made at that time. Standard Operating Procedures are nearly non-existent, and few current process maps are in place for key activities. Consequently, it is difficult to provide the consistent and meaningful performance information needed to improve operations.

Objective: All processes used to deliver services will be documented, controls will be put in place, and a system for on-going analysis and improvement will be implemented throughout F&S. Performance will be quantified and we will foster a culture of constantly questioning if services are being provided in the most efficient and cost-effective manner.

Time-frame to Achieve: Full implementation by June 30, 2011

Resources: \$100,000 for consulting assistance to develop the approach and assist in implementation.

Responsible Persons: F&S Director of Campus Services and F&S Director of Shared Administrative Services

**Initiative 7: Implement a Program Management and Communications Office**

Current Status: Many strategic initiatives flounder within F&S due to the press of day-to-day business. Extensive communication gaps occur with users of our services as well as between the F&S Executive Management Team and line staff. This has created an environment of frustration, conflict and duplication of effort. Not having a comprehensive change management or communication plan has further exacerbated the challenge of mobilizing and transforming core functions to meet expectations of the campus.

Objective: A framework for project execution will be developed and implemented to minimize risk and increase the likelihood of success of the organizational transformation required to execute the strategic plan. We will improve internal and external strategic communications and change management by creating a program management and communications office.

Time-frame to Achieve: Complete by June 30, 2007

Resources: \$85,000 to support 1 FTE and \$100,000 for consulting assistance to develop a template and structure and facilitate dialogues with customers

Responsible Person: F&S Director of Shared Administrative Services

**Goal 5: Improve Use of Capital Resources****Background**

While the campus is involved in a strategic planning process, the University Administration is leading the update to the UIUC Campus Master Plan, various colleges are developing individual Facility Plans, and we have recently completed individual master plans for various buildings. Clearly these efforts should be related to any proposed space and facility solutions. To date, however, these efforts have been performed independent of one another. Coordinating these efforts in order to provide space in adequate quantities, of sufficient quality, and in appropriately located facilities, is vital to the success of individual plan initiatives.

**Relation to the Campus Strategic Plan or to College/Department Strategic Plans**

- Reinforce and build comprehensive excellence
- Implement interdisciplinary approaches to emerging opportunities
- Prepare students for leadership in a global environment
- Strengthen and diversify the research portfolio
- Maintain campus facilities

**Initiative 1: Improve Campus Space Use and Efficiency**

Current Status: The ability to provide space in sufficient amounts, of proper design and adequate condition, and in the right location, is critical in support of UIUC's mission. The existing space system has evolved over the past 50 years to where it is managed at the college/department level, with oversight from the Provost's Office. The Chancellor and Provost oversee the campus-wide space assignments and reassignments, maintain the overall "Space Assignment Inventory" (as required by the U.S. Department of Education), resolve assignment issues, and provide funding for all space/capital management.

Objective: To be successful in managing space, we must establish clear standards and rules for space management, including rental space. This goal, then, will be founded upon our defining "Space Use" which incorporates these criteria, and create a space management system that will result in the most efficient assignment of space. This goal will be achieved by: defining basic space design criteria, auditing existing assigned space with the assistance of the colleges, validating our space allocations by benchmarking peer institutions, and developing a new Facility Project Programming system for all new construction and renovation projects. Accomplishing this will result in a highest and best use of space at the college/department level. Ideally this will afford the campus a greater ability to prioritize capital expenditures and manage space so that it will be possible to provide campus growth from within existing facility resources rather than through new construction.

Time-frame to Achieve:

2006	Develop a new Programming system for all capital projects;
2007	Define basic space design criteria;
2008	Audit existing assigned space with the assistance of the colleges;
2008	Validate our space allocations by benchmarking peer institutions.

Achieving these milestones will result in a highest and best use of space at the college/department level.

Resources: Staffing: \$239,000

2007	Develop a new programming system for all capital projects 0.5 FTE Architect (\$40,000 non-recurring)
2007	Define basic space design criteria 0.5 FTE Graduate Student (\$11,500 non-recurring)
2008	Audit existing assigned space with the assistance of the colleges 1.0 FTE – Space Info Specialist (\$45,000/year @ 1.5 years non-recurring)
2008	Validate our space allocations by benchmarking peer institutions \$125,000 Consultant Study

Responsible Persons: F&S Director of Planning and Director of Facility Management and Scheduling

**Initiative 2: Establish a Space Inventory Web Site**

Current Status: Implicit in the management of space is a current and accurate space inventory. The campus maintains the Master Space Inventory and almost all colleges and schools maintain their own facility inventory which has, in addition to space, other facility-related information "layers". Currently, the Master Space Inventory is updated with information provided by the colleges and schools every two years through the Indirect Cost Study. This existing updating process is neither timely nor easy since it is a huge "dump" of information that must be manually checked into the Master Space Inventory, typically a 6-month, full-time job.

Objective: The goal is to improve the flow of space and facility inventory information to a "real time" system so that the Campus Master Space Inventory and college and school information databases are acting in concert. To accomplish this, it is proposed that the campus establish a Space Inventory Web Site to link with the colleges and schools. This web site will allow mutual access to the campus and the colleges' space data. Protocol must be incorporated into the web site for uses, information access, standardized reporting definitions, additional levels for college/school facility information, and security. The establishment of this Space Web Site will insure timely and accurate information flow, the ability to download instant reports, and a more comprehensive Campus Space and Facility Management system.

Timeframe to Achieve: Complete by January 2009

Resources:

Staffing: \$220,000

- 1 FTE –Systems Specialist (\$65,000/year for 2.5 years, non-recurring)
- 1 FTE –Graduate Student (\$23,000/year for 2.5 years, non-recurring)

Equipment/Technology: \$90,000

- Dedicated spatial web server (\$5,000)
- Dedicated spatial database repository (\$15,000)
- MS SQL software license (\$15,000 for 2 processor database server)
- Development of a user-friendly web-interface to spatial information (\$30,000)
- Annual technical support from ARCHIBUS (\$10,000/year for 2.5 years)

Responsible Person: F&S Director of Planning

### **Initiative 3: Improve Classroom Utilization**

Current Status: Since 1994, the Classroom Improvement Program (CIP) has improved over 250 of our 393 general assignment classrooms, at a cost of over \$30M. Given that approximately 50% of our instructional contact hours take place in 47 classrooms, the Program has been prioritized toward the most heavily scheduled instructional space such as large lecture halls (>250 seats) and heavily used large classrooms.

Objective: Combine continued improvement of our instructional facilities (the CIP) with the desire to improve classroom utilization and reduce the deferred maintenance backlog. This will be achieved through a strategy that recognizes the following:

- Campus goal to provide 50% of classes to classes of <20 students;
- The unimproved classrooms with the highest instructional contact hours;
- Classroom technology and architectural improvements need to keep pace with changing teaching pedagogies.
- Focusing improvements to classrooms within a single building afforded an opportunity to combine with deferred maintenance initiatives.
- Consider results from other Capital projects to increase economy.

Improving utilization rates of classrooms in general, by keeping all classrooms updated, will maximize the limited resources of space and funds.

Time-frame to Achieve:

2007	Focus CIP on improving smaller classrooms. Concentrate work in areas of campus most in need (dispersed approach), increasing the number of classrooms consistent with the desire to teach smaller classes.
2008	Combine classroom improvements funded by the CIP with deferred maintenance funds and improve David Kinley Hall. This will coordinate improving classrooms with building systems infrastructure improvements and coincide with the College of Business vacating space as the new Business Instructional Facility comes on line.
2009	Combine classroom improvements funded by the CIP with deferred maintenance funds and improve Altgeld Hall. This will coordinate improving classrooms (including the large lecture room 314, capacity 274) with building systems infrastructure improvements.
2010	Combine classroom improvements funded by the CIP with deferred maintenance funds and improve the English Building. This will coordinate improving classrooms with building system infrastructure improvements.
2011	Focus CIP on remaining, most heavily utilized, unimproved classrooms. Focus work in areas of campus most in need (dispersed approach), combining with deferred Maintenance funds where sensible. "Sweep" classroom inventory with the goal of "retiring" most under-utilized classrooms for other uses.

Resources:

2007	\$2M (CIP funds - note: these discretionary Provost funds have already been committed for 2007)
2008	\$5M (\$2M CIP funds plus \$3M in deferred maintenance funds)
2009	\$5M (\$2M CIP funds plus \$3M in deferred maintenance funds)
2010	\$5M (\$2M CIP funds plus \$3M in deferred maintenance funds)
2011	\$2M (CIP funds)

Total program is \$28 million, which reduces the backlog of deferred maintenance by \$9 million in the next five years.

Responsible Persons: F&S Director of Planning, F&S Director of Maintenance, F&S Director of Construction, Office of Instructional Resources, Facility Management and Scheduling

**Initiative 4: Develop Long Range Facilities Plans for Colleges**

Current Status: Since 2004, two colleges (Veterinary Medicine and Applied Life Studies) have undertaken facility/development plans to help determine their future space needs and plan for the provision of space and improvement of facilities in support of their college's mission, goals, and objectives. The Library has just concluded a study that developed their strategic vision to provide a conceptual framework for reinvigorating the Main Library as a principal academic resource.

Objective: Perform a Facility Long-Range Program Plan for each college and any initiative identified in the Campus Strategic Plan that requires a long-range space solution. Each plan would develop:

- An understanding of the existing academic, research, and outreach programs and forecast growth against service delivery changes and technological advances to determine space needs. This understanding, or program information, will serve as the basis for programmatic and facilities needs.
- A study of existing resources to compare existing conditions against projected needs.
- Space projections based upon enrollments (both current and projected) as well as faculty and staff projections.
- Spatial relationships necessary to support effective operations.
- Space planning models to allow scenario planning based upon college chosen variables.
- Space use guidelines, considerate of emerging space use guidelines and developed for a learner-centered environment, as a means of measuring utilization and efficiency.
- Alternative solutions and a preferred direction. The preferred direction will address: existing areas impacted, new areas to be developed, building requirements (architectural, structural, MEP, specialty system, etc.), site concepts and impacts, technology and system requirements, all spaces, services, equipment and technology components, Master Plan relationship.

Complete facility plans for the following colleges: ACES, Education, Engineering, Fine and Applied Arts (FAA), Communications, LAS, and Medicine. Include campus administration (Chancellor, Provost, Vice Chancellor for Research, Vice Chancellor for Student Affairs) as well as any initiative identified in the Campus Strategic Plan that requires a long-range space solution.

Time frame to Achieve: Complete facility plans per the schedule below:

2007	LAS
2008	Engineering
2009	ACES, Education
2010	Business, Communications, FAA, Medicine
2011	Campus Administration

Resources: The resource requirements noted are based upon the recent (2006) ALS Facility Plan, completed at a cost of \$1.05/nasf, performed by an outside consultant.

2007	\$1.2M (non-recurring)
2008	\$1.2M (non-recurring)
2009	\$900K (non-recurring)
2010	\$850K (non-recurring)
2011	\$800 K (non-recurring)

Total five-year program - \$4,950,000

Responsible Persons: F&S Director of Planning and Individual College Facility Contacts

### **Initiative 5: Develop Individual Building Master Plans**

Current Status: Several buildings (Noyes Laboratory, Chemistry Annex, Roger Adams Laboratory, Lincoln Hall) have recently had facility master plans developed to help determine their future development in support of the campus' mission, goals, and objectives. The value in doing this is a plan that can be implemented incrementally, recognizing the likelihood of intermittent funding. Each planning effort will allow us to make the incremental improvements according to a strategy that supports the logical, long-term improvement of a facility.

Objective: The individually prepared building master plans will permit incremental improvements to occur logically, in relation to a strategy developed consistent with the initiatives noted within the Campus' Strategic Plan. This will be achieved through master plans that recognize the following:

- The principles of "Restore the Core"
- The goals and initiatives of this Strategic Plan to reduce the deferred maintenance backlog and improve classroom utilization
- Realities of funding availability which are likely to be incremental

Time-frame to Achieve: Complete individual building Master Plans on the following:

2007	Altgeld Hall
2007	David Kinley Hall
2007	Main Library
2007	Roger Adams Laboratory
2008	English Building
2009	Davenport Hall
2010	Metallurgy & Mining Building
2010	Gregory Hall

Resources: The resource requirements noted are based upon the recent (2004) Lincoln Hall Master Plan, completed at a cost of \$1.40/gsf, and performed by an outside consultant.

2007	Altgeld Hall - \$120,000
	David Kinley Hall - \$115,000
	Main Library - \$300,000
	Roger Adams Laboratory - \$300,000
2008	English Building - \$175,000
2009	Davenport Hall - \$165,000
2010	Gregory Hall - \$175,000
	Metallurgy & Mining Building - \$155,000

Total five year program – \$1,505,000

Responsible Persons: F&S Director of Planning, Office of Instructional Resources

**Goal 6: Economic Development****Background**

There are more than 9,000 graduate students, 1,000 professional students, and 400 post-doctoral research associates studying and working at the University of Illinois at Urbana-Champaign. A large majority of this group lives in private housing while in residence at Illinois. Those who choose campus housing have four options: the Goodwin-Green Apartments, Sherman Hall, Daniels Hall, and the Orchard Downs family housing complex. These student residences are operated and maintained by Family & Graduate Housing, a department within University Housing.

The Orchard Downs apartments occupy 120 acres of University owned land in Urbana. There are 778 units (515 two-bedroom; 262 one-bedroom; and one efficiency unit) in three groups of residences:

- Orchard Place Apartments, constructed in 1959, include 115 apartments (56 one-bedroom; 58 two-bedroom; one efficiency);
- Orchard Downs, constructed in 1961-63, includes 411 apartments (206 one-bedroom; 205 two-bedroom);
- Orchard South, constructed in 1967, includes 252 two-bedroom apartments.

There is also a community center that accommodates a pre-school facility, after school program, ESL classes, and special events such as a cooking club, special activities for residents, and holiday meals. The limited size of the community center requires that other support space be located in converted apartments throughout the community. Apartment space that has been designated for special purposes includes a multi-cultural health center, a safe house apartment for members of the university community endangered by threats of domestic violence, a learning resource center, a family resource center, and a computer center. Laundry facilities are provided in separate buildings.

All of the Orchard Downs apartments have reached the end of their useful life and are suffering from severe deferred maintenance issues. Orchard South, in particular, is in the worst shape and should be demolished in the near future.

The removal of graduate student housing from Orchard Downs presents a unique opportunity to consider high-end, mixed use development on the vacated property that could include single-family homes, condominiums and active retiree housing with continuing learning opportunities. The development will be an amenity and community asset of the highest caliber.

Another development activity is found in the University of Illinois Research Park (UIRP) which serves the University by providing a home for technology and research based companies close to the campus thus enhancing interactions between corporate staff with activities and students on campus. The UIRP and its associated incubator facilities provide employment, economic

activity and technology commercialization opportunities that enhance the community, and the University.

**Relation to the Campus Strategic Plan or to College/Department Strategic Plans**

- Building partnership with Champaign-Urbana community

**Initiative 1: Research Park**Current Status:

Currently, the University of Illinois Research Park (UIRP) includes 5 buildings, totaling ~325,000 GSF. The buildings include:

- Motorola 74,000 SF
- “Z2” Building (SAIC) 63,625 SF
- “I” Building (Surveys) 64,620 SF
- “Z2” Building (Strata) 64,600 SF
- iCyt Building 45,000 SF

Two new buildings are currently being constructed that will add ~73,000 GSF to the physical inventory by June 2006.

The UIRP is home to 17 tenants and employs 715 individuals.

A 124 room hotel, 210 seat restaurant, and 38,000 GSF conference center is currently being designed as an amenity to the UIRP and will enhance the vibrant character of the area.

Objective: Finish building out Phases I and II, attracting a greater density of high technology companies and the additional amenities currently contemplated for east of First Street which are a hotel/restaurant/conference center complex and retail opportunities that support activities in the Research Park.

Timeframe to Achieve:

Fall 2007	Hotel/restaurant/ and conference center: Ready for occupancy. Begin development of retail component
Summer 2007	Retail occupancy

Resources: Staff Support: F&S Director of Capital Administration and Development  
50 FTE Technical Support - \$35,000

Responsible Persons: UIRP, LLC Board of Managers, Office of Vice Chancellor for Research, Vice President for Technology and Economic Development, Research Park Developer

**Initiative 2: Orchard Downs Redevelopment**

Objective: Select a master developer and manage implementation of a development plan.

Current Status: The RFP has been issued and responses are due in June 2006.

Time-frame to Achieve:

June 2006	Receive developer team qualifications
August 2007	Short list 3-5 developer teams
February 2007	Receive developer proposals
April 2007	Select Developer

Resources: Total \$1.2 million – 1 FTE administrative support (\$200K); 1 FTE project management (\$350K); 1 FTE planning (\$350K); 1 FTE technical (\$300K). It is estimated that the Orchard Downs redevelopment will be implemented over multiple years. The funding for the FTEs listed above represent a five-year commitment. However, the schedule for redevelopment may be longer.

Responsible Person: F&S Director of Capital Administration & Development

**Section V – Resource Requirements**

Year	Goal	Init	Recurring \$	Nonrecurring \$	Fund Purpose	Fund Source
2006	6	1	\$35,000		Tech support for Research Park	OVCR
			\$35,000	\$0		<b>OVCR Total</b>
<b>2006 Total</b>			<b>\$35,000</b>	<b>\$0</b>		
2007	5	1		\$40,000	Improve capital delivery	Campus general fund
2007	1	2	\$1,000,000		Stop deferred maintenance	Campus general fund
2007	2	2		\$315,000	4th St/Lincoln Ave improvement	Campus general fund
2007	2	2		\$200,000	Intermodal Transportation Study	Campus general fund
2007	2	2		\$125,000	Comprehensive Crosswalk Analysis	Campus general fund
2007	3	2		\$125,000	Increase diversity	Campus general fund
2007	4	2		\$50,000	Improve efficiency	Campus general fund
2007	5	2		\$88,000	Create space web site	Campus general fund
2007	5	2		\$100,000	Equipment/infrastructure for web site	Campus general fund
2007	2	3		\$40,000	Revise facility standards	Campus general fund
2007	2	3	\$17,000		Staff support for metrics *	Campus general fund
2007	4	3		\$25,000	Improve efficiency	Campus general fund
2007	5	3		\$200,000	Classroom improvement (CIP)	Campus general fund
2007	2	4		\$500,000	Early childhood programs	Campus general fund
2007	2	4	\$40,000		Sustainability Coordinator	Campus general fund
2007	5	4		\$1,200,000	College facility plans	Campus general fund
2007	2	5	\$90,000		Sustainability Course Coordinator	Campus general fund
2007	2	5	\$45,000		Sustainability Research Coordinator	Campus general fund
2007	4	5		\$50,000	Improve service delivery	Campus general fund
2007	5	5		\$835,000	Building master plan	Campus general fund
2007	4	7		\$50,000	Consultant to lead management strategic initiatives	Campus general fund
			<b>\$1,192,000</b>	<b>\$3,943,000</b>		<b>Campus general fund Total</b>
2007	1	5		\$2,000,000	DM (general)	Capital R&R
			<b>\$0</b>	<b>\$2,000,000</b>		<b>Capital R&amp;R Total</b>
2007	1	1		\$14,000,000	Reduce deferred maintenance	Certificates of Participation
			<b>\$0</b>	<b>\$14,000,000</b>		<b>Certificates of Participation Total</b>
2007	5	1		\$11,500	Improve use of space	F&S internal reallocation
2007	4	2		\$50,000	Improve efficiency	F&S internal reallocation
2007	2	3		\$12,500	LEED certification	F&S internal reallocation
2007	3	3	\$30,000		Community engagement	F&S internal reallocation
2007	4	3		\$25,000	Improve efficiency	F&S internal reallocation
2007	2	4	\$40,000		Sustainability Coordinator	F&S internal reallocation
2007	4	4		\$25,000	Improve efficiency	F&S internal reallocation
2007	4	5	\$60,000		Improve service delivery	F&S internal reallocation
2007	4	7		\$50,000	Consultant to lead management strategic initiatives	F&S internal reallocation
2007	4	7	\$85,000		Manage strategic initiatives	F&S internal reallocation
			<b>\$215,000</b>	<b>\$174,000</b>		<b>F&amp;S internal reallocation Total</b>
2007	3	1	\$1,000,000		Increase diversity	Grant funding/Campus general fund

Year	Goal	Init	Recurring \$	Nonrecurring \$	Fund Purpose	Fund Source
			<b>\$1,000,000</b>	<b>\$0</b>	<b>Grant funding/Campus general fund Total</b>	
2007	2	4		\$3,000,000	Transit & Childcare Facility	IL Dept of Transportation
			<b>\$0</b>	<b>\$3,000,000</b>	<b>IL Dept of Transportation Total</b>	
2007	2	4		\$1,162,500	Building site	Land commitment
			<b>\$0</b>	<b>\$1,162,500</b>	<b>Land commitment Total</b>	
2007	6	2	\$240,000		Orchard Downs devt support	Reimb by devt cash flow
			<b>\$240,000</b>	<b>\$0</b>	<b>Reimb by devt cash flow Total</b>	
2007	1	5		\$4,060,000	Reduce deferred maintenance	Student Fees
			<b>\$0</b>	<b>\$4,060,000</b>	<b>Student Fees Total</b>	
2007	1	4		\$3,750,000	DM (general)	UA reserves
			<b>\$0</b>	<b>\$3,750,000</b>	<b>UA reserves Total</b>	
2007	2	1		\$500,000	Utility consultant	UA utility account
2007	2	1		\$200,000	Priority meter repairs/replacement	UA utility account
2007	2	1		\$500,000	Conservation projects	UA utility account
			<b>\$0</b>	<b>\$1,200,000</b>	<b>UA utility account Total</b>	
<b>2007 Total</b>			<b>\$2,647,000</b>	<b>\$33,289,500</b>		
2008	5	1		\$70,000	Improve use of space	Campus general fund
2008	1	2	\$2,000,000		Stop deferred maintenance	Campus general fund
2008	2	2		\$1,665,000	CATS improvements	Campus general fund
2008	3	2		\$125,000	Increase diversity	Campus general fund
2008	5	2		\$88,000	Create space web site	Campus general fund
2008	5	3		\$200,000	CIP	Campus general fund
2008	5	3		\$3,000,000	CIP - DM reduction	Campus general fund
2008	5	4		\$1,200,000	College facility plans	Campus general fund
2008	4	5		\$50,000	Implement continuous improvement	Campus general fund
2008	5	5		\$175,000	Building master plan	Campus general fund
			<b>\$2,000,000</b>	<b>\$6,573,000</b>	<b>Campus general fund Total</b>	
2008	1	5		\$2,000,000	DM (general)	Capital R&R
			<b>\$0</b>	<b>\$2,000,000</b>	<b>Capital R&amp;R Total</b>	
2008	1	1		\$14,250,000	Reduce deferred maintenance	Certificates of Participation
			<b>\$0</b>	<b>\$14,250,000</b>	<b>Certificates of Participation Total</b>	
2008	2	3		\$12,500	LEED certification	F&S internal reallocation
2008	4	5		\$50,000	Implement continuous improvement	F&S internal reallocation
			<b>\$0</b>	<b>\$62,500</b>	<b>F&amp;S internal reallocation Total</b>	
2008	2	4		\$500,000	150 parking spaces	Parking Department
			<b>\$0</b>	<b>\$500,000</b>	<b>Parking Department Total</b>	
2008	1	5		\$7,610,000	Reduce deferred maintenance	Student Fees
			<b>\$0</b>	<b>\$7,610,000</b>	<b>Student Fees Total</b>	
2008	2	1	\$54,000,000		Utility purchase & production *	Trans from UA utility acct
			<b>\$54,000,000</b>	<b>\$0</b>	<b>Trans from UA utility acct Total</b>	
2008	1	4		\$3,750,000	DM (general)	UA reserves
			<b>\$0</b>	<b>\$3,750,000</b>	<b>UA reserves Total</b>	
<b>2008 Total</b>			<b>\$56,000,000</b>	<b>\$34,745,500</b>		
2009	5	1		\$125,000	Validate space use against peers	Campus general fund
2009	1	2	\$2,000,000		Stop deferred maintenance	Campus general fund

Year	Goal	Init	Recurring \$	Nonrecurring \$	Fund Purpose	Fund Source
2009	2	2		\$2,000,000	CATS improvements	Campus general fund
2009	5	2		\$88,000	Create space web site	Campus general fund
2009	5	3		\$2,000,000	CIP	Campus general fund
2009	5	3		\$3,000,000	CIP - DM reduction	Campus general fund
2009	5	4		\$900,000	College facility plans	Campus general fund
2009	5	5		\$165,000	Building master plan	Campus general fund
			<b>\$2,000,000</b>	<b>\$8,278,000</b>		<b>Campus general fund Total</b>
2009	1	5		\$2,000,000	DM (general)	Capital R&R
			<b>\$0</b>	<b>\$2,000,000</b>		<b>Capital R&amp;R Total</b>
2009	1	3	\$0	\$8,000,000	DM Lincoln Hall	Restoring the Core COPS
			<b>\$0</b>	<b>\$8,000,000</b>		<b>Restoring the Core COPS Total</b>
2009	1	5		\$10,520,000	Reduce deferred maintenance	Student Fees
			<b>\$0</b>	<b>\$10,520,000</b>		<b>Student Fees Total</b>
2009	1	4		\$3,750,000	DM (general)	UA reserves
			<b>\$0</b>	<b>\$3,750,000</b>		<b>UA reserves Total</b>
<b>2009 Total</b>			<b>\$2,000,000</b>	<b>\$32,548,000</b>		
2010	1	2	\$2,000,000		Stop deferred maintenance	Campus general fund
2010	1	5		\$12,630,000	Student fee for deferred maintenance	Campus general fund
2010	2	2		\$2,000,000	CATS improvements	Campus general fund
2010	5	3		\$2,000,000	CIP	Campus general fund
2010	5	3		\$3,000,000	CIP - DM reduction	Campus general fund
2010	5	4		\$850,000	College facility plans	Campus general fund
2010	5	5		\$330,000	Building master plan	Campus general fund
			<b>\$2,000,000</b>	<b>\$20,810,000</b>		<b>Campus general fund Total</b>
2010	1	5		\$2,000,000	DM (general)	Capital R&R
			<b>\$0</b>	<b>\$2,000,000</b>		<b>Capital R&amp;R Total</b>
2010	1	1		\$14,000,000	Reduce deferred maintenance	Certificates of Participation
			<b>\$0</b>	<b>\$14,000,000</b>		<b>Certificates of Participation Total</b>
2010	1	3		\$8,000,000	DM Noyes Lab	Restoring the Core COPS
			<b>\$0</b>	<b>\$8,000,000</b>		<b>Restoring the Core COPS Total</b>
2010	1	4		\$3,750,000	DM (general)	UA reserves
			<b>\$0</b>	<b>\$3,750,000</b>		<b>UA reserves Total</b>
<b>2010 Total</b>			<b>\$2,000,000</b>	<b>\$48,560,000</b>		
2011	1	2	\$2,000,000		Stop deferred maintenance	Campus general fund
2011	2	2		\$2,000,000	CATS improvements	Campus general fund
2011	5	3		\$2,000,000	CIP	Campus general fund
2011	5	3		\$3,000,000	CIP - DM reduction	Campus general fund
2011	5	4		\$800,000	College facility plans	Campus general fund
			<b>\$2,000,000</b>	<b>\$7,800,000</b>		<b>Campus general fund Total</b>
2011	1	5		\$2,000,000	DM (general)	Capital R&R
			<b>\$0</b>	<b>\$2,000,000</b>		<b>Capital R&amp;R Total</b>
2011	1	1		\$14,750,000	Reduce deferred maintenance	Certificates of Participation
			<b>\$0</b>	<b>\$14,750,000</b>		<b>Certificates of Participation Total</b>
2011	1	3		\$10,000,000	DM Roger Adams Lab	Restoring the Core COPS
			<b>\$0</b>	<b>\$10,000,000</b>		<b>Restoring the Core COPS Total</b>
2011	1	5		\$12,774,000	Reduce deferred maintenance	Student Fees

Year	Goal	Init	Recurring \$	Nonrecurring \$	Fund Purpose	Fund Source
			<b>\$0</b>	<b>\$12,774,000</b>		<b>Student Fees Total</b>
2011	1	4		\$3,750,000	DM (general)	UA reserves
			<b>\$0</b>	<b>\$3,750,000</b>		<b>UA reserves Total</b>
<b>2011 Total</b>			<b>\$2,000,000</b>	<b>\$51,074,000</b>		
<b>2012</b>	<b>1</b>	<b>2</b>	<b>\$2,000,000</b>		<b>Stop deferred maintenance</b>	<b>Campus general fund</b>
<b>2013</b>	<b>1</b>	<b>2</b>	<b>\$2,000,000</b>		<b>Stop deferred maintenance</b>	<b>Campus general fund</b>
<b>2014</b>	<b>1</b>	<b>2</b>	<b>\$2,000,000</b>		<b>Stop deferred maintenance</b>	<b>Campus general fund</b>
<b>2015</b>	<b>1</b>	<b>2</b>	<b>\$2,000,000</b>		<b>Stop deferred maintenance</b>	<b>Campus general fund</b>
<b>2016</b>	<b>1</b>	<b>2</b>	<b>\$1,000,000</b>		<b>Stop deferred maintenance</b>	<b>Campus general fund</b>
<b>Grand Total</b>			<b>\$73,682,000</b>	<b>\$200,217,000</b>		

- Amount to be validated by consultant.

**Appendix A – Competitive Benchmark Analysis**

	Illinois	UCB	PSU	UTA	MSU	Purdue
<b>Competitor category</b>						
Research/ Scholarship	x	x		x		
Education	x	x				
Engagement/Service	x		x		x	x
Economic Development	x	x		x		
<b>2005-06 US News Ranking</b>	42	20	48	52	74	60
<b>Institutional Characteristics</b>						
Has a medical school?					yes	
Has a hospital/medical center?						
Standalone or part of system?	system	system	system	system	single campus	system
<b>Fall, 2004 enrollment</b>	40,687	32,814	40,709	50,377	44,836	38,653
Undergraduate students	29,632	22,880	34,637	37,377	35,408	30,747
Part-time	946	1,109	1,429	3,489	3,710	1,793
Full-time	28,686	21,771	33,208	33,888	31,698	28,954
Graduate Students	9,985	8,803	6,072	11,282	8,040	6,982
Professional Students	1,070	1,131		1,718	1,388	924
<b>Degrees granted FY04</b>						
Bachelor	6,763	7,390	9,840	8,917	7,783	6,154
Master	2,756	1,856	1,191	2,841	2,091	1,583
Professional	308	439		597	344	216
Doctoral	574	811	571	702	430	446
<b>Attendance Costs FY05</b>						
In-state Tuition, First year Ungrad	7,042	-	11,024	4,260	6,188	6,320
Out-of-state Tuition	21,128	17,820	21,260	12,960	17,033	19,686
Differential tuition by program?	yes	no		yes	no	yes
Required fees (incl health)	1,582	7,427	487	1,475	812	138
<b>Success measures</b>						
1-year Retention of Fa03 freshmen	92%	96%	93%	93%	90%	86%
6-year graduation rate (Fa98 freshmen)	80%	87%	84%	74%	71%	64%
<b>Selectivity (Fall 04 Freshmen)</b>						

	<b>Illinois</b>	<b>UCB</b>	<b>PSU</b>	<b>UTA</b>	<b>MSU</b>	<b>Purdue</b>
Freshman Acceptance rate	68%	25%		51%	79%	80%
Freshmen in top 10% of HS class	50%	98%	40%	66%	24%	27%
<b>Total FY04 revenues (millions)*</b>	1,716	1,802		1,623	1,240	1,058
% State & other appropriations**	26.8%	26.4%		17.8%	27.5%	28.4%
% Tuition and fees***	16.6%	14.0%		17.1%	24.5%	29.6%
% Federal grants & contracts	18.7%	18.8%		17.8%	17.1%	15.9%
% State grants & contracts	3.1%	4.4%		2.4%	2.5%	1.5%
% Local grants & contracts	1.8%	5.1%		3.5%	4.1%	3.3%
% Gifts and Investment income	5.9%	8.4%		33.4%	14.8%	17.2%

**Appendix B — Distinctive Assets Across Four Missions [not used]**

## **Appendix C – Strengths, Weaknesses, Opportunities, Threats Analysis**

### **Strengths**

- We have a highly skilled workforce in general and a highly competent engineering staff in particular. There is also a depth of institutional knowledge and expertise that is not readily available in the community.
- Cohesive leadership team across a broad spectrum of services.
- Employees take real pride in their work and the operational environment is supportive. People like to work at F&S and there is generally a good work atmosphere.
- Our middle management team works hard at keeping operations on track.
- Good working relationships exist between F&S management and Campus and University Administrators.
- Integrating and co-locating capital, service and operation & maintenance functions within one organization has yielded significant synergies and increased value to the Campus.
- Salaries and wages in nearly all areas are competitive with peers at other institutions and with other units on Campus.
- Collegial and professional relationships exist with external agencies and the local community.
- The breadth of activities encompassed within F&S render us uniquely qualified to help improve the campus work environment.
- The racial, ethnic and gender diversity of F&S staff is greater than many other Campus units.
- The development of the Research Park has provided increased opportunities for partnering with the private sector.
- State-of-the-art facilities have been added to enable leading edge research; examples include the Siebel Center, the NCSA building, the Chemical & Life Sciences building, the Institute for Genomic Biology building. The additions of the ACES Library and Grainger Engineering Library have also enhanced the supportive infrastructure for academic programs.

### **Weaknesses**

- Most processes are not well documented, standard operating procedures are nearly non-existent and few performance measures have been integrated into the management of operations.
- In-house cultural divides persist thereby creating misalignments in expectations and disconnects in communications.
- Budget retrenchments and organizational changes over the past 4 years have resulted in deficient management staffing levels in the Maintenance Division.
- Prioritization and scheduling of work tends to be optimized at too low of a level. Insufficient management control is exerted over in-house maintenance and construction activities.
- Layering of representation and an outmoded civil service system have engendered a strong sense of entitlement and resistance to change by many line staff.

(Weaknesses Continued)

- Key processes are perceived to be bureaucratic and encumbering with resulting delays creating customer and employee frustration.
- With exceptions in some areas, middle managers have not been adequately developed to carry out changes that need to occur in order to transform operations.
- The rapidity and scope of changes affecting work tasks has created a sense of disarray and chaos.
- Parochial thinking persists in many areas resulting in inefficiencies and failure to provide optimal solutions for our customers.
- Succession planning is nearly non-existent across the organization.
- With the recent reorganizations and co-locating of staff, all available office space has been occupied.
- Business information is dispersed across the organization making it difficult to provide coherent management reports.
- Many of the new professional staff hired to address turnover and service demands lack the institutional knowledge required to do their jobs effectively. The lack of structured training, inadequate professional development and procedures for capturing knowledge has exacerbated this situation.
- No energy management/conservation program is in place to reduce consumption at the department level.
- Inadequate funding for the operation and maintenance of buildings and grounds has accelerated the deterioration of existing infrastructure. Many facilities are programmatically out of date and need to be renovated to provide more suitable working conditions.
- Key physical assets such as Orchard Downs are being underutilized and could be put to a more productive and strategically beneficial use.
- The practice of refinancing auxiliary debt in block has made it difficult to make clear choices on the financial viability of potential third party financing or partnering arrangements. Debt for any particular facility is rarely retired according to the original financing plan, which has resulted in almost perpetual debt associated with outmoded facilities.
- It is becoming increasingly a challenge to hire and retain well-qualified engineers. In addition, our geographical location limits recruiting opportunities for professionals with partners who seek dual career opportunities.

**Opportunities**

- Full recognition of the strategic role facilities play has created increased focus on unmet needs. This is evident in the commitment made by Campus and University Administration to increase funding for daily maintenance of buildings and grounds and to reduce the deferred maintenance backlog through reallocations and borrowing.
- The physical environment of the Campus provides a broad range of situations in which sustainable education and research initiatives can be put into practice.

**(Opportunities Continued)**

- The realignment of funding for Utilities to the Campus will make it possible to create incentives to reduce energy consumption.
- Continued development of the Research Park and Orchard Downs will have a positive economic impact on the University and the surrounding communities.
- By transforming service delivery to the Campus, F&S can become more responsive and adaptive to the emerging needs of the academic enterprise.
- Partnering more closely with local municipalities and other community organizations can create a more attractive living and work environment for faculty, staff and students.
- Non-traditional capital delivery methodologies will provide tools to bring non-core facilities on-line in a more rapid and cost-effective manner.
- As we expand the base of A/E firms that perform work for the University, a more cost-competitive environment will be created and there will be increased opportunities to diversify our contracting relationships.

**Threats**

- As funding is steadily restored, heightened expectations regarding response time and service value will create significant communication challenges.
- Maximizing services within available funds will be vital. As significant resources are brought to bear F&S must be prepared to execute work in a timely and cost-effective manner.
- Peer institutions are not standing still while we are moving to address our facilities needs. This will make ongoing benchmarking activities vitally importance.
- Lack of stability in policies relating to capital delivery makes it difficult for planners and project managers to execute work.
- Managing the interests of all the stakeholders in the capital delivery process is a significant task. How well this task is performed has a direct impact on the success of any given project.
- Internal and external organizational changes often create adverse distractions from daily operational activities.
- The sheer magnitude of the unmet maintenance need has the potential to overwhelm management. We must manage the scale and complexity of the work that needs to be done.
- Resistance to diversity initiatives could be a major obstacle to overcome.
- Complacency with the status quo could impede our ability to effect the changes that need to occur.
- The implementation of major information system replacements could significantly disrupt daily operations if not managed appropriately.
- Further erosion of State/ICR funding for basic services would derail progress in restoring the condition of facilities.
- 
-

(Threats Continued)

- Continued layering of regulatory mandates has the potential to divert resources away from value added activities like maintaining our facilities to non-value added compliance activities.
- Constantly changing Capital Delivery mandates will make it difficult to plan, design and execute projects.

**Appendix D – Environmental Assessment**

Dimension	Related Factors and Trends
Economic	<ul style="list-style-type: none"> <li>• Demand for more rapid delivery of construction projects</li> <li>• Reduced funding for higher education and a disproportionate reallocation from administrative units to other areas</li> <li>• Projected undergraduate enrollment reductions</li> <li>• Escalating cost of materials due to inflationary pressures, natural disasters and global conflicts</li> <li>• Competition for engineers is creating salary pressures</li> <li>• Skyrocketing energy costs</li> <li>• Future State funding increases will be only to programs with significant economic or social impact</li> <li>• Increasingly mobile faculty</li> <li>• Changing research emphasis is requiring increased control of the physical environment in facilities</li> <li>• Unfunded regulatory mandates</li> <li>• Current borrowing may limit future flexibility</li> <li>• Pressure to provide least first cost on capital out of balance with life cycle cost</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Aging workforce</li> <li>• Expectation to diversify workforce to more closely reflect the face of the community in which we serve</li> <li>• Demands for increased levels of accountability in higher education by parents, legislators and tax payers</li> <li>• Changing emphasis to a life long learning mode</li> <li>• Heightened societal concerns about the environment in a disposable economy</li> <li>• Lengthening life span accompanied by paranoia about health issues</li> <li>• Decreasing human interaction as technology becomes more pervasive resulting in greater social isolation</li> <li>• Decreasing sense of physical security exacerbated by global terrorism and natural disasters</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• New modes of learning will affect future use of building space</li> <li>• Increasing volume of information and use of enabling technologies creating expectations for immediate response</li> <li>• Cutting edge research creating new environmental and occupational exposures</li> </ul>

Dimension	Related Factors and Trends
Political	<ul style="list-style-type: none"> <li>• Increasing demand for sophisticated facilities</li> <li>• State law limits access to the full array of capital delivery methodologies</li> <li>• Increasing influence of special interests in decision making process</li> <li>• Greater influence of the Executive Branch of State Government over University funding</li> <li>• Social entitlement programs taking a greater share of State resources</li> <li>• Ongoing tension exists between centralization vs. decentralization</li> <li>• Board of Trustees taking a more active role in decision making processes</li> <li>• State University Civil Service systems is outmoded and needs to be updated</li> </ul>
Demographic	<ul style="list-style-type: none"> <li>• Local skilled labor pool is not adequately sized to meet local demand</li> <li>• Increasing number of transfer students</li> <li>• Hispanic population in the region is growing faster than other ethnic groups</li> <li>• Increasing number of women entering the workforce</li> <li>• Demand for parking increasing on campus while availability is decreasing</li> <li>• Significant University leadership changes have occurred over the past 2 years</li> <li>• Non-English speaking workers are on the rise</li> </ul>

## **Appendix E — Statutory and Regulatory Mandates**

The following is a partial list of the statutory and regulatory mandates which impact the operation and delivery of F&S products and services.

### **Federal**

Civil Rights Act/Equal Employment Opportunity Commission reporting requirements  
Comprehensive Environmental Responsibility, Compensation and Liability Act (CERCLA)  
Environmental Protection Agency regulations  
Family Educational Rights to Privacy Act (FERPA)  
Federal Acquisition regulations  
Freedom of Information Act  
Circular A-21 (reporting to demonstrate time spent on grants)  
Guide for the Care and Use of Laboratory Animals  
Hazardous and Solid Wastes Amendments (HSWA)  
Hazardous Communication regulation  
Hazardous Waste Operations and Emergency Response (HAWOPER)  
Occupational Exposure to Hazardous Chemicals in the Laboratory regulation  
Occupational Safety and Health Administration (OSHA)  
OSHA blood borne pathogen annual recertification  
OSHA annual respiratory protection recertification  
Public Health Service Policy on Humane Care and Use of Laboratory Animals  
Resource Conservation and Recovery Act (RCRA)  
Regulations governing the use of controlled substances  
Whistleblower protection regulations

### **State**

Illinois Civil Service regulations  
Illinois Board of Higher Education requirements  
Illinois Educational Labor Relations Act  
Illinois Environmental Protection Agency regulations  
Illinois Freedom of Information Act  
Illinois Government Ethics Act  
Illinois Procurement Code  
Occupational Exposure to Bloodborne Pathogens regulation  
Potentially Infectious Medical Waste regulations  
Regulations government the use of controlled substances  
State Officials and Employees Ethics Act  
University of Illinois Act  
University of Illinois Board of Trustees policies  
Whistleblower protection regulations  
State-wide and local mutual aid agreements

**Collective Bargaining Agreements**

American Federation of State, County and Municipal Employees (AFSCME)

Graphic Communications International Union

Machine Operators of the U.S. and Canada

International Association of Machinists and Aerospace Workers

International Brotherhood of Electrical Workers

International Brotherhood of Teamsters, Chauffeurs, Warehousemen, and Helpers Union

International Union of Operating Engineers

Laborers International Union of North America

Service Employees International Union



2006-2011

**Appendix F – Diversity Summary**

Table F-1 Ethnicity / Gender Head Counts in F&S By Job Description

Job Detail EEO Skill Desc	AIAN			API			BLK			HSP			IP		OHL			REU			WH			Grand Ttl
	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	
Accountg/Finance Professionals										1		1									2		2	3
Accounting/Finance Clericals							3		3												5	1	6	9
Auto Mechanics/Body Repair								1	1													14	14	15
Building/Housing Managers		1	1					1	1												1	3	4	6
Carpenters		1	1		1	1		6	6		1	1									3	49	52	61
Cleaning Service Workers		2	2	1	22	23	15	32	47	1	5	6			1	1	2	1		1	60	212	272	353
Commun/Creative Arts Profess																					1	1	2	2
Construction Crafts								6	6		1	1							1	1	5	112	117	125
Construction Laborers								2	2												2	26	28	30
Electricians								5	5		3	3							3	3	3	89	92	103
Engineering/Science Technician																					1	5	6	6
Engineers		1	1				1	2	3												1	18	19	23
Execute/Admin and Managerial																						1	1	1
Instruction/Research Asst (GA)													1	1										1
Machinists								2	2		1	1										11	11	14
Mechanics/Repair not Auto																						6	6	6
Metal Craftsmen		1	1					3	3		1	1									1	31	32	37
Office Machine Operators							1	1	2												8	12	20	22
Office Support Clericals							3		3												10		10	13
Other											1	1												1
Other Administrative-academic							3	1	4												3	15	18	22
Other Clericals							8		8												18		18	26
Other Craftsmen																					1	2	3	3
Other CS Service Professionals																					7	2	9	9

Job Detail EEO Skill Desc	AIAN			API			BLK			HSP			IP		OHL			REU			WH			Grand
	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	Ttl
Other Managers																					1	2	3	3
Other Service/Maintenance	1		1				2	4	6												7	47	54	61
Other Technicians/Paraprofess							5	2	7												10	7	17	24
Painters		1	1					6	6												1	31	32	39
Plant & Systems Operators							2	5	7												4	29	33	40
Print Trades Crafts							1	2	3												7	15	22	25
Professionals	1		1	1	2	3	3	1	4	1		1									13	36	49	58
Storekeepers/Dispatchers							3	4	7		2	2									4	9	13	22
Systems/Network Professionals																						2	2	2
Systems/Network Technicians																					4	1	5	5
Vehicle Operators		1	1				3	6	9		1	1									7	26	33	44
Grand Total	2	8	10	2	25	27	53	92	145	3	16	19	1	1	1	1	2	1	4	5	190	815	1005	1214

Codes:	
AIAN	American Indian/Alaskan Native
API	Asian Pacific Islander
BLK	Black, Non-hispanic
HSP	Hispanic/Latino(a)
OHL	Other Hispanic
REU	Reace/Ethnicity Unknown
WH	White, Caucasian

M= Male, F= Female.

Table F-2 Percentage Totals for Minorities and Women

Minorities	204	16.8%
Women	253	20.8%

Table F-3 Ethnicity / Gender Percentages in F&amp;S By Job Description

Job Detail EEO Skill Desc	AIAN			API			BLK			HSP			IP		OHL			REU			WH			
	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	
Accountg/Finance Professionals	0	0	0	0	0	0	0	0	0	33.3	0	33.3	0	0	0	0	0	0	0	0	66.7	0	66.7	
Accounting/Finance Clericals	0	0	0	0	0	0	33.3	0	33.3	0	0	0	0	0	0	0	0	0	0	0	55.6	11.1	66.7	
Auto Mechanics/Body Repair	0	0	0	0	0	0	0	6.7	6.7	0	0	0	0	0	0	0	0	0	0	0	0	93.3	93.3	
Building/Housing Managers	0	16.7	16.7	0	0	0	0	16.7	16.7	0	0	0	0	0	0	0	0	0	0	0	16.7	50	66.7	
Carpenters	0	1.6	1.6	0	1.6	1.6	0	9.8	9.8	0	1.6	1.6	0	0	0	0	0	0	0	0	4.9	80.3	85.2	
Cleaning Service Workers	0	0.6	0.6	0.3	6.2	6.5	4.2	9.1	13.3	0.3	1.4	1.7	0	0	0.3	0.3	0.6	0.3	0	0.3	17.0	60.1	77.1	
Commun/Creative Arts Profess	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	50	100	
Construction Crafts	0	0	0	0	0	0	0	4.8	4.8	0	0.8	0.8	0	0	0	0	0	0	0.8	0.8	4.0	89.6	93.6	
Construction Laborers	0	0	0	0	0	0	0	6.7	6.7	0	0	0	0	0	0	0	0	0	0	0	6.7	86.7	93.3	
Electricians	0	0	0	0	0	0	0	4.9	4.9	0	2.9	2.9	0	0	0	0	0	0	2.9	2.9	2.9	86.4	89.3	
Engineering/Science Technician	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16.7	83.3	100	
Engineers	0	4.3	4.3	0	0	0	4.3	8.7	13.0	0	0	0	0	0	0	0	0	0	0	0	4.3	78.3	82.6	
Execute/Admin and Managerial	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	100	
Instruction/Research Asst (GA)	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Machinists	0	0	0	0	0	0	0	14.3	14.3	0	7.1	7.1	0	0	0	0	0	0	0	0	0	78.6	78.6	
Mechanics/Repair not Auto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	100	
Metal Craftsmen	0	2.7	2.7	0	0	0	0	8.1	8.1	0	2.7	2.7	0	0	0	0	0	0	0	0	2.7	83.8	86.5	
Office Machine Operators	0	0	0	0	0	0	4.5	4.5	9.1	0	0	0	0	0	0	0	0	0	0	0	36.4	54.5	90.9	
Office Support Clericals	0	0	0	0	0	0	23.1	0	23.1	0	0	0	0	0	0	0	0	0	0	0	76.9	0	76.9	
Other	0	0	0	0	0	0	0	0	0	0	100	100	0	0	0	0	0	0	0	0	0	0	0	
Other Administrative-	0	0	0	0	0	0	13.6	4.5	18.2	0	0	0	0	0	0	0	0	0	0	0	13.6	68.2	81.8	

Job Detail EEO Skill Desc	AIAN			API			BLK			HSP			IP		OHL			REU			WH			
	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	F	Ttl	F	M	Ttl	F	M	Ttl	F	M	Ttl	
academic																								
Other Clericals	0	0	0	0	0	0	30.8	0	30.8	0	0	0	0	0	0	0	0	0	0	0	69.2	0	69.2	
Other Craftsmen	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	33.3	66.7	100	
Other CS Service Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	77.8	22.2	100	
Other Managers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	33.3	66.7	100	
Other Service/Maintenance	1.6	0	1.6	0	0	0	3.3	6.6	9.8	0	0	0	0	0	0	0	0	0	0	0	11.5	77.0	88.5	
Other Technicians/Paraprofess	0	0	0	0	0	0	20.8	8.3	29.2	0	0	0	0	0	0	0	0	0	0	0	41.7	29.2	70.8	
Painters	0	2.6	2.6	0	0	0	0	15.4	15.4	0	0	0	0	0	0	0	0	0	0	0	2.6	79.5	82.1	
Plant & Systems Operators	0	0	0	0	0	0	5.0	12.5	17.5	0	0	0	0	0	0	0	0	0	0	0	10	72.5	82.5	
Print Trades Crafts	0	0	0	0	0	0	4.0	8.0	12.0	0	0	0	0	0	0	0	0	0	0	0	28.0	60	88.0	
Professionals	1.7	0	1.7	1.7	3.4	5.2	5.2	1.7	6.9	1.7	0	1.7	0	0	0	0	0	0	0	0	22.4	62.1	84.5	
Storekeepers/Dispatchers	0	0	0	0	0	0	13.6	18.2	31.8	0	9.1	9.1	0	0	0	0	0	0	0	0	18.2	40.9	59.1	
Systems/Network Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	100	
Systems/Network Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	80	20	100	
Vehicle Operators	0	2.3	2.3	0	0	0	6.8	13.6	20.5	0	2.3	2.3	0	0	0	0	0	0	0	0	15.9	59.1	75.0	
Grand Total	0.2	0.7	0.8	0.2	2.1	2.2	4.4	7.6	11.9	0.2	1.3	1.6	1	1	0.1	0.1	0.2	0.1	0.3	0.4	15.7	67.1	82.8	

## Appendix G – Facility Maintenance Funding Analysis

Table G-1a. Maintenance Funding Analysis: \$1 M per Year Restoration – Funding Sources

<b>Funding Sources</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
CDB Capital R&R	\$0	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000
UA Reserves	\$3,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000
Maintenance R&R (F&S)	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000
Maintenance Operating (F&S)	\$14,585,000	\$15,913,000	\$17,271,000	\$18,660,000	\$20,080,000	\$21,532,000	\$23,016,000	\$24,534,000	\$26,086,000	\$27,673,000	\$29,296,000
Campus Remodeling	\$23,612,000	\$24,143,000	\$24,686,000	\$25,241,000	\$25,809,000	\$26,390,000	\$26,984,000	\$27,591,000	\$28,212,000	\$28,847,000	\$29,496,000
Departmental Maintenance (Dept Funds)	\$5,920,000	\$6,053,000	\$6,189,000	\$6,328,000	\$6,470,000	\$6,616,000	\$6,765,000	\$6,917,000	\$7,073,000	\$7,232,000	\$7,395,000
<b>Total Funding Sources</b>	<b>\$49,231,000</b>	<b>\$60,063,000</b>	<b>\$62,100,000</b>	<b>\$64,183,000</b>	<b>\$66,313,000</b>	<b>\$68,492,000</b>	<b>\$70,719,000</b>	<b>\$72,996,000</b>	<b>\$75,325,000</b>	<b>\$77,706,000</b>	<b>\$80,141,000</b>

**Table G-1b. Maintenance Funding Analysis: \$1M per Year Restoration – Funding Uses**

<b>Funding Uses</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
<b>Capital R&amp;R (CDB)</b>											
Deferred Maintenance	\$0	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000
<b>UA Reserves</b>											
Deferred Maintenance	\$3,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Maintenance R&amp;R (F&amp;S)</b>											
Deferred Maintenance	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Maintenance Operating (F&amp;S)</b>											
Deferred Maintenance	\$1,459,000	\$1,591,000	\$1,727,000	\$1,866,000	\$2,008,000	\$2,153,000	\$2,302,000	\$2,453,000	\$2,609,000	\$2,767,000	\$2,930,000
Ongoing Maintenance	\$13,126,000	\$14,322,000	\$15,544,000	\$16,794,000	\$18,072,000	\$19,379,000	\$20,714,000	\$22,081,000	\$23,477,000	\$24,906,000	\$26,366,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Campus Remodeling</b>											
Deferred Maintenance	\$3,542,000	\$3,621,000	\$3,703,000	\$3,786,000	\$3,871,000	\$3,959,000	\$4,048,000	\$4,139,000	\$4,232,000	\$4,327,000	\$4,424,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$20,070,000	\$20,522,000	\$20,983,000	\$21,455,000	\$21,938,000	\$22,431,000	\$22,936,000	\$23,452,000	\$23,980,000	\$24,520,000	\$25,072,000
<b>Departmental Maintenance (Dept Funds)</b>											
Deferred Maintenance	\$888,000	\$908,000	\$928,000	\$949,000	\$971,000	\$992,000	\$1,015,000	\$1,038,000	\$1,061,000	\$1,085,000	\$1,109,000
Ongoing Maintenance	\$5,032,000	\$5,145,000	\$5,261,000	\$5,379,000	\$5,499,000	\$5,624,000	\$5,750,000	\$5,879,000	\$6,012,000	\$6,147,000	\$6,286,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Deferred Maintenance Subtotal	\$11,003,000	\$18,364,000	\$18,602,000	\$18,845,000	\$19,094,000	\$19,348,000	\$19,609,000	\$19,874,000	\$20,146,000	\$20,423,000	\$20,707,000
Ongoing Maintenance	\$18,158,000	\$19,467,000	\$20,805,000	\$22,173,000	\$23,571,000	\$25,003,000	\$26,464,000	\$27,960,000	\$29,489,000	\$31,053,000	\$32,652,000
Other Subtotal	\$20,070,000	\$22,232,000	\$22,693,000	\$23,165,000	\$23,648,000	\$24,141,000	\$24,646,000	\$25,162,000	\$25,690,000	\$26,230,000	\$26,782,000
<b>Total Funding Uses</b>	<b>\$49,231,000</b>	<b>\$60,063,000</b>	<b>\$62,100,000</b>	<b>\$64,183,000</b>	<b>\$66,313,000</b>	<b>\$68,492,000</b>	<b>\$70,719,000</b>	<b>\$72,996,000</b>	<b>\$75,325,000</b>	<b>\$77,706,000</b>	<b>\$80,141,000</b>

Table G-1c. Maintenance Funding Analysis: \$1M per Year Restoration – CRV Breakdown

	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
CRV	\$2.600M	\$2.678M	\$2.758M	\$2.841M	\$2.926M	\$3.014M	\$3.104M	\$3.198M	\$3.294M	\$3.392M	\$3.494M
Ongoing Maintenance (F&S only) %	0.50%	0.53%	0.56%	0.59%	0.62%	0.64%	0.67%	0.69%	0.71%	0.73%	0.75%
Deferred Maintenance & Other %	1.20%	1.52%	1.50%	1.48%	1.46%	1.44%	1.43%	1.41%	1.39%	1.38%	1.36%
Total	1.70%	2.05%	2.06%	2.07%	2.08%	2.09%	2.09%	2.10%	2.10%	2.11%	2.11%
Current Funding Commitment	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

Table G-2a. Maintenance Funding Analysis: \$2M per Year Restoration – Funding Sources

<b>Funding Sources</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
CDB Capital R&R	\$0	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000	\$6,840,000
UA Reserves	\$3,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000
Maintenance R&R (F&S)	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000
Maintenance Operating (F&S)	\$14,585,000	\$16,913,000	\$19,294,000	\$21,728,000	\$24,217,000	\$26,762,000	\$29,364,000	\$32,025,000	\$34,746,000	\$37,528,000	\$39,372,000
Campus Remodeling	\$23,612,000	\$24,143,000	\$24,686,000	\$25,241,000	\$25,809,000	\$26,390,000	\$26,984,000	\$27,591,000	\$28,212,000	\$28,847,000	\$29,496,000
Departmental Maintenance (Dept Funds)	\$5,920,000	\$6,053,000	\$6,189,000	\$6,328,000	\$6,470,000	\$6,616,000	\$6,765,000	\$6,917,000	\$7,073,000	\$7,232,000	\$7,395,000
<b>Total Funding Sources</b>	<b>\$49,231,000</b>	<b>\$61,063,000</b>	<b>\$64,123,000</b>	<b>\$67,251,000</b>	<b>\$70,450,000</b>	<b>\$73,722,000</b>	<b>\$77,067,000</b>	<b>\$80,487,000</b>	<b>\$83,985,000</b>	<b>\$87,561,000</b>	<b>\$90,217,000</b>

Table G-2b. Maintenance Funding Analysis: \$2M per Year Restoration – Funding Uses

Funding Uses	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Capital R&R (CDB)											
Deferred Maintenance	\$0	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000	\$1,710,000
UA Reserves											
Deferred Maintenance	\$3,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance R&R (F&S)											
Deferred Maintenance	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000	\$1,314,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance Operating (F&S)											
Deferred Maintenance	\$1,459,000	\$1,691,000	\$1,929,000	\$2,173,000	\$2,422,000	\$2,676,000	\$2,936,000	\$3,203,000	\$3,475,000	\$3,753,000	\$3,937,000
Ongoing Maintenance	\$13,126,000	\$15,222,000	\$17,365,000	\$19,555,000	\$21,795,000	\$24,086,000	\$26,428,000	\$28,822,000	\$31,271,000	\$33,775,000	\$35,435,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Campus Remodeling											
Deferred Maintenance	\$3,542,000	\$3,621,000	\$3,703,000	\$3,786,000	\$3,871,000	\$3,959,000	\$4,048,000	\$4,139,000	\$4,232,000	\$4,327,000	\$4,424,000
Ongoing Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$20,070,000	\$20,522,000	\$20,983,000	\$21,455,000	\$21,938,000	\$22,431,000	\$22,936,000	\$23,452,000	\$23,980,000	\$24,520,000	\$25,072,000
Departmental Maintenance (Dept Funds)											
Deferred Maintenance	\$888,000	\$908,000	\$928,000	\$949,000	\$971,000	\$992,000	\$1,015,000	\$1,038,000	\$1,061,000	\$1,085,000	\$1,109,000
Ongoing Maintenance	\$5,032,000	\$5,145,000	\$5,261,000	\$5,379,000	\$5,499,000	\$5,624,000	\$5,750,000	\$5,879,000	\$6,012,000	\$6,147,000	\$6,286,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Deferred Maintenance Subtotal	\$11,003,000	\$18,464,000	\$18,804,000	\$19,152,000	\$19,508,000	\$19,871,000	\$20,243,000	\$20,624,000	\$21,012,000	\$21,409,000	\$21,714,000
Ongoing Maintenance	\$18,158,000	\$20,367,000	\$22,626,000	\$24,934,000	\$27,294,000	\$29,710,000	\$32,178,000	\$34,701,000	\$37,283,000	\$39,922,000	\$41,721,000
Other Subtotal	\$20,070,000	\$22,232,000	\$22,693,000	\$23,165,000	\$23,648,000	\$24,141,000	\$24,646,000	\$25,162,000	\$25,690,000	\$26,230,000	\$26,782,000
<b>Total Funding Uses</b>	<b>\$49,231,000</b>	<b>\$61,063,000</b>	<b>\$64,123,000</b>	<b>\$67,251,000</b>	<b>\$70,450,000</b>	<b>\$73,722,000</b>	<b>\$77,067,000</b>	<b>\$80,487,000</b>	<b>\$83,985,000</b>	<b>\$87,561,000</b>	<b>\$90,217,000</b>

## G-2c. Maintenance Funding Analysis: \$2M per Year Restoration – CRV Breakdown

	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
CRV	\$2.600M	\$2.678M	\$2.758M	\$2.841M	\$2.926M	\$3.014M	\$3.104M	\$3.198M	\$3.294M	\$3.392M	\$3.494M
Ongoing Maintenance (F&S only) %	0.50%	0.57%	0.63%	0.69%	0.74%	0.80%	0.85%	0.90%	0.95%	1.00%	1.01%
Deferred Maintenance & Other %	1.20%	1.52%	1.50%	1.49%	1.47%	1.46%	1.45%	1.43%	1.42%	1.40%	1.39%
Total	1.70%	2.09%	2.13%	2.18%	2.22%	2.26%	2.30%	2.33%	2.37%	2.40%	2.40%
Revised Funding Requirement	\$1.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M	\$2.0M

**Appendix H – CATS Recommendations**
**Table H-1 Completed CATS Projects**

Street	Project	Date
Springfield Ave	Lane width reductions in each direction and installation of a lighted, mid-block crosswalk both as calming devices to discourage through traffic and as a means for safer pedestrian movement between the north and south engineering quadrangles.	2002
Green Street	Removal of the majority of bus traffic; narrowed from a four-lane configuration to a three-lane alignment with a center turn lane between Locust and Wright Streets; and later between Neil and Locust Streets.	2002 2004
John Street	Between Sixth and Wright Streets, redirection of traffic from east to westbound only and relocation of diagonal parking from south to north side.	2002
Daniel Street	One-way, westbound designation between Wright and Sixth Streets.	2002
Chalmers Street	One-way, eastbound designation between Wright and Sixth Streets.	2002
Sixth Street	Implementation of a single-lane, one-way southbound flow with diagonal parking on the west side between Healy and Chalmers Streets; two southbound lanes with parallel parking on either side between Chalmers Street and Armory Avenue; all-way stop and elimination of bus turning movements at Chalmers; two-way, two-lane with parallel parking on both sides between Armory and Pennsylvania Avenues.	2002
Wright Street	Development of a transit plaza, side street (John, Daniel, Chalmers and Armory) circulation and geometric changes between Wright and Sixth Street that limit vehicular access between Green Street and Armory Avenue, and initiation of two-way traffic between Green Street and Springfield Ave.	2002

**Table G-2 Planned CATS Projects**

Street	Project	Status	Date	Cost in 000's *	
				Total	Campus
Green Street	Between Wright and Mathews Streets redefine existing four-lane section to carry buses only in the outside lanes and vehicles only in the inside lanes, matching up with the three-lane configuration to the west, consolidate bus stops, and eliminate left turn lanes at the former Burrill Avenue and Kings Highway intersections; between Mathews Street and Goodwin Avenue return to four-lane arterial designation; between Goodwin and Lincoln Avenues concentrate pedestrian crossing to one signalized point with a vegetative barrier in the median, closing the median opening at Gregory Street to avoid sight-distance issues related to the barrier.	Planned	TBD	\$1,085	TBD
John Street	Between Fourth and Sixth Streets, convert to single-lane width with diagonal parking on the north side.	Planned	TBD	\$1,290	TBD
Daniel Street	Incorporate an east/west bike path within the roadway corridor; a slight widening of the corridor could also accommodate diagonal parking. (Cost estimate not available.)	Planned	TBD	TBD	TBD
First Street	Designate as the north/south arterial removed from the core and eliminate stop-controlled intersections that impede north/south vehicular progression; add parallel parking on the west side with signage prohibiting parking on home football game days.	Planned	TBD	\$ 755	TBD
Fourth Street	Reduce lane width from 14 feet to 11 feet with a 6-foot flush median in the center for pedestrian refuge; incorporate a 6-foot raised center median in the vicinity of the offset Chalmers Street intersection to reduce turning movements and pedestrian conflicts; and signalize at Armory Avenue if traffic	Planned	SUM 2006	\$1,900 \$ 60 (median work only)	TBD \$ 60 (median work only)

Street	Project	Status	Date	Cost in 000's *	
				Total	Campus
	volumes warrant. (Note: Median work is planned for summer 2006.)				
Fifth Street	If future volumes warrant, signalize at Green Street and widen to improve capacity. (Cost estimate not available.)	Planned	TBD	TBD	TBD
Mathews Street	Convert parking from parallel on both sides to diagonal on the west side south of Green Street and on the east side between Green Street and Springfield Avenue (this accommodates Mathews one-way north and one-way south designations north and south of Green Street).	Planned	TBD	\$ 285	TBD
Goodwin Avenue	Reduce lane width from 14 feet to 12 feet with a 6-foot flush median north and south of Green Street, add all-way stop control and pedestrian bump-outs at Illinois Street; remove left-turn lanes at Oregon; and add a pedestrian/bicycle crossing approximately 175 feet south of Nevada with corresponding narrowed pavement.	Planned	TBD	\$1,015	TBD
Lincoln Avenue	Convert from a four-lane to a three-lane configuration with a center turn lane and single, enhanced north and southbound bus stops south of Illinois Street; signalize at Pennsylvania Avenue and Nevada Street.	Planned	SUM 2006	\$1,335	\$285

\* Costs represent total estimated cost for recommendation, and the campus' committed portion of total estimated cost to date.

TBD = To Be Determined

**Appendix I – Cross-walk to Campus’ Strategic Plan**

<b>F&amp;S Strategic Plan</b>	<b>Campus Strategic Plan</b>	
<b>Goal</b>	<b>Section</b>	<b>Reference</b>
Goal 1: Maintain Campus Facilities	VI	Maintain Campus Facilities
Goal 2: Enhance the Campus Environment	IV	Goal 5 Enhance the Campus Work Environment
Goal 3: Increase Diversity	IV	Goal 4 Foster an Inclusive Campus Community
Goal 4: Transform Service Delivery	VI	Maintain Campus Facilities
Goal 5: Improve Use of Capital Resources	IV	Reinforce and Build Comprehensive Excellence
Goal 6: Economic Development	VI	Initiative 5 - Build Partnerships within Champaign-Urbana Community

Appendix J – Prioritization of Strategic Initiatives

GOAL	INITIATIVE	DESCRIPTION OF INITIATIVE	COMMENTS	MUST DO?	PRIORITY	RANK	SAFETY	CODE COMPLIANCE	PROTECT ASSETS	SAVES \$	IMPROVE OPERATIONS	SOCIAL RESPONSIBILITY	ECONOMIC DEVELOPMENT	ACADEMIC	RESEARCH	PUBLIC ENGAGEMENT
1	2	B&G Ops funding	Partial	Y	1	1	X	X	X	X	X			X	X	
2	1	Energy conservation	Funding, yes	Y	1	2				X		X				
2	2	Safety improvements - Transportation	Complete study	Y	1	3	X					X				
	FS4	Fix capital delivery		Y	1	4					X			X	X	
	FS1	Split M&C		Y	1	5					X					
4	2	Develop service cost model	Process Reengineering, ABC, yes	Y	1	6				X	X					
4	7	Implement PMO		Y	1	7					X					
4	3	Design performance metrics		Y	1	8				X	X					
2	3	Leed approach	Partial	Y	1	9				X		X		X	X	
5	4	Long range facilities plans		Y	1	10	X	X	X	X				X	X	
3	1	Diversify F&S workforce	In Progress	Y	1	11					X	X				X
6	2	Orchard Downs	In Progress	Y	1	12						X	X	X	X	X
	FS2	Replace CHAMPS		Y	1	13				X	X					
5	1	Improve space use	Partial	Y	1	14			X	X				X	X	
4	6	Institutionalize continuous improvement		Y	2	1				X	X			X	X	
1	1	Jump Start Borrow	In Progress	Y	2	2	X		X					X	X	
1	6	Reduce DM Backlog - Student Fees		Y	2	3	X		X					X	X	
	FS5	Stores/E-Procurement		Y	2	4				X	X					
1	4	Capital projects through UA Reserves		Y	2	5			X	X				X	X	
4	5	Implement SLAs	May be reduced level if not funded	Y	2	6					X			X	X	
4	4	Benchmark services		Y	2	7				X	X					
5	3	Improve classroom utilization	Partial	Y	2	8			X	X	X			X	X	
6	1	Research Park	In Progress	Y	2	9							X	X	X	X
2	4	Child care	In Progress	Y	2	10						X	X	X	X	
3	3	Partner with local schools	In Progress	Y	2	11						X	X			X
5	5	Develop building plans		N	2	13	X	X	X	X				X	X	
4	1	Redefine F&S governance		Y	3	1					X					
1	3	Programmatic R&R	Partial	Y	3	2			X					X	X	
	FS6	Right-size In-House Construction		Y	3	3				X	X	X	X			
	FS7	Staff Development		Y	3	4				X	X					
	FS3	Remodel PPSB		Y	3	5					X					
1	5	Capital projects through Cap R&R		N	3	6			X					X	X	
2	5	Sustainable campus		N	3	7						X	X	X	X	X
3	2	Increase MAFBE contractors		N	3	8					X	X	X			X
5	2	Space inventory		N	3	9					X			X	X	

**Appendix K – F&S Operational Imperatives**

1. Fully separate Maintenance and Construction Functions
2. Relace CHAMPS Maintenance Management System
3. Develop a facility renovation plan for buildings housing F&S staff
4. Further streamline the Capital Delivery Process
5. Determine strategic director for Stores function in light of e-Procurement
6. Determine the optimal staffing level for in-house construction function
7. Conduct key competency assessments and prepare a development plan for F&S staff to enable cultural changes