

2019 IP&O
ANNUAL REPORT

SUPPORTING TODAY,
ENVISIONING TOMORROW.



RUTGERS
Institutional Planning
and Operations

ABOUT THE COVER

The cover graphic depicts the people of IP&O as they fulfill their roles in support of Rutgers and its greater mission. The sunrise conveys our focus on the future, while paying tribute to the university's distinguished past.



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SUPPORTING TODAY, ENVISIONING TOMORROW.

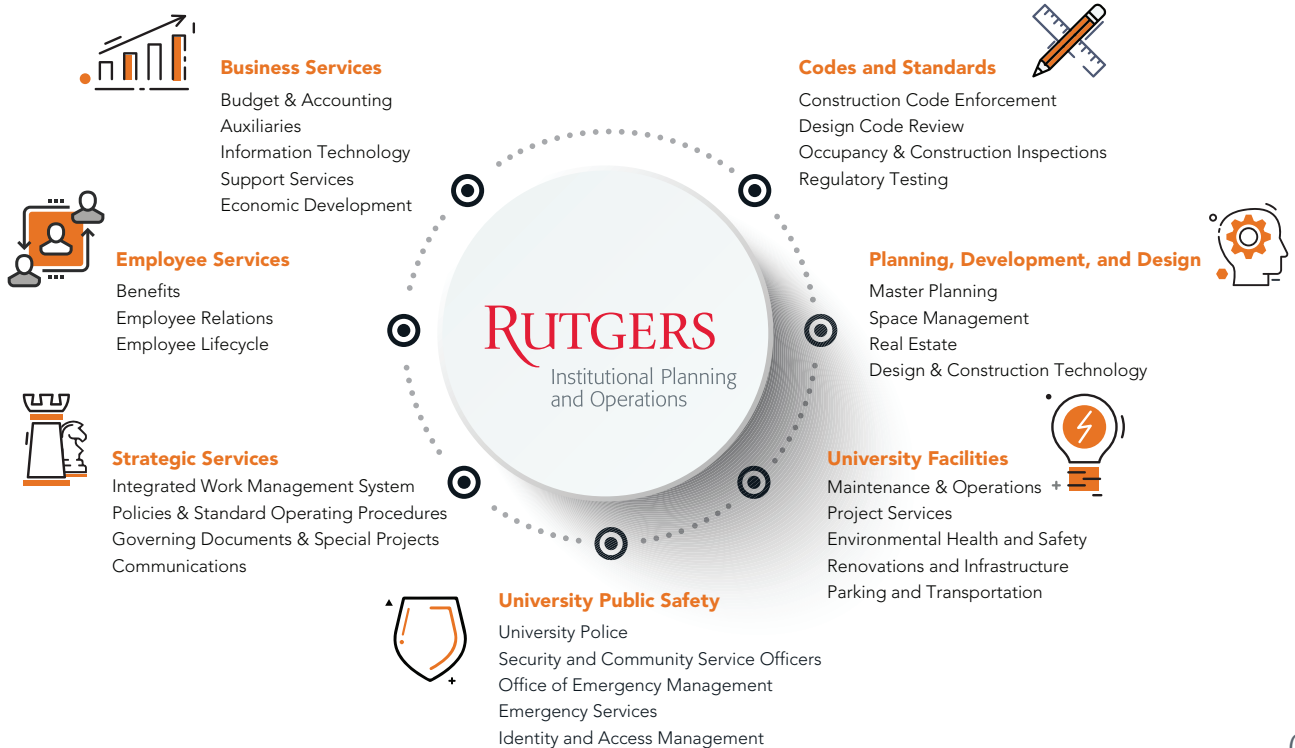
With roughly ten percent of the Rutgers workforce, Institutional Planning and Operations (IP&O) is Rutgers University’s largest business division. Our seven functional areas unite under a common purpose: “Supporting Today, Envisioning Tomorrow.”

From its northernmost location in High Point State Park to its southernmost in Cape May, IP&O’s mission is to do everything possible to ensure that Rutgers University can fulfill its objectives.

Be it a maritime dredging operation, or the design and construction of a modern and functional facility for engineering students, athletes, or researchers, IP&O is at the helm from start to finish. IP&O employees maintain the university’s buildings and properties. They perform custodial work and keep our grounds beautiful and litter free. They remove snow from our walkways, lots, and roads. Our Public Safety units are highly trained to respond promptly when emergencies occur and work to proactively educate the community. Our transportation unit provides bus service and parking for individuals and for major events.

Environmental Health and Safety provides Rutgers comprehensive and professional health, safety, and environmental services. Our Mail Services group routes millions of letters and hundreds of thousands of packages annually.

Of our 3,300 talented and committed employees, some are highly visible. Others work tirelessly, often behind the scenes, to develop the university’s future state: one that aligns with the new business models for higher education, including technological advances that are changing the delivery of education. Synchronous classrooms, for example, cut down on student travel time and allow students to take, and participate, in classes in a remote lecture hall.





ENVISIONING 2030

A key driver of how we envision the future of Rutgers is 2030— The Physical Master Plan.



In upcoming years, projects in the planning phase during FY19 will move toward implementation and further transform the student experience at Rutgers.

We made many strides in our master plan goals during FY19. A transformation in the delivery of services for students began in FY18 with the opening of a Student One Stop in Camden. Now the design phase has begun for additional Student One Stops. In the past, students often had to go to multiple locations to get assistance with term bill payment, parking registration, obtaining an ID card, and assistance with financial aid. The new One Stops, in New Brunswick and Newark, once completed, will allow students to conduct a range of business transactions in a single convenient location on our campuses.

The ongoing demolition of obsolete buildings across campus has further advanced Rutgers 2030 by decreasing the deferred maintenance backlog and garnering savings that will advance the vision of the physical master plan. Buildings that have been removed from the inventory over the past fiscal year include aged and inefficient single-story buildings such as Kreeger Resource Center and Language Lab on College Avenue, former residences on Morrell Street and Bartlett Street in New Brunswick, along with a number of dilapidated Livingston warehouses.

In upcoming years, projects in the planning phase during FY19 will move toward implementation and further transform the student experience at Rutgers. Capital projects being considered include new student housing to replace older facilities, a state-of-the-art dining hall to replace Brower Commons, a fit-out of space in Dana Library in Newark, and continued expansion of a network of advanced technology lecture halls across all campuses. Along these lines, Camden's synchronous classroom opened in fall 2018. RBHS Newark opened in January, and at the Business School in Newark and New Brunswick the technology is commonplace. RBHS Piscataway will be completed for spring semester 2020, with much of the groundwork completed during FY19.



The implementation of Wi-Fi service on intercampus buses, a FY19 improvement, is a long awaited enhancement that has led to greater satisfaction among student ridership.

In addition to the master plan goals, several vital projects came to fruition in the past fiscal year which helped Rutgers University advance its mission as well as increasing good will within our communities.

At the beginning of FY19, the Rutgers University Police Department began providing 9-1-1 dispatch services to the City of New Brunswick. This town/gown collaboration is a great example of shared services, provides some savings to tax payers, and results in a more efficient and comprehensive emergency communications center for both the city and the university. In addition, all 9-1-1 text messages in Middlesex County are routed through RUPD in an arrangement that has been in place since 2016.

When the city of New Brunswick experienced a sudden shortage of inspectors, they called upon IP&O's Codes and Standards group to handle building inspections. In all, IP&O handled 1,350 inspections for New Brunswick.

Our Parking and Transportation group also added its new License Plate Recognition (LPR) System. Launched at the end of FY18; FY19 was its first fully operational year. The system enforces parking through LPR. All vehicle registration and parking transactions are done online. The LPR system not only eliminates the need for hangtags, it allows for enhanced parking enforcement, and increases security by identifying unauthorized vehicles parked on campuses.

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The modern labs and administrative areas are now bustling with researchers studying autoimmune inflammatory diseases, predatory bacteria and drug resistant pathogens, and treatments for rare periodontal diseases, among other important work.

The IP&O golf course, managed by our Business Services group and recognized by GolfAdvisor® as a top value course in the New York City area, needed to elevate its brand as a destination public golf course. IP&O's Communications group developed a series of Facebook ads—a first for the golf course—which proved highly economical and successful in raising awareness about the public course. The ads can be seen at <https://fb.me/1X1PI1LJAHnxxXQ>, <https://fb.me/20U3Xp0m5lkBeO7>, <https://fb.me/21inAMKCIB5WUP>, and <https://fb.me/1JvHiSvmr8YKCpu>.

Our Planning, Development, and Design group designed and oversaw the construction of dams and bridges at the Rutgers Plant Science Research and Extension Farm to improve irrigation. The video can be seen at <https://youtu.be/oWOHsk9FHL8>. This group also completed a crucial project for the Rutgers Marine Field Station, as they led a team to dredge the station's boat basins to allow for docking of larger research vessels. The project required much planning and collaboration among IP&O, outside contractors, the New Jersey Department of Environmental Protection, and the U.S. Army Corp of Engineers. The video can be seen at <https://youtu.be/uX24kXEwPP4>.

Our Business Services group rolled out its third kite+key technology store, this one located in Camden. It joined our very successful New Brunswick and Newark locations. Sales have increased steadily since its opening with some of that increase due to the availability of convenient payroll deduction arrangement for store purchases.

The renovation of a 23,000 square foot research lab on the RBHS Newark campus replaced a former section of dental labs built in the 1970s. The modern labs and administrative areas are now bustling with researchers studying autoimmune inflammatory diseases, predatory bacteria and drug resistant pathogens, and



treatments for rare periodontal diseases, among other important work. The video can be seen at <https://youtu.be/-DWb7TSJivI>.

A new water reclamation system at the Newark Regional Biomedical and Health Sciences Campus (RBHS) cogeneration plant has resulted in the savings of millions of gallons of water during the cooling season when the chiller plant is in full operation. The system, installed in FY19, allows water to be reused, resulting in an average weekly savings of 400,000 gallons of water, which otherwise would have gone into the city sewer system. A substantial monetary savings has been realized, but more importantly it demonstrates our commitment to sustainability.

Both the RBHS Cogeneration plant and the Busch power plant are aging structures and need rebuilding. Faced with this costly task, in FY19, our facilities and project services groups applied for multiple low interest loans for the Busch campus power plant, and worked assiduously to obtain a grant for the RBHS power plant. The RBHS plant supplies power to the campus, as well as University Hospital in Newark. The grant application was submitted in FY19. Once awarded, the \$27.3 million grant will cover more than half of the project's \$50.5 million total cost. The remaining cost will be covered through low-interest and zero-interest loans.

Finally, IP&O has played a quiet but important role in the successful closure of donations to the Rutgers University Foundation. The Foundation is the face of Rutgers University's major donors. Our Planning Development and Design group laid the groundwork in FY18 to work more closely with the Foundation by providing planning and design services as well as personal interaction with potential donors to help successfully obtain the donor's financial commitment. FY19 realized over \$60 million raised by the Foundation for four projects.

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SUPPORTING OUR EMPLOYEES TODAY, ENSURING A SUCCESSFUL TOMORROW

Emphasis on our employees is paramount to IP&O's success, as well as to Rutgers' success.

Our employees are fully engaged and know that they are not simply maintaining a new lab space, building a new chemistry building, or constructing world-class athletic center. They are keenly aware that they are contributing to major research, education, and human endurance and competition. Our employees are committed. Our employees are dedicated. Our employees are "Supporting Today, Envisioning Tomorrow".

Therefore, we must not only support our employees so that they have the tools necessary to perform their current jobs, but also pave a path forward for each employee who wants to improve and grow. Envisioning their future state is as important as envisioning Rutgers future state. Emphasis on our employees is paramount to IP&O's success, as well as to Rutgers success.

In FY19, IP&O began to focus more earnestly on our employees: what do they need for success in their current roles, and how do we recognize the potential leaders among us?



In 2019 we began highlighting our employees with the Portrait Project. We may not always think about the person cleaning the classrooms, laboring in the power plants on 99 degree days, picking up the trash left behind after major events, sorting mail and packages, and working the night shift, but they are all around us, and they are IP&O. These are our unsung heroes, and we honor them for what they do.



Aurelio DeLaCamara,
Groundsworker, 28 years

SUPPORTING TODAY, ENVISIONING TOMORROW.



EMBRACING TECHNOLOGY

They are helping to create a workforce centered on greater efficiencies and focused on collecting reliable data.

Our employees needed to adapt to the changing business landscape by embracing technology. To address this, we have embarked on full-scale training program so that our maintenance mechanics were not only furnished with iPads but thoroughly trained on them, as well. The iPads have become as indispensable as a hammer or wrench. They are helping to create a workforce centered on greater efficiencies and focused on collecting reliable data. IP&O's Training group helped our mechanics acclimate quickly to the new tool.



ENGLISH AS A SECOND LANGUAGE

While IP&O has had an instructor-led English as a Second Language (ESL) program for many years, the program was redesigned in FY19 to become more widely available to division employees.

The program is now administered by Rutgers School of Arts and Sciences Program in American Language Studies (PALS). Previously, ESL classes were only held in the New Brunswick Campus. By partnering with PALS, the ESL program is now extended to our employees on all of our campuses. The classes are held once a week. A beginner course is held in the spring semester for 20 weeks and an intermediate course is held in the fall semester for 10 weeks. The demand is so strong among our employees for the course offerings, that Employee Services now has a wait list of those who want to enroll. These courses clearly empower our employees who are not as proficient in the English language as they would like to be.

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SUPPORTING TODAY FOR A HOPEFUL TOMORROW



Food collections for needy children in some of our underserved communities took on a life of its own thanks to the efforts of RUPD.

While the Rutgers University Police Department (RUPD) supports our campus communities through its diligence, and ongoing training, our community policing units have imparted our philosophy into our surrounding communities. This unit's work among children in our communities continues to grow and makes an impact on our very young people. The FY19, Don't Miss A Day Food Drive, for example, went into overdrive! Food collections for needy children in some of our underserved communities took on a life of its own thanks to the efforts of RUPD.

In fall 2018, the Rutgers University Police Department (RUPD) in partnership with Rutgers University-Newark Office of University and Community Partnerships (OUCP), spearheaded a community impact project addressing food insecurity and its effect on academic performance. The Don't Miss a Day Box Food Drive was born through a conversation surrounding the implications of child hunger and its impact on academic achievement and social development.

The Don't Miss a Day Box Food Drive challenged the Rutgers University community to pack three non-perishable meals in a shoebox-sized box for a child to easily carry home, ensuring at least one day without hunger. Each box was decorated individually to ensure the item was attractive to students, thereby minimizing the stigma of hunger. Each box also contained a note of encouragement for each student recipient. Donors were mindful of the nutritional values of donations.



The fall 2018 drive yielded over 500 meals packed in 180 boxes distributed to three Newark public schools. The spring 2019 drive occurred between March 1 and April 19, benefiting the same schools. Collective feedback from the past drive indicated each school required a larger donation to impact identified students and families. The goals were revised, and an astounding 2,066 meals were collected and distributed to the three sponsor schools prior to Newark Public Schools Spring Break.

Departments at TIAA-Cref, Johnson and Johnson Medical Devices, and Hello Fresh utilized the drive as employee engagement initiatives providing voluntary employee food donations in boxes supplied by RUPD along with notes. Our Police Officers led corporate discussions surrounding childhood food insecurity and the implications on quality of life and education. The Newark Downtown District assisted with publicity and donations.

By supporting our children today, RUPD's Community Policing Unit envisions a tomorrow where the values of community service, sharing, and caring are embraced by the next generation who may be today's recipients but can become tomorrow's success stories.

Departments at TIAA-Cref, Johnson and Johnson Medical Devices, and Hello Fresh utilized the drive as employee engagement initiatives providing voluntary employee food donations in boxes supplied by RUPD along with notes.





CRAFT TRAINEE PROGRAM RETURNS

The program provides intensive employee support.

At the end of FY19, we breathed new life into a very popular and successful employee training program. In partnership with University Human Resources, a committee was formed to develop and oversee the vocational training of interested employees in the areas of electrical, plumbing, and HVAC repair. In the Craft Trainee program, the candidates work with a journeyman during the course of his or her shift, and must attend vocational school two nights a week for two, three-hour sessions. This four-year program has been made available on all campuses. The program provides intensive employee support. Candidates are evaluated every 30 days and are also provided a mentor—someone other than the assigned journeyman—to address any issues that may arise and may need mediation. We believe this approach will result in a program that is truly focused on our employees and trains people in jobs they love.





EQUIPPED AND DRESSED FOR SUCCESS

The IP&O warehouse was moved, reorganized, expanded, and improved in FY19. The warehouse, now located on Ethel Road West, is part of our Business Services group and has been added to Marketplace as a preferred vendor. This has resulted in greater efficiencies. If, for example, a mechanic in the field requires a part quickly, he or she can order it from a smartphone, iPad, or computer and it can be delivered immediately. The warehouse stocks over 2,600 inventoried and barcoded maintenance and repair items, including numerous custodial, plumbing, hardware, safety, locksmith, electrical, and painting supplies, all found in the Rutgers supply catalog now on Marketplace. The new system allows for better materials tracking and inventory. In the past, if supplies were needed, a field mechanic, for example, would leave the job site to acquire the part. This new system is designed to keep employees on the job and deliver items to them as quickly as possible.

The Uniform/Fleet operations, housed in the same building, is a retail setting, where uniformed employees can be outfitted and ready for work almost immediately. In the past, many items, including uniforms, were purchased from different vendors. These warehouse changes create more efficiencies for our employees and ultimately the university.

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UNIVERSITY-WIDE INITIATIVES

Service Initiatives

kite+key, Rutgers Tech Store - Camden

With two successful kite+key stores on the Livingston Campus and in Newark, cited by Apple as one of the best run university Apple authorized stores, IP&O expanded to Camden where kite+key opened in January in the Camden Campus Center.

University's ID Card System, Phase II

After successfully recasting the university ID card system during FY18, Phase II was implemented in FY19 which included new upgraded software with enhanced capability, redesigned ID Cards, and a streamlined application process for Faculty, Staff, and Students. ID cards encoded with Social Security numbers have been decommissioned.

Inventory Management System

A new Inventory Management System was rolled out in FY19 and streamlined the material ordering process. IP&O became a Marketplace vendor as a "punch out" supplier, enabling anyone within the university to use its warehouse for accessing our supply catalog and placing orders. The new system included the development of central distribution hubs.

Town/Gown Collaboration with the City of New Brunswick

Through a shared services agreement, the Rutgers University Police Department became the 9-1-1 call center for the City of New Brunswick. This initiative creates a more efficient and effective 9-1-1 call center and will improve public safety services for Rutgers – New Brunswick and the City of New Brunswick.

In addition, the Rutgers University Code Office is providing Plan Review and Inspection services for the City of New Brunswick. The New Brunswick Mayor approached the university to assist the city with providing three Uniform Commercial Code professionals to cover four functional areas: Licensed Construction Official, Licensed Building Sub Code Official, Licensed Plumbing Sub Code Official, and Licensed Electrical Sub Code Official. The university provided the services and continues to develop positive partnerships with the City of New Brunswick.

Kronos Expansion and Optimization

A comprehensive upgrade of the Kronos Time Keeping System included cloud hosting for the IP&O workforce, as well as seven major university units that use this platform to track their employees' time and attendance.



Classroom Safety and Security

A statewide assessment of over 1,800 classroom access points identified risk, physical conditions, and risk mitigation strategies.

Emergency Notification System (ENS)

A committee comprised of Public Safety, University Communications and Marketing, and Office of Information Technology representatives, conducted a comprehensive assessment of the university's in-house Emergency Notification System used to broadcast imminent safety threats to the university community. The committee selected the RAVE alert system that is expected to meet and exceed the needs of the university.

Property Development Strategy

Assess potential strategies associated with non-traditional development on university properties to allow for creative use of financing, cost-effective delivery of projects, and leveraging assets to improve university cash flow.

Plant Reduction Strategy

A total of 25 buildings, approximately 175,000 square feet, were removed as part of an overall strategy, decreasing the number of smaller, inefficient buildings—especially those in poor condition—while increasing the occupancy of modern, large, efficient campus buildings.



UNIVERSITY-WIDE INITIATIVES

Capital Initiatives

Busch Campus Infrastructure

Upgraded obsolete and inadequate utilities, roadways, and walkways to support the continued growth of the Busch Campus, which now includes the new Chemistry and Chemical Biology Building and Richard Weeks Hall of Engineering.

Rutgers Life Long Learning Center

The Administrative Services Building III was underutilized and mostly vacant, and has been transformed into the new and permanent home of the Division of Continuing Studies, Life Long Learning Center, placing the core of continuing education into one flagship building for offices and training services.

The project provides nine classrooms on the first floor with a total occupancy of 270 students. The second floor space has six classrooms including a computer lab and a recording studio. The second floor has large and small conference areas throughout, as well as huddle rooms.

Student Services One-Stop – New Brunswick

Students will benefit from a highly accessible, one-stop service center in the Administrative Services Building that allows them to easily address their needs in a single, streamlined location connected to the transportation hub. A gut renovation was done on half of the first floor (approximately 13,000 square feet) of the building for the front-facing student services space, with an associated small addition that allows for an effective entrance and waiting area. The second and third floors (26,000 square feet each) each underwent substantial renovations including HVAC systems, window units, and new finishes and furnishings.

Waksman Institute of Microbiology Addition

A 10,500 gross square feet addition to the Waksman Institute of Microbiology featured a state of the art laboratory and research space. This space houses both wet and dry laboratories, associated support space, conferencing space, administrative offices, and a collaborative break room.

New Brunswick Performing Arts Center

The 450,000 square foot project was developed on the site of the existing George Street Playhouse and Crossroads Theater located on Livingston Avenue in downtown New Brunswick. The project included the development of two state of the art theater spaces, dedicated rehearsal studios, academic, and office space. A tower atop the new theater complex provides 250 residential apartments. The initiative included the construction of a new 400 car parking facility on Bayard Street, which was built on an existing surface parking lot on Bayard Street. Rutgers has a co-ownership lease of approximately 60,000 square feet of theater space.

Olson Hall Laboratory Renovation

The renovation of 6,000 square feet of laboratory space, provided upgraded teaching labs and support spaces that meet today's safety standard and pedagogical needs. Infrastructure work included upgrading HVAC and controls systems.

Research Tower Vivarium Improvements

The project resulted in substantial benefits to the researchers of both RBHS and Rutgers-NB by providing significantly improved research facilities. Improvements included upgraded procedure spaces, upgraded zoned control HVAC system, electrical upgrades, envelope waterproofing integrity improvements, and interior finish work.



RWJ Barnabas Health Athletic Performance Center

The RWJ Barnabas Health Athletic Performance Center is the first major initiative to be realized from the Athletics component of the Rutgers 2030 Physical Master Plan. The 125,000 gross square foot, four story building provides a state of the art practice facility for Men's & Women's Basketball, Gymnastics, and Wrestling. The building includes spaces for strength training and conditioning, nutrition, coaches' offices, and additional spaces to support the athletic programs housed in the building. A Hall of Fame spirit shop, and training table will operate off the main public entry lobby. The parking structure consists of six level precast structures with approximately 555 parking spaces.

Camden Recreation Fields

The Camden County Improvement Authority (CCIA), Rutgers-Camden, and the City of Camden are jointly redeveloping underutilized sites to create additional recreation and athletics fields. Three critically important fields were constructed and will be used by the Division III teams as well as the intramural sports program. Additionally, local recreation programs and the Camden Board of Education have access. The project includes baseball, soccer, and lacrosse fields, bleachers, lighting, and locker and restroom facilities.

Newark RBHS and Busch Livingston Co-Generation Plant Upgrades

The replacement of the three aging turbines increases capacity at each of the two sites by at least 2.8 megawatts, improves reliability and efficiency, reduces energy costs and emissions, and produces energy credits. For both sites combined, the new equipment eliminated the use of over 11,000,000 gallons of water per year, much of which was previously discharged to the sewer systems. These projects also included electrical and mechanical upgrades.

School of Health Professions 8th Floor Research Tower

Substantial interior non-structural renovations of the 17,500 square feet of the eighth floor of the Research Tower included new flooring, ceilings, lighting, plumbing, fixtures, furniture, and equipment for classroom instruction, offices, and administrative space. The work also included minor renovations to the adjacent Physician's Assistant Modular, to allow increased student population and instruction in that building. This renovation expands the School of Health Professions presence on RBHS in Piscataway, and consolidated programs that formerly resided in Scotch Plains.

School of Dental Medicine South Clinic Renovation

Substantial interior, non-structural renovation of 11,700 square feet, provided 80 operatory clinics with ancillary support rooms/functions which will handle half of the south wing dental medicine students and their patients. A similar renovation was completed on the floor below in the south wing, which included new flooring, ceiling, lighting, plumbing, cabinetry and equipment, and operatories, as well as new dispensary and x-ray rooms.



UNIVERSITY-WIDE SERVICES

Environmental Health and Safety

Grant Reviews and Approvals	387
IBC Protocol Approvals	492
IACUC Protocol Reviews	912
Respirator Fit Tests	2,040
Fume Hoods Surveyed	1,664
Laboratory Audits	2,910
Radiation Inspections	471
Medical Waste Disposal (tons)	230
Solid Waste Collected for Reuse (lbs)	102,260
Batteries Recycled (lbs)	2,476
Hazardous and Radioactive Materials Pickups	2,479

Shredding Services

Boxes Shredded from 7 Kilmer	9,227
Boxes Shredded from University Offices	1,104
Project Shredding Barrels Serviced	891
Scheduled Shredding Service	15,896
Total Amount of Paper Shredded (lbs.)	1,264,000

Identity and Access Management

Card Readers	4,924
Total ID Card Print Activity	45,550
Photo Approvals	29,161
Add Access Requests	25,809
Remove Access Requests	23,257
Scheduling Requests	5,024
Add Users to Database Requests	671

Material and Logistical Services

Moves (Variety of Sizes)	351
Shipping and Receiving Transactions	163,947
Collected Boxes for Records Box Collections	7,515
Consoles/Barrel Shredding Swaps	11,698
Total Vehicles Maintained with GPS	699
Total Uniform Orders Placed	1,168
GovDeal Auction Sales Count	854
GovDeal Auction Sales Total	\$256,374

Mail Services

Packages Delivered	434,753
Processed Regular Incoming Mail	2,143,901
Walk-Up Customers/Window Services	169,278
Outgoing Metered Mail	2,507,811
UPS Packages Sent Out for Students	8,009
Email Inquiries Answered	9,238

University Police Department

9-1-1 Emergency Line Group	38,239
Non-Emergency Line Group	252,522
Alarm Signals Logged	437,409
Text-to-9-1-1	318
Computer Aided Dispatch for Service	171,707
Programs Involving Minors Registered	277
Protection of Minors Training Completions	7,508

Emergency Services

Emergency Response Calls for Service	13,262
Emergency Medical Services Calls for Service	2,468
Psychiatric/Medical Related Incidents	477
Fire System Bureau	17,976
Fire Inspections	16,850
Defensive Driving and CPR Training	246
ESO Life Safety Inspections	4,376
Emergency Response Major Incidents	689

Transportation Services

Parking Stalls	35,234
Annual Parking Permissions	141,769
Bus Budget	\$15,600,000
Annual Parking Tickets	217,868

Records Management

New Boxes Received	9,388
Records Requests	5,541
File Returns	1,892
Flat Box/Barcode Label Requests	11,465
Total Boxes Stored in 7 Kilmer	167,113



IP&O AT A GLANCE



CAMDEN

Housing

Number of Beds	820
Occupancy %	105%

Work Orders

Work Orders	5,398
Service Calls	1,968
Total	7,366

Buildings and Maintenance

Total Number of Buildings	49
< 10,000 GSF	28
10,001 – 25,000 GSF	7
25,001 – 50,000 GSF	2
> 50,000 GSF	12
Total Gross Square Footage	1,498,491
Total Acreage	30
Current Replacement Value	\$1,465,830,117
Current Deferred Maintenance Liability	\$314,053,866

Police

Calls for Service	18,199
Community Education	32
Police Incident Reports	1,676

Utility Infrastructure

Current Replacement Value	\$122,293,974
Current Deferred Maintenance Liability	\$25,074,204
Total Waste (tons)	920
Municipal Solid Waste (tons)	725
Recycling (tons)	195

Codes and Standards

Number of Permits	32
Number of Inspections	132
Elevators, Escalators, and Chair Lifts	34
Elevator Inspection Cost	\$19,142
Project Cost	\$2,459,984
Construction Permit Fees	\$59,596
Plan Review Fees	\$29,824



NEW BRUNSWICK

Housing

Number of Beds	15,941
Occupancy %	96%

Work Orders

Work Orders	60,764
Service Calls	37,875
Total	98,639

Buildings and Maintenance

Total Number of Buildings	630
< 10,000 GSF	345
10,001 – 25,000 GSF	116
25,001 – 50,000 GSF	81
> 50,000 GSF	88
Total Gross Square Footage	17,349,143
Total Acreage	5,957
Current Replacement Value	\$17,791,261,116
Current Deferred Maintenance Liability	\$3,071,878,848

Police

Calls for Service	24,695
Community Education	121
Police Incident Reports	4,177

Utility Infrastructure

Current Replacement Value	\$1,899,646,398
Current Deferred Maintenance Liability	\$521,771,025
Total Waste (tons)	28,370
Municipal Solid Waste (tons)	9,302
Recycling (tons)	19,068

Codes and Standards

Number of Permits	367
Number of Inspections	1,645
Elevators, Escalators, and Chair Lifts	219
Elevator Inspection Cost	\$123,297
Project Cost	\$61,653,556
Construction Permit Fees	\$1,102,315
Plan Review Fees	\$692,720

IP&O AT A GLANCE



NEWARK

Housing

Number of Beds	1,595
Occupancy %	98%

Work Orders

Work Orders	11,742
Service Calls	5,206
Total	16,948

Buildings and Maintenance

Total Number of Buildings	41
< 10,000 GSF	13
10,001 – 25,000 GSF	3
25,001 – 50,000 GSF	1
> 50,000 GSF	24
Total Gross Square Footage	3,283,775
Total Acreage	39
Current Replacement Value	\$3,020,865,225
Current Deferred Maintenance Liability	\$534,443,280

Police

Calls for Service	8,654
Community Education	75
Police Incident Reports	929

Utility Infrastructure

Current Replacement Value	\$140,400,534
Current Deferred Maintenance Liability	\$35,588,073
Total Waste (tons)	3,740
Municipal Solid Waste (tons)	292
Recycling (tons)	3,448

Codes and Standards

Number of Permits	40
Number of Inspections	337
Elevators, Escalators, and Chair Lifts	59
Elevator Inspection Cost	\$33,217
Project Cost	\$13,422,230
Construction Permit Fees	\$271,925
Plan Review Fees	\$145,228



RBHS

Housing

Number of Beds	459
Occupancy %	97%

Work Orders

Work Orders	25,371
Service Calls	14,364
Total	39,735

Buildings and Maintenance

Total Number of Buildings	49
< 10,000 GSF	8
10,001 – 25,000 GSF	11
25,001 – 50,000 GSF	4
> 50,000 GSF	26
Total Gross Square Footage	6,317,015
Total Acreage	137
Current Replacement Value	\$7,294,141,683
Current Deferred Maintenance Liability	\$1,190,028,627

Police

Calls for Service	19,417
Community Education	75
Police Incident Reports	1,212

Utility Infrastructure

Current Replacement Value	\$554,077,635
Current Deferred Maintenance Liability	\$89,923,506
Total Waste (tons)	1,016
Municipal Solid Waste (tons)	764
Recycling (tons)	252

Codes and Standards

Number of Permits	19
Number of Inspections	72
Elevators, Escalators, and Chair Lifts	68
Elevator Inspection Cost	\$38,284
Project Cost	\$6,567,032
Construction Permit Fees	\$126,880
Plan Review Fees	\$76,766

ACCREDITATIONS, 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 Inspector
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 Information Technology Professional
Certified Public Accountant
Civil Disturbance Riot Planning
Commercial Driver Lic.
Commercial Driver's Lic. with Hazardous Materials
Confined Space Cert.
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
EMT
EPA/HUD Lead Paint Renovation Cert.
FAA Certified Drone Pilot
Field Training Officer
Fire Inspector
Fire Sub Code Official
Firearms Instructor
First Aid Instructor
Health Physicist (CHP)
Historic Preservation Architect
IACLEA
IATA Shipping of Dangerous Goods Cert.
Incident Command System – 100, 200, 300, 400
Industrial Hygienist
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
NJ Code Enforcement Inspector
NJSACOP
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 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
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.





RUTGERS
Institutional Planning
and Operations