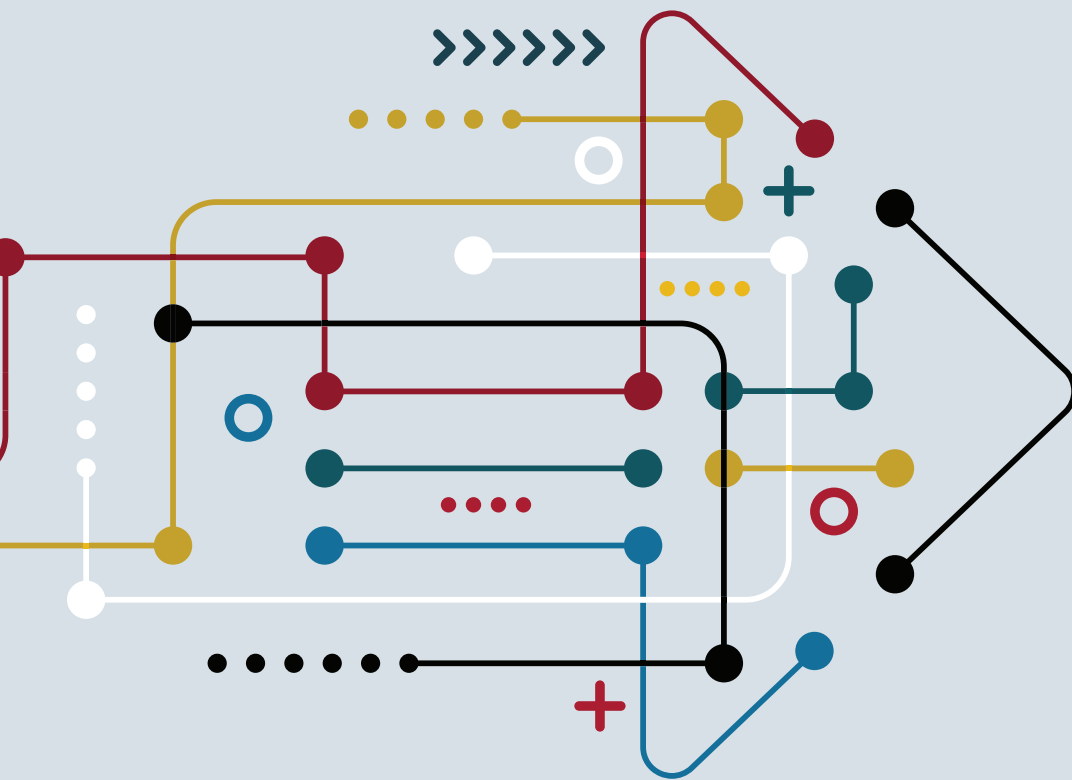




RUTGERS UNIVERSITY
Institutional Planning
and Operations



TRANSFORMATIVE

FY24 IP&O ANNUAL REPORT

SUPPORTING TODAY, ENVISIONING TOMORROW.

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The Groups of Institutional Planning and Operations

University Facilities	Business Services
24/7/365 On-Site Coverage & Response	Auxiliaries
Building Operations Notifications	Budget & Accounting
Design and Construction Project Management	Economic Development
Environmental Health and Safety	Employee Relations
Environmental Services	Information Technology
Events	Parking & Transportation
Grounds Operations	Fleet Management
Maintenance & Operations	Mail Services
Utilities Plants and Distribution	Material/Surplus Services
Planning, Development, and Design	Records Retention
Architecture & Design	Retail
Planning & Development	Signage Shop
Space Management	Timekeeping/Payroll
University Architect	Warehousing
Codes and Standards	Strategic Services
Construction Code Enforcement	Communications
Design Code Review	Employee Services
Occupancy & Construction Inspections	Employee Training
Regulatory Testing	Governing Documents & Special Projects
University Public Safety	Integrated Work Management System
Emergency Services	myPath Employee Development
Identity & Access Management	Policies & Standard Operating Procedures
Office of Emergency Management	
Security & Community Service Officers	
University Police	

In a word, Institutional Planning and Operations is **transformative**. We solve problems, create partnerships, and lend our expertise to our neighboring communities for the benefit of all of New Jersey.

We are transforming our campuses with projects that change lives and repurposing buildings for the demands of the day, while not losing sight of our notable past. More than just a reliable neighbor, we lend our expertise to projects in our surrounding communities to bring real value and sensible solutions to our state.

We are proud of the accomplishments and advancements we have made in FY24.



Another Leap Forward for Camden, and a Nod to its Resplendent Past

Camden’s Historic Cooper Street District is once again benefiting from a Rutgers University redevelopment project.

The [Cooper Street Gateway](#) project consists of the renovation of 11 townhouses along the historic 400 block of Cooper Street and Lawrence Street in Camden. The resultant space will house about 80 private offices, about 80 open “hoteling”-style workstations, conference rooms, a faculty lounge, and miscellaneous support spaces. The jewel of the project will be a large event space with an outdoor courtyard. Designed to accommodate a variety of occasions, the space will feature a pre-function lobby, sophisticated audio-visual equipment, and even a commercial catering kitchen.

Because \$25 million of the \$60 million project is tied to American Rescue Plan (ARP) funds, critical deadlines had to be met in FY24 so as not to lose this funding. In addition, missing the ARP deadline on this project would result in the loss of additional ARP funds tied to other projects. The race was on in FY24 to meet funding as well as historical preservation deadlines.

Historic properties almost always have unforeseen conditions that cause delays; in addition, historical preservation comes with its own set of state and local approvals before shovels ever hit the ground. Not all deadlines among parties sync.

IP&O’s Planning, Development, and Design group (PD+D) conducted as much due diligence as possible in advance of breaking ground, but there were other requirements that had to be met with the ARP deadline looming large in the background.

The first ARP deadline requires the funds to be obligated by 12-31-2024. Requests for proposals and bids must be conducted to retain architects and contractors for which these funds will be used. This takes time. Concurrently, the State Historical

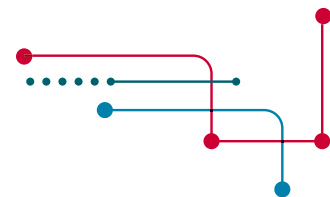
Preservation Office (SHPO) had seven requirements of its own that had to be met before bidding could even begin. Their deadlines were not aligned with the ARP deadlines, and PD+D staff worked tirelessly to get all of the approvals needed and meet all SHPO requirements.

In April, SHPO requested the fulfillment of several conditions prior to work beginning on the site. SHPO requested a minimum of 40 photos within the Cooper Street Historic District and within the project area. Final plans and documentation had to be submitted to SHPO prior to bidding to determine if the project maintained the character of the historic district.

SHPO also required two interpretive signs in a publicly accessible area and within view of the project. The signs were required to have photos and documentation of existing conditions, written narratives, review of the site plans, and an archeological assessment. Once these requirements were completed, the bidding process—tied to the ARP funds—ensued.

As with many historic projects, an archeological dig also ensued to check for artifacts in the old privies. The dig began in FY24, and continues. The archeological firm at first expected to find about 5,000 items. After some digging, however, they now expect to find some 30,000 items in the privies. So far, items of interest include an 1837 penny, an arrowhead, and a wedding ring. All items will be cataloged and archived at the completion of the dig.

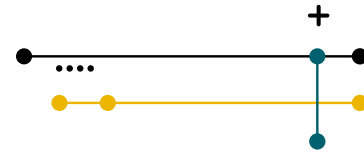
Once PD+D received the SHPO approvals, University Facilities was able to bid for a general contractor. The architectural firm, Clark Caton Hintz, was also retained FY24. The first critical deadline of obligating funds was met.



Cooper Street Gateway Project Renderings



Old Queens Campus: a Monument to Historic Rutgers



Old Queens Campus, with its elegant, stately buildings provides a glimpse into Rutgers' past. It is the historical footprint of Rutgers University.

Originally established as Queens College in 1766, it was one of just nine colonial colleges at the time, and the eighth oldest institution of higher education in the United States.

Tucked away on the northwest side of the Old Queens Campus and slightly obscured by Winants Hall and Geology Hall, is Van Nest Hall. When constructed in 1847, its Greek revival style and classic widow's walk, perched above the main entrance, were easily located on Old Queens. Over the years as other structures were erected on Old Queens, and then on the streets around Old Queens, Van

Nest Hall, which today houses Alumni Relations, became slightly more concealed to the point where even some alumni were having trouble finding the building.

In 2018, a request was made by Alumni Relations for wayfinding to direct visitors to Van Nest Hall.

While the Old Queens Campus has historical markers, it lacked wayfinding. When IP&O's Planning, Development, and Design (PD+D) group received the request from Alumni Relations, they sought grant funding for the project. Given the historical relevance of the campus, the Architecture and Design unit researched a New Jersey Historic Trust grant. PD+D applied and was awarded \$22,275. This allowed them to expand the wayfinding project to encompass the entire Old Queens Campus.

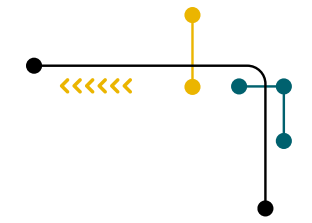


PD+D's Office of Architecture and Design, University Planner, University Landscape Architect, and its GIS mapping office were all collaborators on the project. Other collaborators included IP&O's Communications and Marketing group, Parking and Transportation Services, Business Services, Facilities Maintenance and Grounds, Rutgers Department of Art History, Disability Services, and Special Collections and University Archives.

Because there is so much historical information pertaining to each building--its unique design, original purpose, repurposing, historical context, etc.--the challenge became what to include on each sign. An accompanying website developed by IP&O's Communications and Marketing team, would be the solution to house more detailed information.

A QR code on each sign links to the website. The signs embrace a 19th and early 20th century feel to compliment the surrounding architecture. Each one has images of the historic buildings, a baseline narrative, and the QR code.

The website includes all information found on interpretive signage, expanded narratives for campus buildings, a selection of historic photographs, expanded narratives for historic gates, transcribed historical and/or dedication markers and plaques, additional information and links for select buildings and markers, and drone flyover footage of the Old Queens Campus.



Ribbon Cutting of New Brandt Behavioral Health Treatment Center & Retreat.

Meeting Today's Unique Challenges in a Transformational Setting

A June 10 ribbon cutting ceremony at the Brandt Behavioral Health Center and Retreat, a 100% philanthropy and grant-funded project, was a highlight of FY24.

The project is the first youth focused mental health facility backed by a university or college. It is strategically important for Rutgers New Brunswick and Rutgers Biomedical and Health Sciences (RBHS). The project negotiations began in 2018 and now, young people can find treatment for suicide ideation, anxiety, depression, and loneliness, all of which have risen sharply among young people, especially since COVID lockdowns.

The Brandt Behavioral Health Treatment Center and Retreat provides residence and clinical treatment for up to 16 self-pay patients, as well as a comprehensive array of coordinated outpatient services for young people and their families. Annually, the facility will be able to serve 220 residential patients and approximately 1,500 outpatients. The program is strategically important for Rutgers—New Brunswick, RBHS, and University Behavioral Health Care.

Until now, New Jersey lacked a facility offering treatment exclusively for adolescents and young adults and backed by an academic health leader like Rutgers University Behavioral Health Care.

Families now have access to the finest behavioral health care available; it is an exceptional resource for families needing treatment for their loved ones, and the first of its kind in New Jersey. It will also forge a partnership between Rutgers' health care professionals and the communities they serve, improving mental health on a broad scale.

Led by University Behavioral Health Care, the treatment center and retreat will employ a comprehensive interdisciplinary approach combining resources from departments of psychiatry at Rutgers' two medical schools, professional and graduate schools, and research labs. Transformative, indeed.

Substantial Completion for the buildings and the ribbon cutting were held in FY24.

Other Notable FY24 Projects

In addition to the Brandt Center, University Facilities completed several important projects in FY 24, including those highlighted here.

Writing Center / Writing Program Relocation

In the summer 2023, the Rutgers--Newark Writing Center/Writing Program officially opened its doors in an exciting new space at the Hahne building. This historic location also houses the Newark kite+key® store. The Writing Center/Program space features new private offices, modern huddle spaces, flexible touchdown workstations and a vibrant library/seminar space outfitted with modern technology. The group's departure from Conklin Hall has also paved the way for the groundbreaking of the campus' new Newark One-Stop.

Newark One-Stop

With the relocation of the Writing Center/Writing Program, groundbreaking of the new student One-Stop occurred in the Summer of 2023 with a major abatement project led by REHS. General Contractor award and start of major construction activities immediately followed early in FY24. This project will transform the front-end student experience and centrally locate most student service needs. Construction was about 50% complete at the close of FY24.

Lipman Hall Bus Stop (Cook Douglass)

In addition to the construction of a new shelter, the Lipman Hall Bus Stop project featured several improvements designed to increase public safety. These included the re-alignment of a nearby intersection, relocation of a pedestrian crossing, and new streetlights along Lipman Drive. Other site improvements included new sidewalks, landscaping, and 25 new trees.

RWJMS Center for Advanced Human Brain Imaging Research

Project Services completed renovation of the Staged Research Building North wing into new imaging research facilities. The project included creation of a new shared lobby break room and improvements for the shared conference room.

RWJMS Clinical Academic Building Cooling Tower

Project Services also completed replacement of the existing cooling tower on an expedited schedule. The

new towers and related equipment will provide more efficient and reliable service with reduced maintenance cost. The Project was completed with only one day of down-time for RWJMS clinical and research operations.

Building Notifications Improvements

In a significant move, IP&O University Facilities Administration, with the support of IP&O Information Technology, introduced the Building Operations Notifications system (BON) in November 2023. This system, replacing the previous Utilities Notifications system, marks a new era in our operations.

Previously, emails were sent to campus community members to alert building occupants of an interruption in utility services that impacted normal building operations. The new BON system allows us to expand the capability of all University Facilities departments, not only the Utilities department, to send notices for situations that affect building use.

One of the most appealing features of the BON system is its user-friendly design. Anyone can easily opt in with a NetID. This approach ensures a more efficient and accessible system than the previous email-based system. Changing the messaging system to an opt-in/opt-out structure allowed us to update our notification lists and ensure that these messages were targeted only to those who require and request this information.

In the first year since the introduction of the BON system, a significant 546 users have already opted in, and over 300 notifications have been sent, demonstrating the system's popularity and the readiness of all University Facilities departments to alert our clients via these notifications.

The standard notification includes the campus, building name and number, start time/date, and end time/date. It also indicates the impact on the building and the reason for the impact. Messages are sent during operating hours of 7:00 a.m.—4:30 p.m., Monday through Friday.

If you have a NetID and wish to receive building notification emails, please follow this link: <https://bon.ipo.rutgers.edu/Notifications>. It will open a form for you to opt in and choose the building and/or campus for which you wish to receive notifications.

Accomplishing Great Things for Rutgers and for New Jersey

Transformative for All of New Jersey

“...in order to have good neighbors, we must also be good neighbors.” Harry S. Truman

Our campus footprints lie clearly within our communities. We assist our communities, work together, and are often consulted on statewide projects because we have the experience to manage certain projects.

We accomplish great things for Rutgers and for New Jersey. Here are a few examples of projects with which we assisted in FY24.



Newark’s University Hospital Master Plan

In February 2023, after a year of community outreach and planning, Newark’s University Hospital (UH), a Level I trauma center that borders Rutgers Biomedical and Health Sciences Campus, released its vision for a nine-year, \$1.8 billion master plan. The plan, a series of sequential major capital projects, meets the hospital’s existing needs and establishes milestones for the next several decades.

In order to accomplish the long-term development plan, the master plan proposes an enabling phase (demolition of buildings), replacement buildings, a new hospital tower in addition to the existing UH building, and, as the final phase, renovations and infrastructure upgrades to University Hospital. An estimated cost was offered, and this set in motion conversations regarding financial strategy and development tactics.

The FY22 State of New Jersey budget appropriated a total of \$200 million in American Rescue Plan (ARP) funds, distributed between UH and the New Jersey Economic Development Authority (NJEDA), to support the development of the UH master plan and advance critical care facilities.

To help create a thoughtful and thorough plan, and to ensure that the expenditure would meet the deadline and be encumbered and spent in a manner that comports with ARP funding program terms, in November 2023, the NJEDA invited Rutgers University to participate in the planning process and perhaps have a role as the developer under an inter-agency development agreement. IP&O has, over the course of the past 20 years, been a partner in many public-private partnership developments, developer-led projects, inter-agency agreements, and smaller capital projects with UH.

IP&O developed a project execution plan, including estimates of cost and schedule, which would encumber and spend the remaining balance

of ARP funds by the deadline and in a manner consistent with applicable regulations. We held regular planning meetings with offices across state government as well as UH and NJEDA. This proposed plan had a financing gap of approximately \$130 million, excluding any debt defeasance that might be required to demolish existing buildings. It was agreed to undertake appropriate due diligence, via an interlocal predevelopment agreement. IP&O will take the lead on the project, following the university’s standard capital project processes and mirroring successful ARP fund procurement strategies used on other capital projects. Planning continues into FY25.

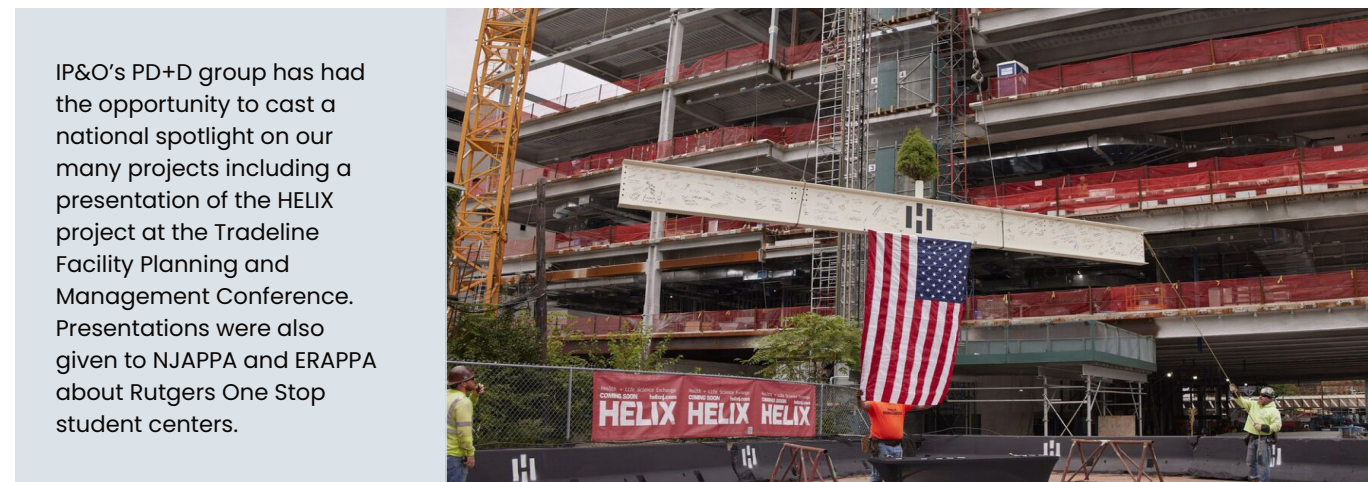
Data Maintenance

Under a Continuing Services Agreement, executed July 1, 2013, UH can request that Rutgers provide certain services for the benefit of the hospital business. It is in the spirit of the agreement that UH asked Rutgers to manage and maintain the data and CAD drawings associated with all of their owned and leased space.

IP&O’s Department of Planning, Development, and Design (PD+D) is responsible for managing space data university-wide. The Office of Space Management (SM) within PD+D manages data associated with almost 1,000 owned buildings, comprising over 30 million square feet.

Because the hospital and the university co-exist in campus buildings—a co-existence important and integral to the very nature of an academic healthcare campus—since 2013 an outside agency tracked the shared space. At the end of each fiscal year, changes in space assignments were documented in a virtual book, in PDF format, with floor plans and relevant rentable square footage data. This static information did not provide UH the data that could be managed or analyzed.

Conversations between Rutgers and UH determined that moving the hospital space data into the IP&O’s space management system would provide significant operational benefits for the hospital and a small revenue stream for Rutgers. Implementation of a new system at the hospital would have required an investment in hardware and software, and the hiring of at least one full-time staff member to keep CAD plans and building data current. It is more cost effective to have IP&O host the hospital space data on the university’s Archibus platform, and maintain the data on behalf of UH. IP&O’s Space Management team was able to add all of the hospital’s buildings into the Archibus system within six-months. Now that the system is deployed at the hospital, we will continue to maintain their drawings and data and provide the necessary training.



IP&O’s PD+D group has had the opportunity to cast a national spotlight on our many projects including a presentation of the HELIX project at the Tradeline Facility Planning and Management Conference. Presentations were also given to NJAPPA and ERAPPA about Rutgers One Stop student centers.



Shared Service Emergency Communications Expands

In FY24, Public Safety continued to build upon its highly accredited communications center adding Highland Park and Middlesex County College into its Shared Services Emergency Communications Center (SSECC). This arrangement, which started in 2018 when Public Safety entered into an agreement with the city of New Brunswick to handle their 911 calls, has become extremely successful and its growth benefits both Rutgers and those entities signed on to the shared services agreement.

One important byproduct of this arrangement is information sharing. Information sharing not only helps to solve crimes, but it aids in other critical ways, as well. Rutgers Public Safety group now has information sharing with the Middlesex County Prosecutor’s Office special needs registry. This registry includes individuals who may have Alzheimer’s or dementia, non-verbal autism, oxygen dependent individuals, those with life threatening allergies, etc. The sharing arrangement provides our Public Safety professionals with critical information about calming methods, medical needs, and photos of some of the registrants.

Public Safety also realized Radio Infrastructure Enhancements in FY24. Working in partnership with the Middlesex County Fire Marshall’s Office, Middlesex County Office of Emergency Management, and the New Jersey State Police, the SSECC completed an Inter-Radio Frequency Subsystem Interface (ISSI) connection between the New Jersey Interoperability Communications System (NJICS) and the Middlesex County P25 (Project 25) radio systems. The completion of this interface increased interoperability among the agencies served by the SSECC by joining the State and County radio systems through a fiber optic connection between the radio system cores.

These enhancements allow agencies the expanded capability of being able to operate on either system from one radio simply through the change of a channel on their portable or mobile radio. It also simplifies gateway cross-connections (AKA “patching”) between agencies and/or disciplines. It also provides console priority for the public safety telecommunicators (PST), so that in the event a field unit has an open mic, the PST is still able to key up and continue to provide vital information to responding units without impediment or interruption.

Utilities for Newark Medical Examiners’ Building

The State of New Jersey contacted IP&O in 2019 asking if we could supply utilities to the Medical Examiners’ building in Newark. The Medical Examiners’ building is a critical facility for the Department of Health; they were experiencing continuous issues with their existing chiller and boilers and needed more reliable service.

After extensive negotiations with the Department of Health and the Division of Property Management and Construction, Rutgers signed an MOU for Construction and an MOU Supply Agreement for the project.

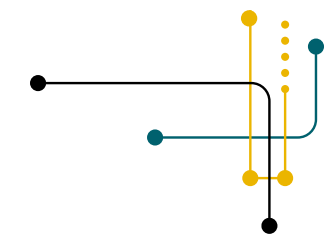
The Design Documents were prepared by IP&O’s Facilities Renovations group and the work was installed by the IP&O’s Utilities department. The project required a significant amount of coordination with the DOH, their consultants and contractors.

Currently, the RBHS cogeneration plant supplies high temperature hot water and chilled water to the Medical Examiners’ building. Heat exchangers were installed in the building to separate the loops. The system was designed for 67 tons of air conditioning and 2.5MBTU/H of heating. IP&O has been supplying chilled water to the ME Building since June 2024.

Providing heating and cooling from the RBHS plant results in more efficient energy generation and a reduction in consumption which in turn results in reduced emissions from the vicinity. In addition, the heating plant at RBHS has far more advanced emission controls than the smaller unit at the Medical Examiner’s office, resulting in even fewer emissions.

Newark Circulator Shuttle

This project began in FY23 when the New Jersey Economic Development Authority tapped IP&O to create bus routes to provide a transportation solution to facilitate community access to Newark’s arts district. We developed a business and operational plan this fiscal year in consult Rutgers–Newark Chancellor, the City of Newark, the Office of the Governor, NJ Transit, and Rutgers University. Five electric buses are expected by summer 2025 and the charging station infrastructure is currently under design with full installation to be completed by summer 2025. The new route will begin by the third quarter of 2025.



In FY24, IP&O’s PD+D group applied for and received significant grant awards for storm water management and tree planting which support good campus stewardship and the university’s Climate Action Plan. University Facilities, Grounds group planted a total of 176 trees across Newark, New Brunswick, and Camden.

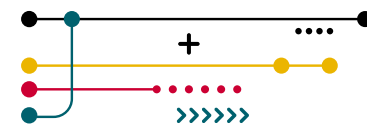
Accomplishing Great Things for Rutgers and for New Jersey



Local Author Turns to Rutgers

A local writer who is contributing to a Rutgers history book, *Rutgers Then and Now*, reached out to Strategic Services to utilize their drone services to capture aerial imagery to be featured in the book.

IP&O's Communications and Marketing team was tasked with recreating aerial images of Rutgers, originally taken in 1922, to juxtapose the physical evolution of the campuses over 100 years.



Faces and Places Tour



Proposals, ideas, and designs on paper are key to starting a project, but it's the tactile that drives home the importance of a project, especially when seeing our projects in use.

With that in mind, our Planning, Development, and Design group has continued a popular program it started in 2023, their Faces and Places tour. Employees visited the Mason Gross School of Arts performance spaces, stood on the turf in the stadium, have been wowed by the university's turfgrass program, and even interacted with newborn piglets on the Cook Campus.

PD+D had a hand in all of these projects, but seeing them, and meeting the clients in-person--as opposed to email or Zoom meeting--adds an interpersonal dimension to the projects. Because projects have many levels of development and design, and some PD+D employees never leave their offices at 33 Knightsbridge, these tours provide critical in-person interaction, and allows for strengthening relationships with university clients.

Our Public Safety group, with training and technology that transforms policing, continues to innovate to maintain a 21st century, department that remains focused on campus and community safety.

Active Shooter Preparation

The first virtual Workplace Violence and Active Shooter Preparedness webinar was held in FY24.

While these seminars have traditionally been live events, our Public Safety group sought to reach a broader audience through webinar offerings to enhance the training and capture those who wanted training but were unable to attend live training sessions. Two such virtual sessions were held in FY24 with excellent results.

The first webinar, held in March, attracted 600 attendees. Of those, 557 spent at least 30 minutes in the 45-minute webinar. This group included faculty and staff from over 213 university departments. Ninety three percent of survey respondents rated the quality of the training as a 4 or 5 on a 1 to 5 rating scale. In addition, 89% of survey respondents agreed that the training was relevant to their needs and role at the university. The second webinar occurred on June 20, with 488 in attendance. Seventy percent of the attendees were first time active shooter trainees.

Some of the schools and units at Rutgers mandate live active shooter training for their employees and work with University Public Safety to conduct live training. While live training is preferred and highly effective, there are some people who simply cannot make the in-person training. Condensing the material into a 45-minute webinar proved to be the answer to engage those constituents. As it turns out, some of the attendees of this previously untapped audience were eager to schedule live active shooter training.

- Training is to prepare and not scare.
- Training provides attendees with knowledge of options in an active shooter situation.
- Training covers best practices to prevent shootings.
- Training reviews best reactive elements should a shooting occur: run-hide-fight.
- Training emphasizes eyes open because security and safety is everyone's responsibility.

Investing in Technology

In FY24, the Shared Services Emergency Communications Center (SSECC) concluded its Call Handling Equipment upgrade to our VESTA 9-1-1 system.

The project took over a year to complete and ensures the Center's NextGen 9-1-1 readiness. The upgraded system has doubled the system's call-capacity, increased call line appearances for each agency, and established a geo-diverse solution for both emergency and non-emergency phone traffic. In the event that the SSECC has to relocate to its back-up center located in Piscataway, all calls can now be answered out of that location, or if needed, SSECC personnel can operate out of both locations simultaneously.

The new system also has automatic, integrated queries against RapiSOS, which provides dramatically improved location information from the traditional Automatic Number Identification/Automatic Location Identification (ANI/ALI) data previously provided. The RapiSOS integration

also allows the PST to receive information shared by a caller via his/her smart phone such as detailed medical information, emergency contact information, and the caller's preferred language. Additional new features will also include Text to 9-1-1 integration at each console and improved statistical reporting. A backup logger and recorder are enabled for redundancy and/or disaster recovery purposes.

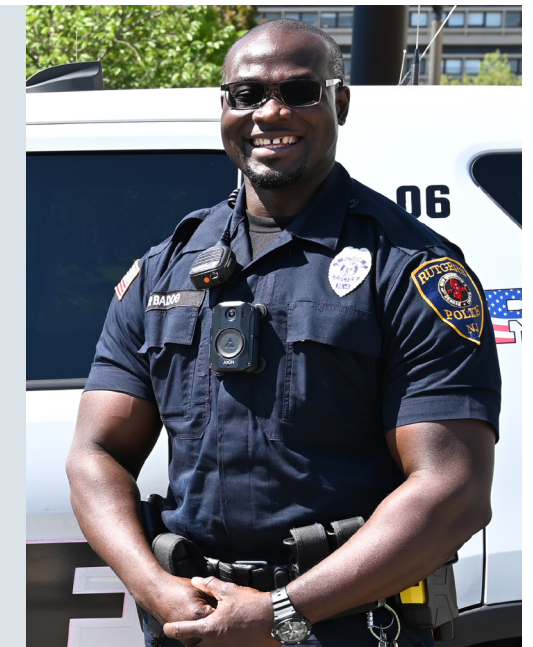
CAD and MobileCAD system upgrades are underway and should be completed in FY25.

Public Safety has also officially established working groups based on public safety disciplines. Each agency designated a representative to serve on the appropriate working group for his/her discipline (police, fire, medical, etc.). The intent of these working groups is to review existing processes, identify new areas where a formalized process may need to be developed, and make recommendations for changes, when appropriate. It will also give participants an opportunity to share best practices and/or challenges that they may face and to work collectively on solutions. An SSECC supervisor serves as the chair for each of these working groups.



Transforming Policing with Technology: Live Streaming from a Body Cam

Axon body worn cameras enable officers, supervisors, dispatchers, and other responders to get information in real time through live streaming and streamlined communication tools. Axon devices provide a complete picture of evolving situations on any device, anywhere, via the web or mobile app, enabling flexibility at the palm of a hand. Administration can see the location of officers via integrated location data and geolocation beacons on a Respond map and view livestream broadcasts from any officer's body camera on any computer or mobile device. This provides real-time data for greater safety and efficiency, from planning responses, to adapting to quickly developing situations. The administration and leadership are boosted with situational awareness as firsthand observers to be able to make in-the-moment decisions.



Business Services provides a variety of shared services to the university to help our schools and units to achieve greater operational efficiencies. Business Services also runs campus retail operations, faculty and staff housing, parking and transportation, and the Rutgers Golf Course.

Kronos and Timekeeping

Business Services provides budget, accounting, payroll, and timekeeping shared services to our colleagues around the university.

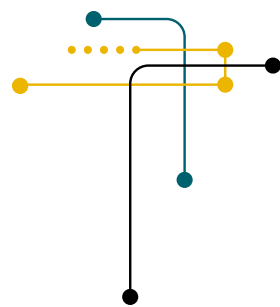
In FY24, we undertook a comprehensive upgrade and expansion of the Kronos Time Keeping System including cloud hosting for the IP&O workforce as well as several major university units using this platform to track employees' time and attendance. Use of the system continues to increase. In addition to the workforce, IP&O's Business Services administers and supports cloud hosting for 17 university units, with some 5,000 employees. RU-NB Dining Services recently on-boarded its 1,300 employees. The Rutgers Cancer Institute of New Jersey, University Correctional Health Care, and University Behavioral HealthCare are next. The only cost to the departments is software licensing.

We also continue to provide budgetary, timekeeping, transportation, and fleet management services to University Human Resources, Athletics, and Chancellor-led units in Rutgers-New Brunswick, Rutgers Health, Rutgers-Newark, and Rutgers-Camden saving significant resources.

Transportation Climate Action Committee

In collaboration with faculty, staff, and students, the Transportation Climate Action Group, led by IP&O's Vice President of Business Services, is working to reduce emissions associated with transportation by electrifying the entire fleet of university vehicles and promoting alternatives for commuters such as walking, biking, public transit, and electric vehicles (EVs).

In FY24, we established three working groups: Electrification, Street Project, and Travel Behavior. Within these groups, timelines for studies, research, and implementation discussions have taken place to outline the path to set priorities and goals for the next three years. All working group committees meet every six weeks.



Working Group Areas of Focus

Electrification of IP&O Fleet Vehicles

Electrification of IP&O Fleet Vehicles--IP&O is transitioning its fleet from gas-powered vehicles to electric vehicles in a phased approach over the next decade. In FY24, our Business Services group engaged Gabel consultants to develop a strategic plan to study the short and long-term replacement of gas-powered vehicles with EVs. In addition, there is ongoing assessment of the need to expand the available electric charging stations across the campuses to support the electrification of vehicles and provide charging access to the campus community.

Of the 650 vehicles in the IP&O fleet, 48 will be replaced the first year. The plan encompasses a cost-effective vehicle replacement strategy. EV acquisitions will coincide with the expansion of necessary charging infrastructure to eventually accommodate all EVs.

Business Services took delivery of 12 EVs in May. IP&O secured over \$270,000 in tax incentives and a grant from the NJ Clean Fleet program to offset 42% of costs for the EVs and charging infrastructure.

To aid in this initiative, in FY24, we developed a Charging Infrastructure Plan--a detailed assessment of site characteristics and vehicle usage patterns to devise the most effective arrangement and selection of charging stations, catering to the needs of our entire campus. This initiative lays the groundwork for anticipated expansion and additional procurement of EVs.

A Request for Information (RFI) was issued in FY24.

Business Services procured and deployed a fully solar, mobile, EV charging station called the **BEAM**. It charges four EVs at the same time and is designed to provide reliable power during emergencies and power outages. It is also fully ADA compliant and flood-proof up to 9.5 feet. The units can be deployed quickly, in approximately two hours, and fit into standard parking spaces. The first BEAM arrived in August 2023 and was successfully tested



on our Green One EV cargo van for Mail Services. An accompanying trailer provides the flexibility to relocate the unit across the campus for emergency needs.

A second BEAM was deployed to Rutgers-Newark. Rutgers-Camden and Rutgers Health in Newark will soon have a BEAM on their campuses as well.

Hydrogen Bus Initiative

Under the Regional Greenhouse Gas Initiative, the New Jersey Economic Development Authority (NJEDA) is preparing to deploy and demonstrate fuel cell electric battery technology for bus transit applications in New Jersey. To support this project, NJEDA has enlisted Rutgers Center for Advanced Infrastructure and Transportation (CAIT) for planning and execution. CAIT has asked to partner with IP&O's transportation group due to its bus transit operational experience. A proposal was drafted in FY24 and CAIT submitted it to NJEDA.

Parking Deck Management System Upgrade

A cloud-based parking deck gate system was employed in Rutgers--Newark and Rutgers Health and became operational in June. Upgraded parking and revenue control equipment (gates, LPRs, and controllers) and Flash system (back-end) integration with the Parking Operations software (NuPark) was incorporated to allow permissions/privileges for the decks. All stakeholders-- students, faculty, staff, and visitors--benefit from increased convenience, enhanced security, operational efficiency, and cost savings, creating a more efficient and user-friendly parking experience.

Business Services

Expansion of Fixed License Plate Recognition (LPR) Access Control and Parking Enforcement Equipment

Business Services Parking and Transportation group began an expansion of its License Plate Recognition (LPR) system. LPR will ultimately be used on all decks and other Tier 1 parking facilities and parking lots and decks. The objective is to increase the efficiency of the university's enforcement program and to improve management of our parking supply to enhance parking services to students, employees, and visitors. The project was 30% complete in FY24.

Parking System RFP and RFI

Business Services solicited a Request for Information (RFI) in FY24 for parking management systems that integrate parking enforcement, payment processing, and permit management. The new management system will improve the student, faculty, staff, patient, and visitor parking experience.

NJ Transit 5310 Minibus Grant

To improve mobility for students with disabilities, in FY24, we obtained a grant that fully funded the cost of a \$63,000 minibus to use as handicap transportation for disabled students on the New Brunswick campus. An additional bus will be added in FY25.

Mail Services Student Locker System

The university has successfully implemented a new network of Smart Lockers across the Rutgers-New Brunswick and Rutgers-Newark campuses, streamlining package delivery and management. This installation included 3,600 lockers across 11 locations on our campuses, serving 16,500 on-campus residents. The innovative design of the new lockers not only offers high-quality, self-service systems but also increased by over 100 lockers, locker bank capacity.

The project was initiated to address the deteriorating condition of the university's old locker banks and to modernize mail and package delivery services. Many of the existing lockers, over a decade old, suffered from rust, broken screens, and connectivity issues. Replacement parts were unattainable, and the lack of a reliable service contract compounded the challenges. This upgrade was necessary to enhance the student experience, restore Rutgers' leadership

in collegiate mail systems, and improve the overall campus image.

The new system provides state-of-the-art lockers that are secure, contactless delivery and retrieval via mobile devices, enabling access and automated notifications for recipients, even after hours. Additionally, they feature integrated tracking software for a complete chain of custody and seamless integration with existing systems, ensuring efficiency and convenience for students and staff. This modernization significantly enhances the university's ability to meet package delivery needs and increase service quality. In FY24, the lockers processed 221,028 mail pieces in New Brunswick and 41,928 mail pieces in Newark, totaling 262,956 packages.

Records Management Upgrade

IP&O's Business Services group provides records retention services for Rutgers. A comprehensive upgrade of our existing Records Management System (Infolinx) to a cloud-hosted system (Gimnal) was necessary to improve the overall efficiency to track, audit, and secure the complete lifecycle of physical records. Additionally, a thorough Risk Management Assessment for information security was conducted, yielding a reassuring overall risk score of low. This assessment underscores our commitment to maintaining the highest standards of data security and integrity throughout the upgrade process.

Rutgers Faculty Staff/Short-Term Housing Expansion

Our Faculty/Staff short term housing program is so popular that current inventory is insufficient to handle the demand. As a result, in FY24, we began renovating Johnson Apartments units 860-867 to transition from Graduate Housing to Faculty/Staff Housing.

Golf Course Improvements and Strategic Initiatives

Rutgers Golf Course operations continue to be evaluated and investments made to improve the overall landscape. Ongoing initiatives include the investment of capital equipment, renovation of the clubhouse dining area, collaboration with various stakeholders to increase student usage of the course, discussion with the Turf Grass faculty

to offer internships and research opportunities, and development of an expanded teaching curriculum. In addition, we are working with an external consulting firm to study long-term strategic initiatives.

- The Rutgers Golf Course recently ranked 19 in a list of the top 25 college golf courses.
- The course achieved its highest total tee times ever, 38,033, surpassing the previous year's total of 35,381.
- Driving range surge in usage, jumping from 25,587 visits to a staggering 38,578.
- An increase in student players. The course welcomed 6,912 student players compared to 4,342 the previous year.
- Opened the 19th Hole, a new food and bar service which features a breakfast menu for early golfers as well as options throughout the day including burgers, sandwiches, wraps, wings, and more. The bar includes a variety of draft beers and packaged drinks. The ClubGrub app, also new, allows players to order food and drink delivered directly to their course location. The Club Patio House has also been renovated so that golfers can enjoy food and beverage in a relaxing setting.
- For the first time since 2017, the Rutgers Golf Course hosted the women's collegiate tournament.

Collaboration with the Rutgers Center for Turfgrass Science and Plant Biology

In FY24, IP&O partnered with the Center for Turfgrass Science and Plant Biology to harness the RU golf course as a dynamic educational resource. We developed key areas of partnership and collaboration:

- **Internship Opportunities:** Formalizing internship programs that provide hands-on experience in Turfgrass management and golf course operations, aligning with academic learning goals..

- **Research Collaborations:** Identifying and launching joint research projects that utilize the golf course as a 'living lab' to study sustainable practices and turfgrass health.
- **Faculty Engagement:** Increasing faculty involvement in course management and student projects, enhancing the practical application of theoretical knowledge.
- **Enhancing Student Experience:** Using the golf course to provide a more interactive and immersive learning environment, thereby enriching the educational experience beyond traditional classroom settings.

Economic Development

Rutgers University Golf Course was selected as one of two host sites in New Jersey for the development of two new, local PGA Jr. "Opportunity League" teams started in September 2023. Unlike other successful league teams around the country, this one is specifically designed for girls, aged 17 and under.

This new initiative, which falls under the PGA REACH program, was announced at the KPMG Women's PGA Championship held at Baltusrol Golf Club in Springfield, NJ. KPMG CEO Paul Knopp, along with other members of the leadership team, announced that they would be joining PGA REACH to donate \$50,000 to start these two programs in New Jersey. These funds will be used to provide assistance with program fees, golf course access, transportation, equipment, and more.

This is the second program that the Rutgers Golf Course will run through the PGA REACH. The first is the very successful PGA HOPE classes that Rutgers Golf Course provides with the Rutgers Office of Veteran and Military Programs and Services. The mission of PGA REACH is to positively impact the lives of youth, military, and diverse populations by enabling access to PGA Professionals, PGA Sections, and the game of golf. The Rutgers Golf Course has been recognized in the past for course competitiveness and reasonable fees, providing equitable access to the community.



The increasing sophistication of cyber threats and the potential for devastating consequences make it essential for all members of IP&O to recognize threats to cyber security to minimize the university's exposure. IP&O faces constant pressure from external unauthorized actors attempting to access sensitive Co-Gen Plant and Public Safety systems.

Cyber Security

IP&O's IT focused on a number of initiatives during FY24 to address Cyber Security threats:

Cyber Security Awareness

We have partnered with OIT's Information Security Office/IS Compliance and Training Team to deliver cybersecurity training to all IP&O information owners and users. This training is part of OIT's Employee Awareness Training (ESAT) program for cybersecurity. All IP&O information owners and users were required to complete the ESAT program.

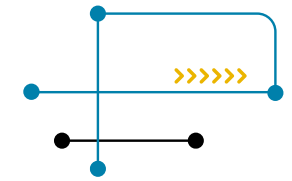
The assessment provided valuable insight of best practices and habits currently in use at IP&O. The results helped guide the training modules developed for the ESAT program. About 85% of members completed the ESAT program.

Business Impact Analysis Project

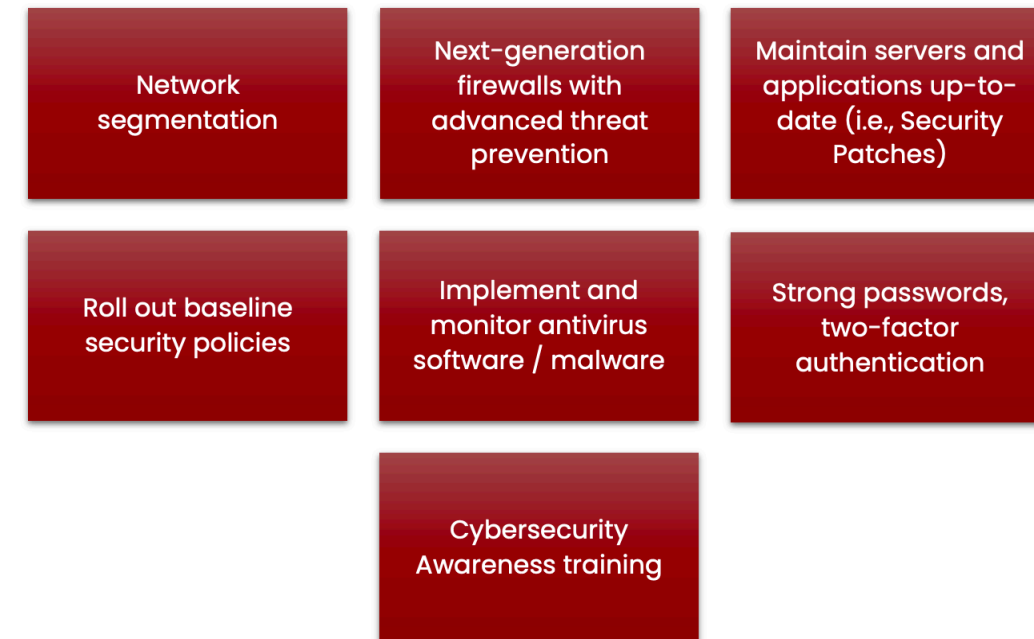
As an essential part of Continuity Risk Management Activities, IP&O IT conducted a business impact analysis to document the business impact of a service disruption to the mission of our division.

- Validate alignment with IP&O IT's Mission Essential Functions and Essential Supporting Activities.
- Determine the level of impact of a disruption of mission/business processes through an all-hazards risk analysis.
- Identify risk mitigation and recovery strategies based on level of impact.
- Identify resource requirements needed to resume mission/business processes and related interdependencies (facilities, personnel, equipment, software, data files, system components, and vital records).
- Identify recovery priorities for sequencing recovery and resources.

Thirty IP&O units will go through this process. Our Identity and Access Management group was the first to do so in FY24.



Implemented Cybersecurity Controls



Data Classification

Data classification that aligns with Rutgers Information Classification policy 701.2 was a focus throughout the year and will continue in the new year. This effort identifies the types of data used by IP&O and ensures the appropriate controls are in place to safeguard it.

Network Video Recorder Project

IP&O IT and IP&O Identity Access Management departments are replacing old Network Video Recorders and setting security on the devices.

- Establish Baseline Security for new NVR Platform (VideoXpert Pro)
- Investigate Upgrading NVR's Running Windows 10 IOT Enterprise to Windows 11 IOT Enterprise
- Develop Roll-out Plan for new NVR Platform (VideoExpert Pro)



Strategic Services supports all Institutional Planning & Operation's initiatives so that the division can support all of Rutgers using the most efficient tools and processes available.

The groups within Strategic Services are all tasked with meeting this objective. We choose and optimize the use of workplace computerized system resources, provide expert and targeted training to address our employees' learning needs as they grow within IP&O, perform strategic data analysis and create useful dashboards, address employee lifecycle needs, and communicate news and events to our employees on multiple platforms so that all employees are well-informed and know they are a vital part of the organization.

The groups within Strategic Services include IWMS Administration, myPath Employee Training and Development, Employee Services, IP&O Communications and Marketing, IP&O Administration, and Data Analytics.

IWMS Administration

The implementation of e-Builder, IP&O's new cloud-based capital planning and project management software solution, has officially launched with the first group trained and on-boarded into the system in FY24. Forty-seven projects were added to e-Builder, 430 accounts created, and we have 112 active users.

This was a substantial undertaking as IWMS Administration led the teams of software developers and end users from Business Services, University Facilities, Codes and Standards, and Planning, Development, and Design. Feedback from end-users has been positive and has brought efficiencies to all parties involved in IP&O project management.

Workflow Improvement Achievements in e-Builder

- Automated Workflow Creation: Streamlined the process of creating workflows by using a drag-and-drop interface, reducing setup time by 30%.
- Workflow Optimization: Enhanced existing workflows by introducing conditional logic and parallel processing, leading to increased project efficiency.
- Custom Workflow Templates: Developed and implemented customizable, unified workflow templates to standardize project processes across teams, enhancing consistency and reducing errors.
- Real-time Workflow Monitoring: Integrated real-time monitoring capabilities provide instant updates on workflow status, enabling faster decision-making and issue resolution.

Process Enhancement Achievements

- Standardized Best Practices: Established a set of best practices for project management processes, to allow a reduction in project completion time.
- Process Automation: Automated approvals and data entry, to free up project managers' time for strategic tasks.
- Continuous Process Improvement: Implemented a feedback loop within e-Builder that links users to the IP&O ServiceNow Portal to submit any case requests that target and continuously help refine processes, leading to ongoing optimization and efficiency gains.

Integration Achievements

- Seamless System Integrations: Successfully integrated e-Builder with major systems (e.g., RU Internal Data Warehouse via Oracle and Jagger, Archibus, and IP&O PRF Website), enabling seamless data exchange and reducing data entry errors by 50%.
- API Development: A robust API framework was developed that enables custom integrations with third-party applications, enhancing the flexibility of the e-Builder platform.
- Enhanced Data Interoperability: Achieved full interoperability with external data sources, enabling comprehensive project reporting and analytics.

User Story Enhancement Achievements

- User-Centric Design: Redesigned workflow and processes to incorporate user feedback, enhancing the overall experience and increasing user adoption.
- Agile Story Implementation: Adopted Agile methodologies for user story development, leading to a 10% faster release cycle for new workflow and process features.
- Custom User Stories: Enabled the creation of custom user stories that align closely with specific needs, resulting in more tailored and effective project solutions for a more unified workflow.
- Increased Collaboration: Improved collaboration features within user stories, making it easier for teams to communicate and track status progress.

Defect Reduction and Quality Improvement Achievements

- Defect Tracking System: Implemented the use of case requests for a defect tracking system to identify and categorize issues in real time, reducing the time to resolution by 25%.
- Proactive Defect Prevention: Introduced testing and quality assurance protocols that detect potential defects before they reach production, decreasing defect rates by 30%.
- Continuous Improvement: Established a continuous improvement cycle based on user feedback and defect data, leading to ongoing enhancements in workflow stability and reliability.
- Enhanced Documentation: Improved documentation practices to ensure that all processes, workflows, and integrations are well-documented, reducing the learning curve for new users and minimizing errors.

Systems Control and Support

This team was assembled in FY24 to provide end-users with a high level of expertise and support when working within IP&O's work management software: AiM, e-Builder, and ServiceNow. The newly formed team is in the process of earning the e-Builder Certificate credential as well as ServiceNow credentials. This group will manage upgrades, system reconfigurations and will lead the JET committee (Joint Enhancement Team), which is charged with vetting all configuration changes and/or enhancement requests in the systems. The efficiencies that come with in-house system experts are both cost effective and time saving.

Launching of ServiceNow – Phase 1

Phase 1 of the ServiceNow launch was completed in FY24. It included IP&O Communications and Marketing, Employee Services, IWMS Administration, IP&O Service Center, and myPath Training and Employee Development. Requests for services now come through the ServiceNow portal and cases are created and assigned accordingly.

The new system was launched on October 31, 2023. The system is easy to use, and the Phase 1 group has already requested and received enhancements to the system making assignments easy to track and complete. All groups are now receiving and responding to requests in the new system through the ServiceNow portal. The new system has resulted in better workflows and data collection.

Phase 2 implementation also began in FY24 which involved these groups: Budget & Finance, Mail Services, Material & Logistical Services, Records Management, Space Management, Emergency Services, Identity & Access Management, Protection of Minors, REHS, and Planning, Development, and Design.

Planning was underway in FY24 for the last and final implementation which includes most of University Facilities and employs a Customer Service Module as well as a Field Service Module.

The ServiceNow and e-builder implementations were a team effort. While IWMS Administration led a team of ServiceNow developers and a Project Manager, the IP&O Communications and Marketing team developed materials to foster Change Management, and the myPath Training team delivered training. Final implementation for all groups into ServiceNow will be completed in FY25.

ServiceNow Implemented Groups	Case Count	Open	Closed
IP&O Communications and Marketing	592	3	589
MyPath Training & Employee Development	43	0	43
System Control and Support	219	19	200
Employee Services	1461	183	1278
Employee Relations	2	0	2
IP&O Service Center	279	1	278
Total	2596	206	2390

myPath Training and Employee Development

A vital in-house resource, the myPath team learned the e-Builder system and in FY24, developed role-based training for over 100 users. The group published user guides for all 11 processes and made all training conveniently available on the web as refresher courses for e-Builder users. To ensure that the training materials were accurate, a Training Pilot was developed for a targeted group of 15 staff members. This group tested the system to confirm that the materials accurately reflected the 11 processes. This very complex systems training was delivered over the course of six weeks to over 60 colleagues in the Phase 1 group: Business Services; Planning, Development, and Design; and University Facilities Project Managers. The system was successfully deployed and live on February 26.

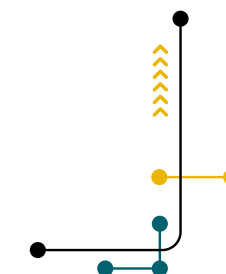
myPath also developed and trained 27 Strategic Services employees in the ServiceNow software in FY24. The myPath team, with its thorough insights into IP&O's divisional needs, greatly enhanced material provided by the software developer to provide a more relevant training experience.

In addition, in FY24 myPath delivered training in these key areas:

- Two sessions of the Knowledge Alignment Partnership (KAP) were held for 14 participants. Topics included DocuSign and Data Analytics for Departmental Excellence.
- In coordination with RELI (Rutgers English Language Institute), myPath oversaw enrollment for two semesters of ESL classes for the division at no charge to our employees. A total of 11 classes were held.
- Welcome to IP&O, myPath's orientation for new employees ran sessions across campuses for a total of 106 attendees.

- myPath held 15 one-on-one career development sessions, three mock-interview sessions, and five resume reviews for employees seeking career growth.
- AiM training for employees included Work Order Phase Processing (28 people trained), Work Order Daily Assignments (7 people trained), WorkDesk Set Ups (10 Sessions), Environmental Services Foreperson Training (7 sessions).
- Seventeen users completed ROCS Web-Based Training
- Seven users completed Permitting Process Web-Based Training

myPath has been instrumental in supporting the advancement of IP&O staff members. The team has confidentially helped staff update their resumes, conducted mock interviews, and guided staff through training materials useful for advancement within IP&O. The myPath team also helped employees navigate the LinkedIn learning modules. To date, the team has supported 30 clients seeking career advancement. Five have been promoted into more advanced positions thanks to the support they received from myPath.



Employee Services

FY24 was a year of transition for the Employee Services staff regarding both standardizing their processes as well as the adoption of the new ServiceNow (SN) system. As the Employee Services team evolves and transitions, each IP&O newsletter carries an article about these changes.

A reorganization and better intra-department communications strategies were employed in Employee Services. Two distinct groups were identified: one which handles the transactional employee lifecycle (TEL) and the other which handles Strategic Organizational Support (SOS).

In FY24, Employee Services developed Standard Operating Procedures for the 19 distinct transactions processed on behalf of IP&O staff and supervisors. Processes across all campuses, as well as within the same campus, all varied slightly.

The Employee Services team completed one standardized document, *TEL Standard Operation Procedure with Workflows*. This document is the resource for all Employee Services staff and all IP&O employees and ensures all 19 transactions are handled in the same standardized manner.

Concurrently, the Employee Services team completed their transition to ServiceNow which provides insight and structure for all transactional requests. Through ServiceNow, Employee Services leadership, the end user, hiring managers, and supervisors can follow the lifecycle of each requested case. The system has already undergone enhancements to better support both our Employee Services team and end users. Since Nov 1, 2023, 1,390 ES cases have been entered into ServiceNow, with 1,091 of those cases closed and now noted complete during FY24.

IP&O Service Center

During FY24, the Facilities Service Call Center was transformed into the IP&O Service Center.

This center is a one-stop centralized office, streamlining the process for the university community when requesting any of the 50 plus services provided by the 28 departments within IP&O. This office is the first point of contact for all university community customer and internal staff inquiries and requests. Adding efficiencies to processes is a major part of the transformation. The main functionality of the freshly branded IP&O Service Center is the intake, processing, and dissemination of requests, information, and data for all IP&O offered services through ServiceNow.

The IP&O Service Center managed 78,000 portal and phone requests during FY24.

A key focus of the IP&O Service Center has been to improve the user experience for IP&O staff and the customer experience for our university community. The ServiceNow ticketing system enables requestors to receive instant feedback and allows them to follow a case through the emails that are generated in the system.

Data Analytics

IP&O's Strategic Services group has also been working on improving how the division distills important data, makes it available in real time, and gleans from its valuable insights for forecasting operational practices. Dashboards can filter information to reveal details which can inform operational decisions. These are real insights into the data that are not readily seen in an Excel file or any other static file. Dashboards reveal predictable trends. Strategic Services has supported the IP&O division with a number of effective dashboards or technological improvements during FY24:

- **I9 Bookings:** University Human Resources required 400 IP&O employees to transition their I9 record from a paper record to an electronic record. Using the self-serve appointment "Bookings" feature in Microsoft Office, our Data Analyst made this time-consuming project easy and efficient allowing its on-time completion. Without this, Employee Services would have had to individually schedule 400 appointments.
- **Position Replacement Report:** This report supports both Employee Services and our Business Services partners. It saves Employee Services from a lengthy and time consuming bi-annual manual reconciliation which entailed identifying incumbents and their replacements for all IP&O positions.
- **Vacancy Report:** This dashboard can reveal vacancy trends that help to accurately predict when we might need to increase staff (seasonally, for example) or identify a staffing problem. This report was previously a manual process dependent on marrying data from two systems.
- **Oracle Cloud Supervisor Updates:** To facilitate the transition to Oracle Cloud, UHR requested that we update the supervisor field in Human Capital Management (HCM). This update was essential for establishing the accurate position management hierarchy required for testing and

eventual migration from PeopleSoft to the new system. The Strategic Services Data Analyst was able to easily reconcile data from a variety of sources, including Kronos, to provide UHR with accurate supervisor information. Without the support from Data Governance, the ES team would have had to manually reconcile the data.

- **Updated FCA Reports:** The Facilities Condition Analysis dashboard has combined five different steps into one view. With all the data readily available, the dashboard allows the team to quickly access asset information from multiple AiM modules, including the Project Managers, the Master Asset Profile, and space information. Additionally, the team can send out reports to each of the Mechanical Maintenance shops using the dashboard.



IP&O Communications and Marketing

The IP&O Communications and Marketing group supports all IP&O initiatives, but also lends its services to the greater university, especially for groups without the resources of a communications team. We share our graphic design capabilities, web design capabilities, drone and video footage, and photography, as requested by our colleagues and business partners.

Among FY24 highlights, IP&O Communications and Marketing helped our Planning, Development, and Design group complete its Old Queens Wayfinding Project. Old Queens is steeped in history and new wayfinding signs could not possibly hold the content about each of these buildings. The challenge became what to include on the signage to provide historical context.

Working collaboratively with Planning, Development, and Design, the idea of an accompanying website made sense. By incorporating QR codes on the wayfinding signs we could link to detailed historical information on the website. As a result, all new signs have images of the historic buildings, a baseline narrative, and a QR code. The signs were installed on January 29. The website went live on February 1. It includes all information found on the interpretive signs, as well as expanded narratives for campus buildings, a selection of historic photographs, expanded narratives for historic gates, transcribed historical and/or dedication markers and plaques, additional information and links for select buildings and markers, and drone flyover footage of the Old Queens Campus.

This project has led to the incorporation of QR codes on construction signage. In Camden, for example, the construction sign for the Gateway site includes a QR code that links to the website which highlights the project's plans and architectural renderings and can be easily updated as the project progresses.

Also, in FY24, the IP&O's Grounds team approached IP&O Communications and Marketing to assist with creating materials for the Big Ten and Friends Grounds Manager/Landscape Architect conference. This particular conference has been operating

annually since 1972, but it was Rutgers' first time hosting. The IP&O Communications and Marketing team prepared a temporary brandmark and overriding theme: Grounded in Tradition. A website, brochure, and video, and all branding materials were also created for this event. The conference occurred at the beginning of FY25 and was a resounding success.

As Strategic Services continued the implementation of ServiceNow in FY24, IP&O Communications and Marketing worked collaboratively with each on-boarded department to build their Knowledge Base portal. The Knowledge Base portal within ServiceNow is the self-service section, which allows our customers to search for a topic and find a solution without having to interact with a customer service representative in our Service Center. The Knowledge Base helps our clients to solve problems on their own.

Since IP&O's comprehensive website already houses much of the information needed for the Knowledge Base, Communications worked with each department to determine what should be transferred to the ServiceNow Knowledge Base and what remains on the IP&O Website. IP&O Communications and Marketing has led this successful transition effort.

In addition, this transfer of information has led us to start refining the IP&O website to create a more visually appealing showcase of projects. With the utilitarian pages transferred to the Knowledge Base, we are able to transform the website to better showcase the division. Work began in FY24 and continues.

The monitor project was completed in FY24. This project helps bring news and announcements to our employees who are not plugged into computers all day. There are now 71 monitors in University Facilities and Business Services shops across the university. Monitor messaging has been key in facilitating our communications to these colleagues. Messaging with links to QR codes allows our front-line staff to have access to pertinent information.

IP&O Administration

Strategic Services in collaboration with UHR, managed the IP&O/UHR Cultural Competency Program, now in its fourth year. During FY24, 65 IP&O staff members in Grades 4, 5 and 6, were enrolled in a one-day program titled: Cultural Competency Lab: Inclusion and Diversity: Leading from Every Seat. Additionally, a three-day program tailored to staff members who are Grade 7 and above, was also developed. This program, titled Leading with Courage and Grace: Equity, Inclusion and Belonging, was attended by 20 IP&O leaders from across all campuses.

Additionally, this group is responsible for preparing all Board of Governors documents.

To date, over 200 IP&O Grades 4, 5, and 6 staff members have attended a one-day Cultural Competency session and nearly 100 Grade 7 and above, leaders have attended the three-day session.

IP&O Administration provides comprehensive support to IP&O's Planning, Development, and Design group in the implementation of the Project Request process in the new e-Builder system. Since e-Builder went live in February, IP&O Administration processed 240 requests.

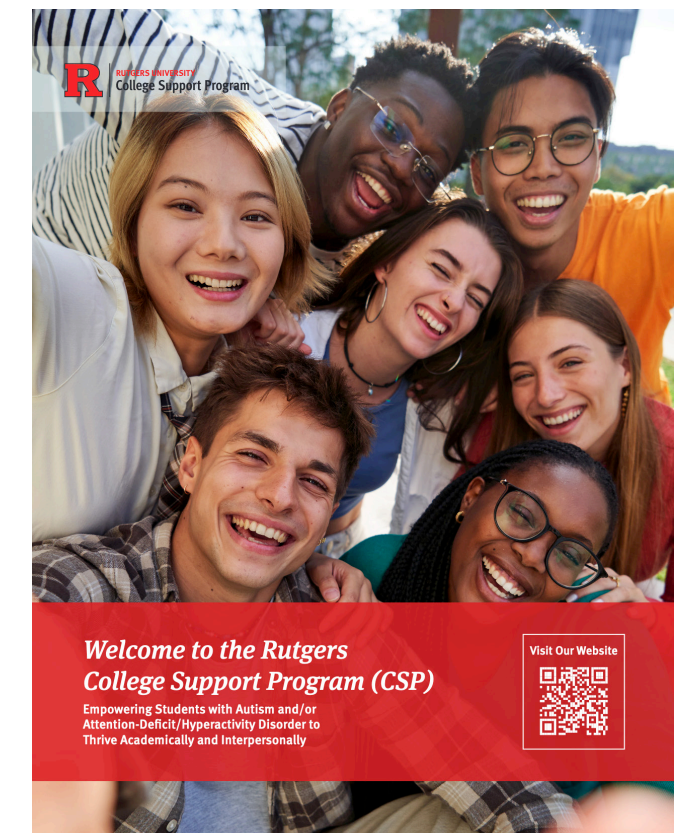
A Resource for all of Rutgers

In addition to these IP&O projects, IP&O Communications and Marketing continues to be a vital service group for all of Rutgers University.

In FY24, we were tapped by the Rutgers Center for Adult Autism Services (RCAAS) to produce a brochure highlighting their College Support Program. The brochure was intended for parents looking to place their neuro-divergent children in the [College Support Program \(CSP\)](#). The RCAAS hopes to take the lead in providing a CSP that is highly competitive and results oriented. The brochure conveys their objectives clearly and attractively.

IP&O Communications and Marketing also continues to provide website design and support for University Human Resources. In the past fiscal year, we have successfully redesigned the layout to create a better marketing tool designed to recruit top talent from all over the world.

We also provided drone footage/video footage for no fewer than eight Rutgers schools/units and created two videos for the New Jersey Medical School.



University-Wide Services FY24 Overview

Codes and Standards

Permits Issued	411
Permit Fees	\$688,798
Inspections	1,321
Plan Review Fees	\$630,459
Number of Elevators	460
Elevator Inspection Fees	\$257,000
Elevator Inspections	948
Total Project Costs	\$58,634,700
Generated Revenue	\$145,697

Emergency Services

Emergency Response Calls for Service	14,041
Emergency Medical Services Calls for Service	2,278
Psychiatric/Medical Related Incidents	173
Fire System Bureau	13,318
Fire Inspections	5,091
Defensive Driving and CPR Training	1,403
ESO Life Safety Inspections	4,898
Emergency Response Major Incidents	962

Environmental Health and Safety

Grant Reviews and Approvals	369
IBC Protocol Approvals	414
IACUC Protocol Reviews	517
Respirator Fit Tests	3,177
Fume Hoods Surveyed	1,847
Research Laboratory Audits	3,636
Radiation Laboratory Inspections	1,046
Medical Waste Disposal (tons)	177
Solid Waste Collected for Reuse (lbs)	52,778
Batteries and Other Chemistries Recycled (lbs)	3,172
Hazardous and Radioactive Waste Disposal (lbs)	171,348

Identity and Access Management

Card Readers	5,839
Total ID Card Print Activity	30,470
Photo Approvals	24,450
Add Access Requests	25,557
Remove Access Requests	34,037
Scheduling Requests	4,603
Add Users to Database Requests	274

Mail Services

Packages Delivered	313,891
Processed Regular Incoming Mail	1,622,553
Walk-Up Customers/Window Services	10,857
Outgoing Metered Mail	529,356
UPS Packages Sent Out for Students	1,702
Email Inquiries Answered	9,874

Material and Logistical Services

Moves (Variety of Sizes)	374
IP&O Warehouse Services	21,152
Surplus Requests Completed	1,857
Surplus Assets Received	29,781
Total GPS Vehicles	662
Total Uniform Orders Placed	2,799
GovDeal Auction Sales Count	641
GovDeal Auction Sales Total	\$247,405
Fleet Services Work Order/PM Repairs	2,083

Records Management

New Boxes Received	5,406
Records Requests	1,622
File Returns	323
Flat Box/Barcode Label Requests	4,806
Total Boxes Stored in 7 Kilmer	167,104

Shredding Services

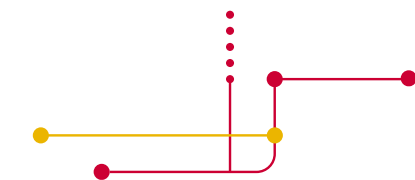
Boxes Shredded from 7 Kilmer	1,668
Boxes Shredded from University Offices	392
Project Shredding Barrels Serviced	685
Scheduled Shredding Service	11,767
Total Amount of Paper Shredded (lbs.)	640,000

Parking and Transportation Services

Parking Stalls	39,247
Annual Parking Permissions	106,616
Parking & Transportation Budget	\$33,300,000
Annual Parking Tickets	81,620
Bus Ridership	6,244,832

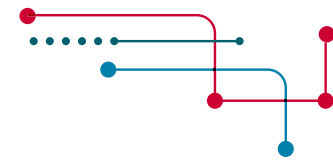
University Police Department

9-1-1 Calls	54,033
Non-Emergency Calls	345,454
Alarm Signals Logged	651,109
Text-to-9-1-1	294
Computer Aided Dispatch for Service	251,373
Programs Involving Minors Registered	221
Protection of Minors Training Completions	5,848





Camden



Housing

Number of Beds (Fall '22)	830
Occupancy % (Fall '22)	75%
Number of Beds (Spring '23)	830
Occupancy % (Spring '23)	68%

Buildings and Maintenance

Total Number of Buildings	48
< 10,000 GSF	26
10,001 – 25,000 GSF	7
25,001 – 50,000 GSF	2
> 50,000 GSF	13
Total Gross Square Footage	1,635,545
Total Acreage	33
Current Replacement Value	\$1,897,310,145
Current Deferred Maintenance Liability	\$446,226,908

Police

Calls for Service	31,465
Community Education	46
Police Incident Reports	972

Utility Infrastructure

Current Replacement Value	\$157,581,458
Current Deferred Maintenance Liability	\$37,482,627
Total Waste (tons)	682
Municipal Solid Waste (tons)	207
Recycling (tons)	475

Work Orders

Work Orders	4,721
Service Calls	544
Total	5,265

New Brunswick

Housing

Number of Beds (Fall '22)	15,305
Occupancy % (Fall '22)	97%
Number of Beds (Spring '23)	15,353
Occupancy % (Spring '23)	95%

Buildings and Maintenance

Total Number of Buildings	835
< 10,000 GSF	542
10,001 – 25,000 GSF	121
25,001 – 50,000 GSF	82
> 50,000 GSF	90
Total Gross Square Footage	18,418,648
Total Acreage	5,522
Current Replacement Value	\$23,014,954,194
Current Deferred Maintenance Liability	\$5,114,929,494

Police

Calls for Service	39,732
Community Education	126
Police Incident Reports	3,126

Utility Infrastructure

Current Replacement Value	\$2,430,612,219
Current Deferred Maintenance Liability	\$741,782,057
Total Waste (tons)	22,708
Municipal Solid Waste (tons)	6,846
Recycling (tons)	15,862

Work Orders

Work Orders	48,616
Service Calls	28,232
Total	76,848



Newark

Housing

Number of Beds (Fall '22)	1,555
Occupancy % (Fall '22)	79%
Number of Beds (Spring '23)	1,555
Occupancy % (Spring '23)	76%

Buildings and Maintenance

Total Number of Buildings	42
< 10,000 GSF	13
10,001 – 25,000 GSF	3
25,001 – 50,000 GSF	1
> 50,000 GSF	25
Total Gross Square Footage	3,589,897
Total Acreage	40
Current Replacement Value	\$3,802,490,511
Current Deferred Maintenance Liability	\$766,536,016

Police

Calls for Service	39,013
Community Education	128
Police Incident Reports	809

Utility Infrastructure

Current Replacement Value	\$181,728,871
Current Deferred Maintenance Liability	\$50,274,355
Total Waste (tons)	1,789
Municipal Solid Waste (tons)	441
Recycling (tons)	1,348

Work Orders

Work Orders	9,231
Service Calls	4,307
Total	13,538

RBHS

Housing

Number of Beds (Fall '22)	460
Occupancy % (Fall '22)	88%
Number of Beds (Spring '23)	460
Occupancy % (Spring '23)	90%

Buildings and Maintenance

Total Number of Buildings	56
< 10,000 GSF	9
10,001 – 25,000 GSF	14
25,001 – 50,000 GSF	7
> 50,000 GSF	26
Total Gross Square Footage	6,548,506
Total Acreage	88
Current Replacement Value	\$9,486,951,294
Current Deferred Maintenance Liability	\$2,001,130,646

Police

Calls for Service	12,292
Community Education	47
Police Incident Reports	938

Utility Infrastructure

Current Replacement Value	\$737,537,170
Current Deferred Maintenance Liability	\$167,280,254
Total Waste (tons)	1,871
Municipal Solid Waste (tons)	686
Recycling (tons)	182

Work Orders

Work Orders	19,729
Service Calls	11,609
Total	31,338



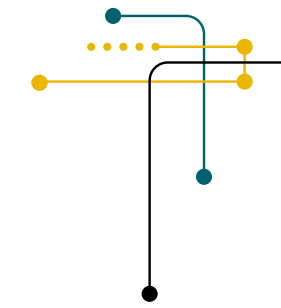
TRANSFORMATIVE

Accreditation, Certifications, and Licenses

9-1-1 Instructor
A+ - PC Repairs and Maintenance
Accident Investigation Dynamic
Accident Investigation I, II, III
Accreditation Assessor
Advanced Cardiac Life Support (ACLS)
Advanced Course on The Reid Technique
Advanced Engineering for Police Traffic Officers
Advanced Instructional Designer
American Inst. of Cert. Planners
ASME-IX- Cert. Pipe Welders
Asbestos Hazard Emergency Response Act (AHERA) Inspector
Asbestos Hazard Emergency Response Act (AHERA) Management Planner
Asbestos Safety Technician (AST)
Associate Health Physicist
Associated Safety Professional (ASP)
Authorized OSHA Construction Outreach Trainer
Authorized OSHA General Industry Outreach Trainer
Backflow Device Tester
Backflow Preventer Lic.
Basic Drug Recognition Expert
Black, Blue, Red and Gold Boiler Operators Lic.
Bleeding Control for the Injured
Blue Seal Stationary Engineer's Lic.
Building Insp.—Highrise—Hazardous Specialist
Building Insp.—Industrial and Comm Specialist
Building Insp.—Residential and Small Comm Specialist
Building Subcode Lic.
CALEA
CPR, AED
Certified Biological Safety Professional
Certified Energy Manager
Certified Financial Planner
Certified Hazardous Materials Manager
Certified Industrial Hygienist (CIH)
Certified Information Technology Professional
Certified Instructional Trainer (CIT)
Certified Public Accountant
Certified Safety Professional (CSP)
Civil Disturbance Riot Planning
Commercial Driver Lic.
Commercial Driver's Lic. with Hazardous Materials

Confined Space Cert.
Construction Health and Safety Technician (CHST)
Construction Mgt and Building Construction Cert.
Construction Official
Educational Facility Manager Cert.
Environmental Field Sampling & Data Collection
Environmental, Safety & Health Trainer
Project Mgt. in Building Design and Construction
Electrical Contractors Lic.
Electrical Inspector—Highrise—Hazardous Specialist
Electrical Journeyman Lic.
Emergency Mgt.
Emergency Medical Dispatch
Emergency Response
Emergency Medical Technician
EPA/HUD Lead Paint Renovation Cert.
EPA Renovation, Repair and Painting (RRP)
FAA Certified Drone Pilot
Field Training Officer
Fire Inspector
Fire Sub Code Official
Firearms Instructor
First Aid Instructor
Health Physicist (CHP)
Historic Preservation Architect
International Association of Campus Law Enforcement Administrators
IATA Shipping of Dangerous Goods Cert.
Incident Command System - 100, 200, 300, 400
Journey Level Pipefitters Cert.
LEED Accredited Professional
Lic. Landscape Architect
Lic. NJ Real Estate Salesperson
Lic. Professional Engineer
Lift and Forklift Cert.
NAEMT Tactical Casualty Care
NJ Accredited Asbestos Safety Tech.
NJ Accredited Lead Insp.
NJ Licensed Sewer Operator
NICET Lvl II Insp & Testing Water-Based Systems
NICET Lvl II Insp & Testing Water-Based Systems
NJDOH Lead Assessor
NJ Code Enforcement Inspector

NJSACOP
NJDEP Radon Technician
NJDEP Visible Emissions
NJDEP Underground Storage Tank (UST)
NJ DFS Incident Management 1, 2, 3
NJ DFS Live Burn Instructor
NJ DFS SCBA Instructor
NJ Mobile Intensive Care Paramedic
Nonviolent Crisis Intervention
Instructor Cert. Program
OSHA 10 Hour Construction Cert.
OSHA 24 Hour Hazardous Materials Technician
OSHA 40 Hour Hazardous Waste Operations and Emergency Response
OSHA 40 Hour HAZMAT Cert.
Prehospital Trauma Life Support Prof Engineer
Professional Human Resources
Professional Engineer
Professional Planner
Radar Instructor
Radar Operator
Rape Aggression Defense (RAD) Instructor
RCI Registered Roof Observer (RRO)
Real Estate Professional
Registered Architect
Registered Biological Safety Professional
Response to Radiological Threats Cert.
Risk Assessment
Safety Management Specialist
Safety Professional
Safety Trained Supervisors (STS)
Society Human Resources Management, Certified Professional
Soil Erosion and Sediment Control Cert.
Spill Prevention Control Containment
State of New Jersey DCA Fire Insp.
State of New Jersey Locksmith Lic.
Stormwater Management and Low Impact Dev.
WMD Radiological/Nuclear Haz/Mat Tech.
Zoning Official Cert.



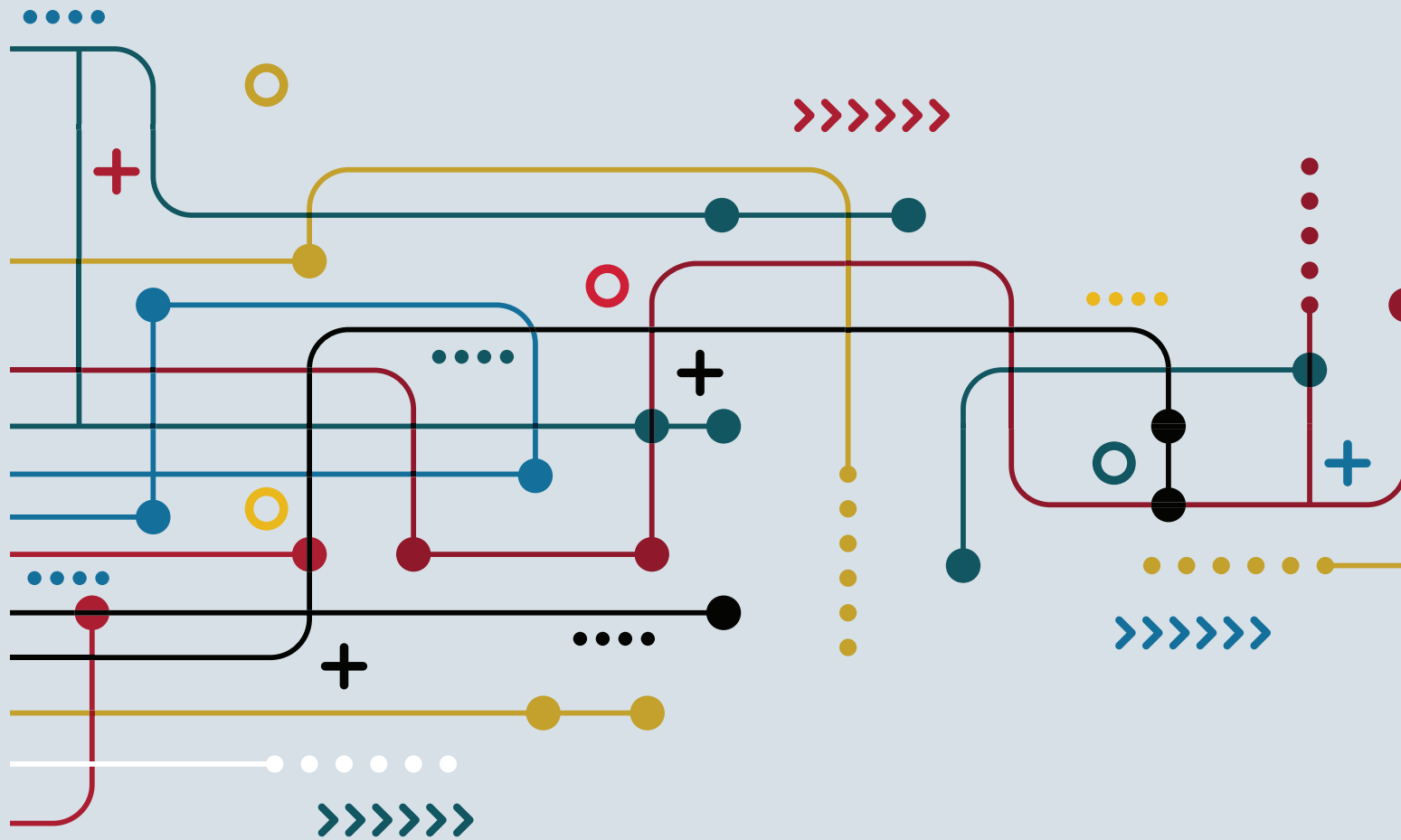
ABOUT THE THEME AND COVER

The transformation led by IP&O is the result of the collective efforts of IP&O's subgroups and employees. Where one group's role ends, another group's role begins. These actions are symbolized by the line segments in this design.

These segments come together to form an arrow, representing our collective move forward.

This emphasis on individual contributions propelling the division—and the Rutgers community—forward, captures the essence of IP&O's mission and spirit.

R | RUTGERS UNIVERSITY
Institutional Planning
and Operations



SUPPORTING TODAY, ENVISIONING TOMORROW.