

Foundations for the Future

Inspiration

Innovation

Leadership

Perseverance

Agility

I ILLINOIS

Facilities & Services

Strategic Plan 2019–2023



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ALMA MATER

A Message from the Executive Director

We are pleased to share our Facilities & Services (F&S) Strategic Plan for 2019–2023 with the University of Illinois at Urbana-Champaign community. Since I joined the U of I in July 2018, I have had the pleasure of working with managers and frontline staff from across our six divisions to develop the 10 strategic themes and numerous objectives that will guide us through the next five years.



First, we made sure to align our plan with the four pillars of the university's strategic plan, *The Next 150*: scholarship, transformative learning, societal impact, and stewardship of resources. We must continue to keep the needs of our campus customers and stakeholders at the forefront of everything we do. This begins by fostering an environment where employees can reach their greatest potential to deliver the highest level of customer service.

That's why "Invest in Our People" is our first strategic theme. We will strive to provide the kind of staff development and respectful, diverse, and safe workplace environment that promotes innovation and collaboration across divisions. Equally important, we will build accountability into our processes and procedures to ensure our employees and vendors deliver on time and on budget. Through the plan, we will adopt a continuous improvement philosophy by standardizing reporting, simplifying workflow processes, and identifying other ways we can become more efficient and effective.

Our plan lays out the ways by which we intend to meet or exceed our customers' expectations and keep them engaged and informed throughout a project's timeline. We will also expand the communication channels by which customers can reach out to us to request assistance and offer feedback.

We will promote and expand the academic collaboration we have engaged in at all levels of campus life to make it easier than ever for our campus partners to leverage the professional expertise of our talented staff.

We will continue to lead in areas like campus accessibility and develop forward-thinking plans to preserve our distinct architectural heritage, as well as utilize campus space efficiently.

Finally, we have prioritized environmental stewardship, energy conservation, and sustainability both in-house and as a partner with state, federal, and community programs.

This plan sets us on a path to meet the challenges of supporting the mission of a world-class university with a global impact. I invite the entire campus community to reference it frequently and treat it as a living document that informs our decisions and inspires us to strive toward an exciting and rewarding future.

Mohamed Attalla, Ph.D., MBA, P.Eng.

INTRODUCTION

Inspiration. Innovation. Leadership. Perseverance. Agility.

F&S is the capable steward of the physical home of a pre-eminent public research university with a land-grant heritage.

We serve a city unto itself: the iconic structures and grounds that give the campus its distinctive identity, technology-rich facilities that foster scholarly innovation, and the living environments that are home to 51,196 students.

Equally valuable—though often unseen—are the innovative research contributions F&S staff regularly make for our students and academic partners. Individuals from a variety of disciplines use F&S resources, expertise, and facilities. Campus buildings, streets, and green spaces are the living laboratories for students and faculty projects. F&S has collaborated on more than 55 student and academic projects since fall 2018, and more requests arrive each day.

This plan serves as the F&S roadmap for the next five years. It is the product of collaboration across F&S' six divisions and approximately 1,100 employees. We have set a challenging course for the future.

A Living Learning Laboratory

- 6,368 acres
- 20 miles of roads
- 263 academic buildings
- 124 housing facilities
- 171 South Farms facilities
- 267 off-campus buildings



“As the largest administrative unit on the campus, F&S can greatly impact the university’s ability to achieve its vision of being a leader in advancing diversity and equity by creating a respectful and welcoming workplace where employees’ knowledge, experiences, and perspectives are valued.”

~ Eric Smith, director of human resources, diversity, and strategy

OUR SHARED VISION

We will be a responsive, reliable, and highly valued service provider.

OUR MISSION

F&S provides and maintains a physical environment that is conducive to supporting learning, discovery, engagement, and economic development at the University of Illinois and is an active partner in research, teaching, and learning.

OUR GUIDING PRINCIPLES

Customer Focus

We will develop relationships with our customers built on trust, confidence, and reliability.

Diversity

We will have a diverse workforce in an inclusive workplace that unleashes the talents of all employees to create value, deliver superior support, and develop innovative solutions for the customers we serve. We will treat our co-workers and customers in a manner that encourages and strengthens an environment of inclusivity.

Environmental Stewardship

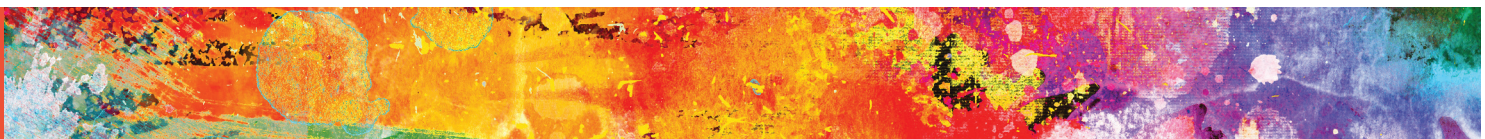
We will demonstrate a commitment to health and sustainability in our stewardship of the campus environment.

Innovation

We will continuously strive to create new and innovative solutions that bring greater value to the customers we serve.

Operational Excellence

We will empower our employees to deliver the greatest value to our customers in the most efficient and cost-effective manner.





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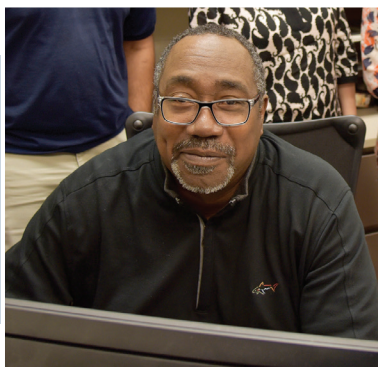
INVEST IN OUR PEOPLE

People are our greatest asset. We will attract and maintain a motivated, high-quality workforce. We will increase productivity while retaining the accountability that is indicative of a world leader in higher education.



A. Offer continuous professional development

1. Host leadership and supervisory training.
KPI Initiate training by June 2020.
2. Increase the budget for staff training.
3. Develop and implement a training manual.
KPI Implement manual by December 31, 2020.
4. Hold general information training for new office staff.
5. Incorporate individual development plans for staff.
6. Enhance collaboration with Big Ten and peer university staff.
7. Update and implement performance review materials.



"I value what everyone brings to the table. One way to support diversity and inclusion is to make sure everyone is treated fairly and consistently."

~ Melvin Boatner, associate director employee relations, human resources, and payroll

KPI Key Performance Indicator



B. Inform employees

1. Communicate policies, procedures, expectations, customer feedback, performance indicators, and service levels.
2. Communicate the F&S Strategic Plan and the Mission, Vision, Values, and Guiding Principles.
KPI Publish the plan online via Employee Resources Information and News (ERIN), the F&S intranet, by June 2019. Review at staff meetings.
3. Conduct regular staff training on processes, systems, and tools.

C. Promote a diverse and inclusive workforce

1. Recruit from local high school and community programs with an emphasis on underserved populations.
KPI Participate in at least two events per year linked to local high schools.
2. Hire student interns and recent graduates.
KPI Hire at least 10 students/interns annually.
3. Explore options for restarting and improving participation in the apprentice program.
4. Support the Diversity and Inclusion (D&I) committee. Promote staff participation in D&I recommendations.
KPI Ensure an average of 20 employees to participate in D&I recommended programs annually.
5. Communicate the expectation for a diverse and inclusive work environment.
KPI Produce quarterly communications annually.
6. Seek diverse candidates and meet affirmative action goals.
7. Hire a director for human resources, diversity, and strategy.
8. Host staff events that promote engagement.



“A respectful workplace is one where each employee is treated fairly, regardless of work experience, gender, cultural background, or any other distinguishing factor. This type of environment promotes healthy and positive working relationships between all employees, customers and other stakeholders.”

~ Keri Frederick, human resource specialist

D. Foster a culture of values and respect

1. Require all staff to complete respect-in-the-workplace training.
2. Develop a diversity training program.
KPI Implement a formal diversity training program and schedule by June 2020.

E. Foster collaboration and understanding across divisions

1. Develop strategic initiatives to operationalize the Mission, Vision, Values, and Guiding Principles.
2. Promote collaboration among divisions, starting with interdivisional meetings.
KPI Host five meetings per year.

F. Acquire and retain high-quality staff

1. Streamline and reduce time for the hiring process.
KPI Reduce hiring time by 30% in 2021.
2. Develop a compensation policy for new hires and promotions.
KPI Develop a long-term plan for equitable, benchmarked compensation by September 2020.
3. Improve promotional opportunities for staff.
4. Improve the hiring and onboarding process for building service workers.
5. Strive for the highest possible employee satisfaction.

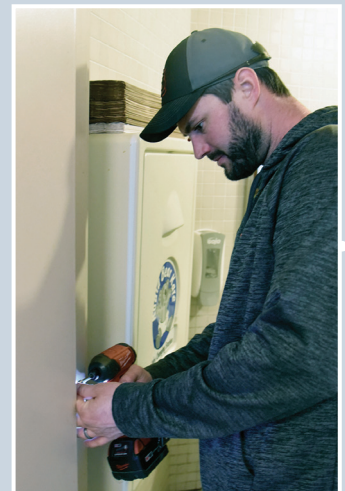


"Respect in the workplace means having faith in the abilities of all the people you work with and being professional and courteous in all your interactions with everyone."

~ Jimmie Chatman, stores supervisor

"Concerning respect in the workplace, I treat others the way I want to be treated."

~ Sean Ritter, carpenter



"We will try to improve efficiency wherever we can through training or tooling and make sure we are apprised of the latest techniques. We are bringing on an intern to support diversity and inclusivity."

~ Stuart DeHaro, machinists shop foreman



"Diversity and inclusion goes beyond what we are told we must do, It is much more than simply 'meeting a requirement.' Diversity and inclusion is truly incorporating all people in every aspect of our work."

~ Matt Dalton, water station foreman

G. Recognize great effort

1. Promote employee recognition.

KPI Increase monthly recognition nominations by 20%.

2. Staff internal task forces with cross-functional, cross-divisional teams including supervisory and front-line staff.

H. Connect with the community

1. Inventory community engagement activities.
2. Schedule and facilitate an annual F&S Supplier Diversity Fair.

KPI Include 10 or more diverse vendors annually.

3. Participate in the Campus Charitable Fund Drive.



F&S welcomed 21 high school students to the Pre-apprenticeship Program in the summer of 2019.



2

PRACTICE SOUND PROJECT MANAGEMENT

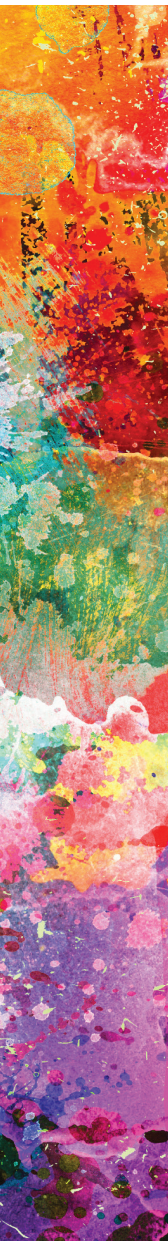
Producing a high-quality product or service is no accident; it is the product of employees who follow well-defined procedures and expectations working closely with engaged stakeholders. We will attain the goal of continuous process improvement using sound project management objectives.



A. Communicate regularly

1. Provide regular, transparent project status reporting for clients/stakeholders.
KPI Create project reports bi-weekly by July 2019.
2. Inform stakeholders about the scope and status of small construction work for the Construction Services and Building Maintenance departments.
3. Schedule contingencies into project timelines to mitigate unforeseen delays, developments, or client modification requests.
4. Develop a communication timeline based on milestones for stakeholders.

KPI Key Performance Indicator



B. Deliver projects on time, on budget

1. Hold employees accountable to budget, schedule, and commitment metrics.
KPI Develop a strategy to achieve a 95% on-time/on-budget goal by fall 2019.
2. Define and maintain program scope and minimize scope changes.
3. Publish report showing commitments and achievements.
4. Create a bid award report.
KPI Provide report by October 2019.
5. Track change orders on capital projects.
KPI Reduce change orders by 20% by June 2020.
6. Develop metrics for building maintenance for time and budget.
7. Create a master scheduling system.
KPI Balance the workload by September 2019.
8. Hold professional service consultants responsible and accountable for meeting deadlines and deliverables.
KPI Evaluate 100% of projects, including sub-consultants.
9. Use data analytics to predict scheduling risks and uncertainties.
10. Uphold quality at all project stages.
KPI Complete inspection report punch lists that are free from deficiencies within 60 days, per contract requirements.
11. Ensure adequate resources are available before finalizing expectations.

"Sound project management represents change, continuous, inevitable change. F&S can no longer make decisions and continue to do business the way things are currently; we need to always be looking ahead to the way things can be."

~ Clarence Odom, associate director of project management



C. Standardize reporting

1. Develop planned vs. actual bi-weekly project management reporting.
2. Maintain biweekly project status report log.
3. Provide a monthly project report to customers for projects in construction.
4. Analyze data from completed projects to identify efficiencies and improve projections.
KPI Produce a report semi-annually by December 2019.
5. Survey customer(s) upon project completion.
KPI Perform surveys initially for every project over \$100,000.
6. Develop a reporting template.

D. Develop risk management intelligence

1. Use data analysis from project reports to improve the workflow process.
KPI Complete post-occupancy evaluations and lessons learned on projects, initially for those greater than \$100,000.
2. Implement project planning tool on the website for stakeholders.
KPI Implement project planning tool by March 2020.
3. Educate customers on the value and necessity of F&S processes and procedures.
4. Meet requirements and deliverables before advancing to the next project phase.
KPI Document performance in evaluations of all participants.



"F&S needs always to ask the questions of 'why here,' 'why now,' 'why us.'"

~ Kevin Price, project manager

“F&S places tremendous value on recruiting and keeping talent. The organization knows it is important to help each individual advance his or her skills through training and professional advancement.”

~ Jack Liang, senior project manager



E. Simplify project delivery and workflow processes

1. Leverage Stores & Receiving kitting process to preventive maintenance schedules and projects.
KPI Increase the number of kits created by 10% from prior year by June 2020.
2. Decommission 4-D web property accounting system and track moveable equipment.
3. Seek legislative relief to promote an efficient procurement process.
4. Raise the external contractor dollar limitation.
5. Simplify the F&S capital delivery process.
KPI Complete by December 2019.
6. Explore efficiencies in the Building Maintenance and Grounds work delivery process.
KPI Develop a process by September 2019.
7. Streamline project reporting.
8. Develop comprehensive and complete process checklists.
KPI Implement new/updated checklists in 2019.



3

COMMUNICATE WITH STAKEHOLDERS AND CUSTOMERS

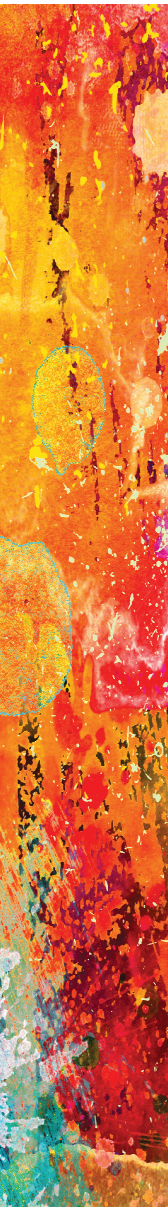
We are the round-the-clock caretakers of the campus. As such, the work we do can go unseen and fade into the backdrop of university life. Communication is key to gaining the support of our customers and stakeholders and ensuring that they understand our goals and objectives.



A. Identify stakeholders

1. Maintain F&S communications methods spreadsheet to assist in audience analysis.
KPI Increase website page views by 2%.
2. Develop a stakeholder list during the initial phase of each project or initiative.
3. Promote stakeholder involvement on F&S, campus, and community teams/committees.
KPI Promote participation on all committees, including search committees.

KPI Key Performance Indicator



B. Encourage underrepresented vendors/contractors participation

1. Develop and track supplier diversity spend goals expressed as a percentage.
KPI Increase the percentage; set annual goal.
2. Attract and recruit Business Enterprise Program (BEP)/Minority and Female Business Enterprises (MAFBE) vendors.
KPI Host at least one supplier diversity fair annually.
3. Advertise BEP/MAFBE vendors internally and externally.
4. Explore expanded procurement opportunities for BEP/MAFBE vendors. Reduce barriers to participation.
KPI Increase percentage at each Request for Proposal.
5. Develop targeted programs for BEP/MAFBE vendors to bid projects.
6. Provide best practices training for staff on supplier diversity.

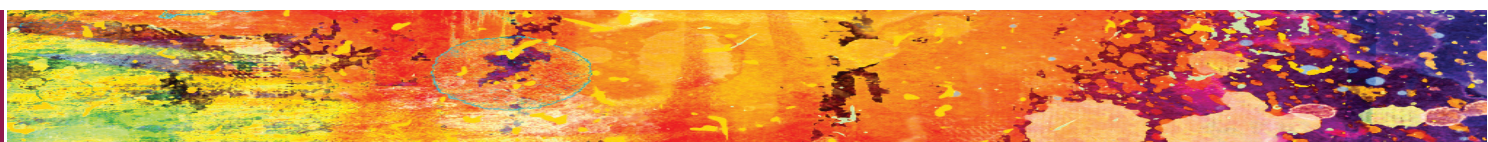
C. Enhance relationships with vendors/contractors

1. Educate vendors on doing business with F&S.
KPI Host at least one event annually open to all vendors.
2. Hold lessons-learned meetings with vendors.
3. Communicate regularly with the East Central Illinois Building & Construction Trades Council.
KPI Conduct at least 10 events annually.



“Working to increase supplier diversity at F&S is a very important initiative. Developing relationships with diverse suppliers is a critical component to the success of increasing supplier diversity and I look forward to continuing working on this important effort.”

~ Maria Thompson, procurement manager





“The single most important thing to remember about the work we do is that there are no results inside our four walls. The result of a business is a satisfied customer. Customer service is an attitude, not a department.”

~ Malikah Gordon, manager
of customer relations

D. Promote responsive customer feedback

1. Collect customer feedback through various channels.
2. Create a central repository for customer complaints and resolutions.
KPI Create a repository by June 2021.

E. Create awareness of F&S and campus initiatives

1. Maintain open channels of customer communication.
2. Reach out to campus leadership.
KPI Create strategic communications for the deans twice annually.
3. Publish a recurring events calendar.
4. Standardize project management communication.
5. Regularly update the F&S website.
6. Utilize social media communication options.
7. Hold periodic customer meetings with campus units.
KPI Divisions will host customer meetings at least once annually.
8. Coordinate messaging about F&S-managed campus initiatives through the Customer Relations & Communications department.
KPI Provide guidelines by September 2019.
9. Use various communication channels to market university initiatives managed by F&S.

F. Leverage public engagement programs

1. Collaborate with local agencies to implement green stormwater infrastructure on campus.
2. Meet federal public outreach guidelines for stormwater pollution control.
3. Collaborate with the Grainger College of Engineering on the annual Engineering Open House.
4. Work with students and community partners to promote biking.
5. Support and promote the Champaign County Sustainability Network (CCNet).
KPI Participate in at least two CCNet events annually.
6. Partner with University of Illinois Extension for campus projects.
KPI Increase number of projects in 2019.

G. Build and maintain customer relationships

1. Standardize communication for service levels.
KPI Communicate service level agreements at least annually.
2. Communicate revised cleaning service levels.
3. Share results of building service inspections with stakeholders and customers.
KPI Publish building specific information on the website by 2021.

"I support the F&S Strategic Plan by providing feedback on operational processes that I touch every day as a part of the Service Office team. By better informing customers, it is my hope that I would be able to help F&S become more efficient in operation."

~ Melissa Price, office support specialist





4

FOSTER FINANCIAL ACCOUNTABILITY

Completion of projects and delivery of services on budget requires insightful and strategic planning, reporting, and allocation of funds. We will adhere to a systematic budgeting process that anticipates campus needs and aligns with financial resources.

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A. Stay on budget

1. Develop and communicate staffing complement by sub-unit.
KPI Maintain staffing complement.
2. Document equipment needs.
3. Forecast production needs and prepare projected budgets.
KPI Update financial projections monthly by business unit.
4. Formulate a consolidated budget request to the university via submission of an annual report.
5. Produce a year-end financial report.

KPI Key Performance Indicator

B. Create and analyze rate structures for services

1. Complete rate reviews per Rate Review Committee schedule.
2. Establish cost-effective rates that allow for self-sufficient units.
KPI Submit rates schedule.
3. Provide transparent communication of required rates.
4. Benchmark rates with Big Ten peers and the local marketplace.
KPI Provide report by June 2020.
5. Propose revised waste service rates to campus.

C. Produce key performance indicators and benchmark against our peers

1. Develop key performance indicators against our peers.
KPI Process 98% of Central Stores orders without back order.
2. Create and maintain safety and environmental performance metrics.
3. Research Big Ten peers' pavement funding and maintenance.
KPI Complete by September 2019.
4. Streamline work codes.
KPI Complete by June 2019.

"It is gratifying to be a strategic business partner contributing to the success of a pre-eminent public research institution."

~ Curt Taylor, director of Shared Administrative Services



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D. Explore opportunities for grants, rebates, and revenue generation

1. Seek grants for sustainability opportunities.
KPI Report grant-funded projects annually.
2. Collaborate with the Institute for Sustainability, Energy, and Environment to increase funding solutions.
KPI Report on the number of carbon credits verified for sale per calendar year.

E. Investigate cost-saving, synergy opportunities

1. Leverage information technology partnerships with campus to reduce operating costs.
KPI Produce a report about information technology partnerships annually.
2. Strategically use a temporary staffing model.
3. Explore a partnership with the Illinois Transportation Center; partner with academic units on campus infrastructure research.
4. Make the campus a Living Learning Laboratory.
KPI Track grant opportunities.

"Financial accountability applies to all aspects of our work affecting this great university."

~ Ziad Sweid, capital projects financial operations



“Financial accountability calls for demonstrating respect while also fostering success for a world-class research institution.”

~ Soonjin Lee, financial operations



F. Improve operating efficiencies and effectiveness

1. Implement Asset Information Management (AiM) GO system to enhance staff efficiencies and effectiveness.
KPI Implement AiM GO to three or more shops; deploy and maintain 100 mobile devices to crafts and trades in 2019.
2. Leverage existing systems functionality and decommission ancillary systems.
KPI Decommission by June 2019.
3. Seek employee input on time and cost-saving measures.
4. Review and implement appropriate recommendations from the Capital Program Review.
5. Automate workflow processes and communications between the Service Office and Steam Distribution Shop.
6. Facilitate the automation of space cost surveys for governmental costing.
7. Provide employees with information technology helpful hints.
8. Explore continuous cost-savings and efficiency opportunities.



5

MAINTAIN A SAFE AND HEALTHY WORKPLACE



Creating a safe and healthy workplace is our first priority. We will invest in the training and procedures that help prevent workplace injuries, maintain a healthy workforce, and comply with applicable laws.

"Safety is our ability to recognize the risks associated with doing our jobs and making the decision always to do the things that avoid those risks. In Safety and Compliance, we promote Operational Excellence at Illinois by coordinating safety at all levels to provide faculty, staff, and students with the right tools to make the right decisions about their safety and health on the job and in our learning environment through training, safe work practices, and engaging in injury and illness prevention."

~ Maureen Banks, director of Safety and Compliance





“Boneyard Creek Community Day is a wonderful opportunity for a diverse mixture of university students and community volunteers to come together and clean our shared watershed, but it’s more than just picking up litter. This event raises participant awareness and appreciation for a healthy aquatic ecosystem through environmental stewardship.”

~ Betsy Liggett, coordinator of special programs

A. Train employees properly

1. Work with Safety and Compliance to provide required safety training for employees covered by high-risk programs.
2. Document and track training completion.
KPI Identify and train high-risk employees.
3. Implement safety training for all supervisors.
KPI Create two program modules for supervisory training annually.

B. Maintain up-to-date safety manuals, training, and safe work practices

1. Seek outside assessments as needed and identify safety training needs.
2. Resolve identified safety issues in a timely manner.
KPI Update and prioritize a safety deficiencies list.
3. Perform Job Hazard Assessments (JHAs) as needed.
KPI Increase the number of JHAs for high-risk jobs by 20% by June 2021.

KPI Key Performance Indicator

“Toolbox Talks are a good way to keep employees informed on safety issues and a way to prevent accidents. When doing my job, I need to know my limits. If I see that a tote I’m delivering is too heavy, I transfer some of the paper to a different tote to make it safe to handle.

Simple actions help to keep me and everyone around me safe.”

~ Guadalupe Lopez, driver



C. Comply with applicable laws for campus operations and staff

1. Enhance compliance of small projects and crafts and trades through increased inspections.
2. Obtain and monitor campus environmental permits.
 - KPI** Develop regulatory permits on time.
 - KPI** Continuously improve non-compliance.
3. Fulfill campus regulatory reporting requirements.
4. Complete a State Waste Reduction Plan every five years.
5. Develop, communicate, and track compliance activities in support of Illinois Occupational Safety and Health Administration (OSHA) campus citations.

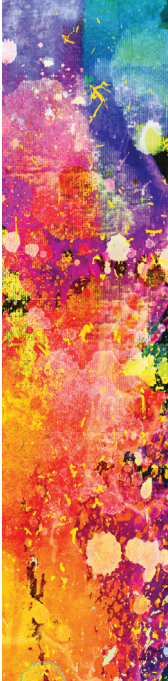


D. Reduce and minimize workplace injuries, lost time, and workers compensation claims

1. Identify areas of need and develop safety program manuals.
2. Track workplace injuries with monthly reports.
KPI Work to reduce injuries by 5% by July 2020.
3. Foster Safety and Compliance collaborations with supervisors for incident investigations of OSHA recordable events.
4. Explore opportunities to accommodate modified duties for return to work and research campus strategies.
KPI Improve the number of home department accommodations by 10%.

E. Enhance, enforce, and encourage a safe work culture

1. Engage all of F&S in injury and illness prevention.
2. Promptly address identified safety violations.
3. Require and enforce the use of personal protective equipment.
KPI Initiate a program for eye protection by January 2020.
4. Maintain Building Emergency Action Plans (BEAPs).
KPI Update F&S BEAPs and conduct drill by December 2019.
5. Collaborate with campus administrators on an update to the Campus Emergency Operations Plan.



6

ASSESS LONG-TERM PLANS FOR DEFERRED AND PREVENTIVE MAINTENANCE

The elegant facades and distinctive design of our buildings and green spaces are a part of the unique learning environments at the U of I. Maintaining our architectural heritage as well as planning for new buildings and infrastructure improvements requires collaborative planning and regular assessment.



A. Update the facility conditions assessment

1. Conduct a complete outside review of facility condition assessments, including pavements.

KPI Provide funding and begin Qualifications-Based Selection by December 2019.

B. Develop a plan to regularly update the facility conditions assessment

1. Use a consultant to complete a full assessment and identify resources.

KPI Complete facility condition assessment by June 2020.

2. With a consultant, complete assessments for 20% of assets annually.
3. Update pavement, grounds, and site condition assessment in 2021 and every five years thereafter.

KPI Key Performance Indicator





“We recognize the best plan and approach is to have diversity as no one way of problem solving is best. Rather, multiple ways from diverse individuals is what will provide the best solutions.”

~ Dave Boehm, associate director of Operations, Maintenance & Alterations, building maintenance

C. Create a long-term Asset Management Plan (AMP)

1. Develop AMP with campus stakeholders for all buildings and exterior assets as funds allow.
KPI Produce AMP by December 2019.
2. Update Deferred Maintenance Growth/Backlog Model based on different funding levels.
KPI Produce a growth/backlog report annually.
3. Standardize the prioritization of deferred maintenance projects to make optimal use of available funds.
KPI Update project list by June of each year.
4. Coordinate with campus partners to increase levels of deferred maintenance funding.
5. Enhance the reliability of IT equipment and data.
KPI Increase data center redundancy with University of Illinois Springfield to ensure business continuity; provide annual report.

D. Establish a comprehensive project management plan

1. Inventory building equipment and systems.
KPI Report annually on inventory and cataloging activities.
2. Develop a preventive maintenance plan for buildings, utilities, and exterior sites.
KPI Report on program development and success annually.
3. Identify applicable funding needs.
4. Require Professional Services Consultants on capital projects to provide equipment lists/information to be integrated into AiM.
5. Produce regular project management reports quarterly.



“I’d like to think as a female crafts worker that I set a good example to others to explore the trades. I find working with my hands rewarding and I feel like I accomplish great things for our customers. I hope to encourage other women and diverse candidates to apply for the trades.”

~ Dawn Rambole, sheet metal worker





7

STRENGTHEN CAMPUS ACCESSIBILITY

The Urbana campus has been recognized as an early leader in accessibility among higher education institutions. We will build upon this legacy by continuing our efforts to update the campus Americans with Disabilities Act (ADA) Transition Plan through field surveys and work to eliminate identified barriers to accessibility in campus walkways, street crossings, facilities, or programs.



A. Develop an understanding of building accessibility barriers

1. Survey major buildings by December 2021.

KPI Provide periodic progress reports.

KPI Key Performance Indicator

"The University of Illinois has been and continues to be a global champion, pioneer, and leader in accessibility. F&S is a proud contributor to this commitment of providing an inclusive and accessible physical environment for all of our students, faculty, staff, and campus visitors by assisting with identifying physical barriers, developing accessibility improvement solutions, and executing these solutions into construction projects across campus."

~ Jim Sims, director of Engineering & Construction Services



"I support accessibility for the campus by working with our project teams and other units across campus to find access solutions that ensure that everyone can enjoy our buildings."

~ Craig Grant, associate director of Engineering & Construction Services, code compliance & fire safety



B. Commit to ADA compliance and leadership

1. Develop an Accessibility Action Plan. Update the ADA Transition Plan and complete the Phase II survey in 2019 per the Chancellor's Committee on Access and Accommodations.

KPI Ensure a target percentage of ADA plan actions implemented are on schedule.

2. Complete the ADA website by June 2020.
3. Develop a comprehensive and prioritized plan to address identified non-compliant or accessibility barriers.

KPI Complete the plan by 2022.

4. Track and report on accessibility improvements.

KPI Track and report accessibility improvements annually at fiscal year end.

C. Improve accessibility of campus walkways

1. Assign the ADA right-of-way plan to the Transportation Demand Management coordinator to develop an implementation schedule.

KPI Complete by end of FY19.

2. Coordinate activities with Multimodal Corridor Enhancement (MCORE) Project, Champaign Urbana Urbanized Area Transportation Study (CUUATS), maintenance, and capital projects.

KPI Track and report accessibility improvements annually at fiscal year end.



"We make ADA tables, which will lift or lower, for disabled employees and students. We also make ADA lab cabinets for students and staff who do research. This supports inclusion by making everyone feel welcome to participate on our campus."

~ Len Tran, mill



SUPPORT RESEARCH AND ACADEMIC COLLABORATION

Our training and industrial expertise are valuable assets to the university's academic mission. We seek out opportunities to share this knowledge with faculty and campus leaders.



(pictured from left to right) Dr. Mohamed Attalla, Chantelle Hicks (student), Sarthak Prasad, and Morgan White

"The teaching, research, and public engagement mission is our whole reason for coming to work each day, and the academic collaborations that F&S helps with are fun and exciting. Just this year, we collaborated on over 50 projects, classes, tours, or research endeavors, with people from all areas of the campus and community, and from all over the world."

~ Morgan White, associate director, sustainability

"Coming to the F&S payroll office has been the most welcoming experience. The payroll office provides a variety of services for employees throughout F&S—critical services that keep the organization running smoothly."

~ Worood Shouli, student employee



"Interacting with customers consisting of faculty, staff, and students originating from everywhere across the globe has given me an appreciation for the value in simply working, talking, and collaborating with people from different backgrounds. I get job satisfaction from knowing that on any given day, I might be speaking with a future Nobel Prize winner."

~ Pete Varney, associate director of Operations, Maintenance & Alterations, transportation & building services

A. Contribute significantly to the research and teaching mission of the university

1. Contribute our industrial expertise to research projects, as lecturers or at special events.
KPI Track the number of academic collaborations per semester.
2. Make data available as required by researchers for data analytics and inference purposes.
3. Accommodate efforts and make campus facilities available as Living Learning Laboratories.
KPI Report number of locations per fiscal year.
4. Provide tours of facilities for classes and special events.
KPI Track the total number of tours and participants per semester.

KPI Key Performance Indicator



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MANAGE OUR LEARNING SPACES EFFICIENTLY

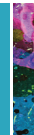


We will be good stewards of the learning spaces we have for students. We assess campus space needs and develop plans to put underutilized buildings to better use as well as plan to eliminate those spaces that have outlived their utility.



"The 2017 Campus Master Plan, the Space Management Plan, and the Asset Management Plan will furnish guidance for planning future development on our campus to ensure we spend precious resources wisely, optimize space, and meet the strategic initiatives of the university."

~ Ted Christy, associate director of Capital Programs, project planning





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"This campus is a living, learning lab for all students. F&S strives to provide reliable planning, programming, and analysis for each of our facilities in order to make sound decisions that result in effective use of our limited amount of space."

~ Doug Reddington, architect and senior planner

A. Optimize space utilization

1. Produce a space allocation ratio per student by space type.
KPI Produce a ratio by December 2019.
2. Develop a space allocation matrix per full-time student for every college.
KPI Produce a matrix by December 2019.
3. Survey space utilization per use type annually.
4. Develop an improved use plan for underutilized spaces.
KPI Produce an improved utilization plan by June 2020.
5. Develop a Space Management Plan.
KPI Complete plan by December 2020.
6. Maintain a building demolition plan.
KPI Prioritize facilities for decommissioning by December 2020.

KPI Key Performance Indicator



"Accurately benchmarking the university's alignment with peer institutions over the next 150 years will be important as the university strives to meet its goals for providing transformative learning experiences and access to resources for strategic investment."

~ Heather Shade, space management technician

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LEAD IN ENERGY MANAGEMENT AND SUSTAINABILITY

The university is at the forefront of innovative techniques to create and manage the energy we use on-site and with renewable resources. This commitment to sustainability conveys a preservation philosophy that touches our customers' daily lives in the classroom, the cafeteria, and residence halls. We will develop and expand our environmental management programs to conserve resources and reduce waste and pollution.



A. Develop and implement an energy conservation plan

1. Reduce energy utilization index for FY19.
2. Maintain a lower energy cost per square foot than university peers and rank in the top two of our peer group.

B. Reduce energy consumption

1. Implement an Energy Conservation Plan in 2020.
KPI Reduce the Energy Utilization Index 40% by FY25.
2. Purchase ENERGY STAR information technology equipment.

KPI Key Performance Indicator

3. Work with the Division of Research Safety to establish a green lab inventory and strategy.
 - KPI** Start a green lab inventory by June 2021.
4. Analyze the impact of energy efficiency requirements in facility standards and identify improvement opportunities.
 - KPI** Complete analysis by December 2019.
5. Adhere to the Net Zero Space Growth Policy.

C. Increase renewable energy

1. Provide analysis to determine operational costs and impacts.
 - KPI** Complete the analysis by March 2019.
2. Achieve the identified level of renewable energy.
3. Implement the Solar Farm 2.0 agreement.
 - KPI** Commercial operation date is before the Illinois Climate Action Plan (iCAP) goal date in 2024.
4. Implement geothermal heat exchange on campus.
 - KPI** Increase the number of active geothermal systems on campus.

D. Reduce water consumption

1. Monitor water distribution losses and identify reduction strategies when losses exceed industry standards.
2. Identify buildings with inefficient plumbing fixtures and equipment using once-thru cooling or constant flow.
 - KPI** Identify buildings needing low-flow plumbing fixture upgrades.
3. Reduce water consumption from once-thru cooling and inefficient plumbing fixtures.
 - KPI** Develop plan by end of FY21 and percentage of plan implemented annually.



"F&S has many of the best service mechanics anywhere who make incredible progress reducing campus energy consumption. Re-investing our energy cost savings in this initiative is truly a sustainable model as we lower our carbon footprint, reduce our deferred maintenance, and improve the indoor environment of our buildings."

~ Kent Reifsteck, director of Utilities & Energy Services

“Sustainability is about protecting the planet for future generations. In addition to supporting The Next 150, the F&S Sustainability initiatives are creating a safe and enjoyable campus environment. Illinois students are the future leaders of the world, and we want them to see what can be done with dedication and perseverance.”

~ Morgan White, associate director, sustainability



4. Investigate water usage rates and compare them to industry standards. Create an annual report on water usage for campus energy production.

KPI Produce water report annually starting in 2022.

E. Reduce vehicle emissions and fuel consumption

1. Renew sustainable fleet accreditation for the F&S truck pool.

KPI Ensure the status of ranking for the truck pool will be tier 2 or greater.

2. Collaborate with the Illini Biodiesel Initiative (IBI) student group to use more biodiesel.
3. Report on annual fleet emissions, and support the use of low-emission vehicles, including electric vehicles on campus.

KPI Report the emissions of campus fleet annually.

F. Reduce non-point source pollutants from campus landscapes

1. Develop a comprehensive Stormwater Management Plan, incorporating green stormwater infrastructure (GSI).

KPI Fund master plan in 2020 and complete in 2021.

KPI Identify the number of GSI locations on campus property.

2. Identify and pursue opportunities to reduce city stormwater utility fees.
3. Maintain an Integrated Pest Management (IPM) policy.

KPI Review IPM policy every three years, beginning in 2022.

G. Divert waste going to the landfill

1. Track and analyze waste management operational data to identify areas for improvement.

KPI Increase waste diversion rate per year by 10%; 30% by FY22.

2. Develop and enact a campus-wide recycling campaign.
3. Optimize recycling collection infrastructure.

KPI Increase number of buildings with optimized recycling collection infrastructure.

H. Increase use of environmentally friendly procurement

1. Purchase paper with recycled content.

KPI Increase purchase of paper with recycled content by 50% by 2020.

2. Increase use of green cleaning supplies in FY20.

I. Decrease the number of vehicles on campus

1. Develop and start implementing a Transportation Demand Management Plan.

KPI Fund transportation maintenance and improvements for 2020–2024.

2. Support continuation of the bike sharing program.

KPI Increase the number of bike share rides annually.

3. Encourage the use of Stores & Receiving for supply orders to reduce trucks on campus.



“Operations at Abbott is a team sport. We work together, 24 hours a day, 365 days a year, to ensure the campus has the steam and electricity to support our core mission, which revolves around our students and researchers.”

~ Dashon Jones, power plant operator



J. Manage landscapes sustainably

1. Develop a grounds upkeep protocol.
KPI Establish protocol by June 2020.
2. Update tree inventory and increase the total number of trees on campus.
KPI Update the tree inventory by June 2019.
3. Support pollinators strategically across campus.
4. Improve the pavement condition index.
5. Develop a resilient grounds strategy plan.

K. Provide utility service to campus that is reliable, cost-effective, and environmentally responsible

1. Minimize unplanned outages of heat and power.
KPI Minimize number of outages annually compared to peers.
2. Minimize unplanned generation outages for steam, electric, and chilled water.
KPI Increase percentage of plant up time.
3. Quantify and reduce number of Environmental Protection Agency-reportable incidents.
4. Utilize cost-competitive utilities compared to peers.
5. Quantify and reduce distribution line losses for steam.
KPI Reduce steam/condensate losses as percentage of total send-out steam.



“Temperature control mechanics strive to implement any sustainability practices or energy conservation measures that can be taken to help the university reduce costs. Those reduced costs result in ‘real’ dollar savings for the university and these saved dollars can be used to fulfill the university’s primary mission: to educate students and conduct research.”

~ Frank Boland, temperature control mechanic





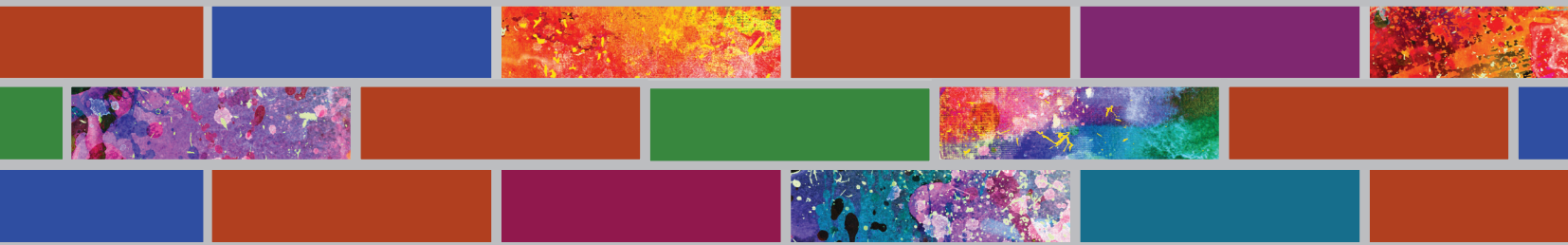
After a 12-year absence, apprentices were hired to work in the Building Maintenance department, at Abbott Power Plant, and as temperature control mechanics. Their return is thanks to an agreement worked out between F&S and UA Local 149 Plumbers and Pipefitters that resulted in a memorandum of understanding between the two organizations.

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“F&S values the great contributions of our employees, the needs of our customers, and the collaborations with our partners. This document serves as our commitment to both the university and the larger community.”

~ Mohamed Attalla, Ph.D., MBA, P.Eng.
Executive Director, Facilities & Services

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OUR VALUES

Trust: *We will believe in the best of everyone and treat others as we would like to be treated.*

Respect: *We will value our employees and foster a work environment that promotes respect, dignity, and the worth of each individual.*

Accountability: *We will be accountable for our actions and good stewards of our resources.*

Integrity: *We will be honest, do what is right, and keep our promises.*

Teamwork: *We will work together to achieve common goals.*

Safety: *We will work to ensure the health and welfare of our employees, customers, and the community.*

Perseverance: *We will personally demonstrate dedication, tenacity, and endurance in accomplishing our work for the university.*