

Department of
CAMPUS PLANNING
AND OPERATIONS

ANNUAL REPORT
FY 2001-2002

**DEPARTMENTAL
DESCRIPTION**

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CHART**

**COMPARATIVE POSITION
COUNT**

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AND PLANNED
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FY 2002-03**

APPENDICES

DEPARTMENT DESCRIPTION

CAMPUS PLANNING & OPERATIONS

The newly organized Department of Campus Planning and Operations was formally established July 1, 2002, consolidating responsibilities for campus planning and design, space management, facilities operations, project management and campus services under one umbrella. A clearly defined and structured Campus Planning & Operations function is imperative to guide the strategic physical growth of CWRU's campus and provide the integrated services necessary to support the institution's education, research and service missions in an efficient and cost effective manner.

CUSTOMER SERVICE

The Customer Service Center serves the CWRU community as the primary contact for all facility-related requests including building maintenance, grounds, custodial, pest control, elevator service, equipment disposal, and system shutdowns. The service center offers customers a "one-stop shop" that effectively coordinates departmental resources to ensure highly responsive service and follow-up of routine activities and special events.

PLANT SERVICES

Plant services is comprised of Landscaping and Grounds, Vehicle Maintenance, Energy Management and Zone teams that maintain all areas of the Campus. Plant Services' empowered, self-directed teams enable staff to be highly responsive to customer needs, find creative solutions to problems, and maintain high morale. The freedom for staff to take ownership of their work has resulted in higher levels of productivity. The zoned maintenance architecture allows staff to develop stronger relationships with the students, faculty and staff personnel they serve.

CONSTRUCTION ADMINISTRATION AND PROJECT MANAGEMENT

The Office of Construction Administration and Project Management manages major construction projects and renovations from design through construction. All University construction contracts are generated and managed centrally through this office. Construction Administration also oversees CWRU net moves, adds, repairs, and changes, as well as major project CWRU net infrastructure design. On an ongoing basis, this office takes the lead in implementing contract and project delivery enhancements. Construction Administration updates and maintains the University's 10-year Capital Renewal and Replacement program.

OCCUPATIONAL AND ENVIRONMENTAL SAFETY

The Department of Occupational and Environmental Safety promotes the health and safety of the Case Western Reserve University community and its environment.

The Department:

- § Provides services that support the university's research and education mission while maintaining regulatory compliance.
- § Informs and educate all in regulatory and safety concerns.
- § Aspires to keep our programs relevant and pro-active in all safety affairs.

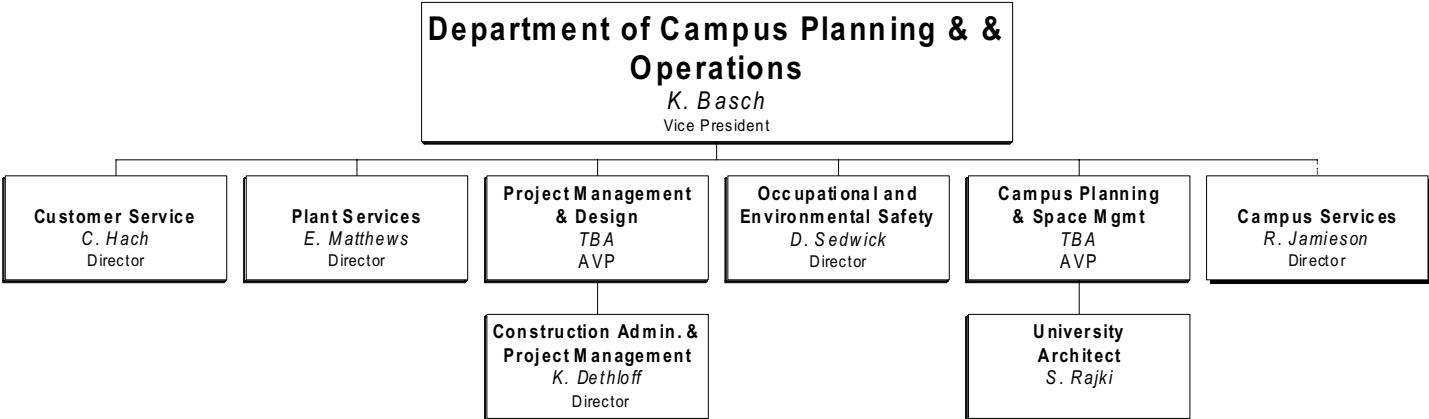
CAMPUS SERVICES

Campus Services provides the University community with comprehensive, high quality services in a consistent manner. Public safety, security, cleanliness, and pleasurable dining are key priorities. The following are the components of our department:

- § Protective Services, including security staffing and protective systems.
- § Access & Auxiliary Services, including Food Service/Vending, Bookstore and Printing Services.
- § Custodial Services
- § Parking Operations and Transportation

Department of Campus Planning and Operations

Organizational Chart July 1, 2002



DEPARTMENT	Acct	Department positions FY01/02	Department positions FY02/03
DEPARTMENT TOTAL		305	321
Campus Planning and Operations	Total	0	2
Office of VP for Campus Planning		0	2 ¹
Customer Service	Total	6	4
Facilities and Operations	1551	6	4 ²
Project Management and Design*	Total	9	11
Construction Administration	1553	9	11 ³
Plant Services	Total	94	96
Plant Admin. & Genl	1554	12	14 ⁴
Gen. Campus Maint.	1556	54	50 ⁵
Grounds Main	1560	19	19
Utilities	1562	3	4 ⁶
Vehicle Main	1569	2	1 ⁶
Mt. Sinai	1585	4	8 ⁷
Occupational and Environmental Safety	Total	18	19
Radiation Safety	1576	10	11 ⁸
Environ. Affairs	1577	8	8
Rental Properties	1853	4	0 ⁹
Campus Planning and Space Management		2	4
Campus Planning and Space Management		0	2 ¹⁰
University Architect		2	2 ¹¹
Campus Services	Total	174	189
Cedar Ave Service Car	1557	1	1
University West	1558	3	0 ¹²
Athletic Facilities	1574	4	4
Physical Access Services	1559	5	5
Parking & Transportation	1212	3	3
Busing	1213	4	4
Parking Maintenance	1528	5	5
ID Cards	1258	1	1
Security Services	1555	47	53 ¹³
Custodial	1561	83	93 ¹⁴
Health Sciences custodial	1529	4	4
Printing	1809	10	11 ¹⁵
Bookstore	1803	1	2 ¹⁶
Food Service	1710	3	3

*Reorganized FY02/03

NOTES: (Head Count noted as HC)

¹Reorganization of Department of Institutional Planning with assumption of VP position by Ken Basch

²Risk Management and Insurance personnel to be transferred out of dept; 1 customer service rep. to be assumed from 1556

³Project manager and AVP to be added in 2002/03, subject to final review and approval

⁴Assumed 2HC's from General Campus Maintenance 1556(see below)

⁵Moved 2 HC's to Mt. Sinai, moved 2HC's to support additions in 1554: additional electrician position approved in budget process; transfer 1 position to 1551

⁶Transferred 1 HC from Vehicle Maintenance to Utilities to maximize efficiency

⁷Assumed 2 grounds maintenance from 1556 and 2 landscapers from 1560. In addition 4 security personnel are paid from this account

⁸Additional Evening Safety technician in response to 9/11. Approved during budget process

⁹This department will report to the Director of Real Estate (external to this department)

¹⁰New AVP and transfer of 1 HC from Institutional Planning office

¹¹University Architect's office transferred into this department from Institutional Planning

¹²Facility to be sold

¹³Additional security personnel(3)billed to PBL. Three patrol officers added based on budget increment for 9/11

¹⁴Additional 7 HC's for PBL, 1 HC for Sycamore, 1 HC for Greenhouse and 1 training manager

¹⁵Transferred 1 HC from 1215 before end of FY 02

¹⁶Additional 1 HC for access counter and auxiliary support to be funded here

KEY NUMERIC PERFORMANCE INDICATORS

PLANT SERVICES

- § Completed approximately 20,000 work orders this year, which represents an increase of 9% over the previous fiscal year.
- § Averaged 1644 new work orders per month. Completed an average of 1650 work orders per month, an increase of 15%.
- § Average monthly backlog of incomplete work orders was 479, down 5% from previous year.
- § Plant Coordinators completed 55 projects, which included infrastructure upgrades, ADA compliance, roof and masonry repairs and replacements, and a variety of renovations in labs, classrooms, and residence halls.

CONSTRUCTION ADMINISTRATION

- § 139 AIA contract documents totaling \$14,657,803 were processed during FY02.
- § 105 orders for CWRU net faceplate MARCs (moves, adds, repairs or changes) were processed, an increase of 11.7% over the past year.
- § Project managers oversaw 172 projects totaling \$188 million.
- § 39 new projects commenced and 41 projects were closed during the year.
- § There were no safety violations on any project.
- § Significant progress was made developing programs to assess service, budget, and schedule performance; a customer service evaluation form was developed and instituted, and a monthly Project Status Update Report was developed to better track budget and schedule.

OCCUPATIONAL AND ENVIRONMENTAL SAFETY

Training - (Classes and on-line sessions attended indicate overall impact of Safety training on the University Community)

- § Classes in major areas presented on-site or at DOES included chemical safety (178), bloodborne pathogen safety (64), and radiation safety (43).
- § More than 5800 individuals were trained in various safety areas over the year.
- § On-line training in radiation safety, bloodborne pathogen safety, formaldehyde safety, benzene safety and respirators in first year of full implementation were utilized by 1150 individuals, or 23% of all training.

Regulatory compliance – (Indicates effectiveness of safety program and safety awareness of the CWRU Community)

- § Chemical Hygiene Plan- Last year's safety audit (internally conducted by staff) showed that <50% of laboratories were in full compliance with this important program. At the end of this year, 92% compliance had been achieved.
- § No major incidents and only 4 minor incidents were logged in the past year in the Radiation Safety Program.
- § The Safety Services group responded to 242 odor complaints, 10 of which evolved into air quality assessments involving sampling and analysis reflective of possible safety problems. Four of the odor assessments resulted in application of significant remediation measures. (In the coming year, spill reports will be logged under the chemical safety program to provide incident response data similar to that obtained in the radiation safety program).
- § 23 buildings per month have undergone radiation security inspections with only a few minor violations, an improvement over the prior year.

Service Activities – (Indicators of service orientation of DOES staff)

- § 100% of designated laboratories have been contacted through the new “liaison” program.
- § 221 (of 221) clearances for laboratory moves were completed within the designated time frame.

Audit – (Internal indices of program effectiveness and efficient operation)

The department’s internal audit program, developed 2 years ago, is now in full operation and addresses more than 125 specific areas of activity. This program has resulted in administrative modifications in 38 different areas over the past year. Full audit results of this program are available in the Safety Office.

CAMPUS SERVICES

- § CWRU Security personnel responded to a total of 15,577 calls for service during 2001/02. The most frequently required services were security escorts (4,467), alarm responses (3,973) and facility let-ins (1,895). (See Appendix II)
- § Security officers provided approximately 1300 hours of special event security coverage during 2001/02.
- § 479 criminal incidents were reported on or immediately adjacent to the campus during the past year. This represents a 6 % increase from the 453 incidents recorded the previous year; the increase was in property-related theft and other misdemeanors. Serious crimes vs. persons were reduced from 7 to only 1 during 01/02. (See Appendix IIA)
- § CWRU and UCPD investigators conducted 198 follow up investigations to criminal incidents. These investigations resulted in 89 cases being closed by clearance.
- § Wood Co. realized consolidated retail sales of \$1,965,243 during the past year as compared with \$ 2,047,825 during 2000/01 by Aramark. Part of this decrease was due to the shutdown of BRB for renovation. Wood recorded \$814,653 in catering sales compared with \$961,995 for ARAMARK during the previous year. At the time of transition, some of catering sales were lost to off-campus vendors.
- § An on-line residential meal plan satisfaction survey was piloted during 2001-02 to provide a baseline for comparison with future years. Over 700 students responded in the spring of 02’. The overall satisfaction rating was 2.2 on a scale of 1-5. (5 being highest)
- § Food service capital improvement projects of \$1,102,445 were managed by Campus Services, which significantly improved the ranges of dining choices available to the campus community.
- § Sales from the Barnes and Noble College Bookstore decreased from \$6,432,496 in FY01 to \$5,998,077 in FY 02. Sales decreases were in the used textbook category and in several of the non-textbook categories including school supplies, computer peripherals, clothing, greeting cards and backpacks.
- § Printing Services volume of sales has increased in all areas while prices have remained stable. Offset press work is up 12% from last fiscal year, total black and white copy volume is up 7%, color copy volume is up 61% and bindery job volume is up 13% from last fiscal year.
- § In Custodial Services, cleaning standards for CWRU campus from which unit productivity can and will be measured, as well as a baseline for staffing per square foot of interior building space, were established.

REAL ESTATE AND PROPERTY MANAGEMENT

- § Apartment occupancy during the school year was at 100%
- § Annual property management survey completed each January indicates level of tenant satisfaction with Property Management services. (See Appendix III)

RISK MANAGEMENT AND INSURANCE

- § Worker's compensation expensed increased in FY 2001-02 by approximately \$200,000 due to two major factors: a large lump sum settlement and a 300% increase in the excess workers' compensation premium. The actuarial reserve allocation decreased considerably because some pending claims, including a death claim, were closed in the fourth quarter of FY2001-02. (See Appendix IV.)
- § Insurance claims data is available upon request.

SIGNIFICANT DEPARTMENTAL ACCOMPLISHMENTS FOR FY 2001-02

COST SAVINGS (See Appendix IA)

FACILITIES MANAGEMENT & OPERATIONS

- § Developed a master plan for the use of the former Mt. Sinai Hospital.
- § Developed, in conjunction with the Budget Office, a streamlined Capital Budgeting process.
- § Completed assessment of departmental core competencies identifying opportunity to further enhance departmental image through effective marketing of programs and services.
- § Participated in architectural committee that selected Goody, Clancy & Associates for Phase I of the North Residential Village. Negotiated contract.
- § Assisted in development of student life planning structure.
- § Participated in negotiations for sale of University West.

CUSTOMER SERVICE

- § Enhanced the relationship with Housing and Residence Life by conducting regular walkthroughs of residence halls to identify and address facility related concerns.
- § Numbered all campus elevators for ease of identification for maintenance and safety concerns.
- § Played an extensive role in the coordination of facility needs for Commencement.
- § Built a strong relationship with the Department of Conferences and Special Events to ease their burden of facility requirements for special events.

PLANT SERVICES

- § Assumed responsibility for managing Mt. Sinai facility. Installed portable boilers to heat the facility in lieu of existing boilers. Assigned Plant employees to secure the buildings' mechanical, electrical and plumbing systems. Reduction of total utilities consumption and expenses.
- § Collaborated with Johnson Controls, Federal and Ohio EPA to co-sponsor and host "Buildings for a Livable Future" symposium in Thwing Center in February. In excess of 100 architects, engineers, and educators from Northeast Ohio were in attendance.
- § Presented a Staff Development Seminar on "Conserving Energy at Home and Work". Initial presentation was in October at Strosacker Hall. Presented additional sessions to members of the Controller's Office staff and the School of Engineering staff. Seminar was co-created by staff and student energy interns.
- § Supported the Animal Resource Center in meeting the requirements for ALAC accreditation.
- § Collaborated with various academic and student life departments to enhance undergraduate experience. Efforts included: assisting with "Move-In", sponsoring a Garden Planting Activity during orientation week, assisting with the "Peace by Piece Quilt" project following 9/11, partnering with Electrical Engineering Department on a student project to design a solar voltaic battery charging facility for Plant Service utility vehicles, and with the Environmental Studies Department on a student project to identify energy savings strategies to be employed in MSASS. In addition, Plant has employed student interns to assist in developing campus energy conservation strategies, as well as employing students as summer employees in various areas of the department.

CONSTRUCTION ADMINISTRATION

- § Initiated monthly Project Manager meetings with Plant Services and later expanded to all individuals involved with construction projects (now totaling 29 people in 10 departments) for the purpose of sharing information, construction updates, coordination of projects, and problem identification and resolution.
- § Presented an eight session Project Manager Training Program for all CWRU staff who manage construction projects.
- § As almost 200 projects were scheduled this summer in 90 buildings, a special project schedule was developed and disseminated to a number of departments to keep other support departments aware of these activities and allow them to better manage their operations.
- § Updated three of construction contracts and created two new contracts in preparation for major new projects.
- § Developed the CWRU “Building Identification” document to establish common identifiers to standardize communication, establish usable databases, and afford more accurate record keeping.
- § Developed an efficient, collaborative system with Plant Services, Purchasing, Accounts Payable, and the Controller’s Office to successfully meet the CP2000 spend-down deadline for Tranche 1 of the OHEFC Commercial Paper financing program.
- § Collaborated with project managers in Plant and Campus Services to update the 10-Year Major Maintenance Plan through FY 2011-2012.
- § Established a monthly Project Status Update Report that captures percentage of completion and more timely updates for all current and future projects, and a customer service evaluation form.
- § Successfully implemented a plan to manage CWRU net faceplate MARCs and project installations in a timely, cost effective manner.
- § Developed program enhance tracking of faceplate requests, to ensure proper and timely notifications, to improve response time to project issues or emergencies on a 24 hour basis, and to provide a better flow of information needed in closing projects. To support the project management process, user-friendly document templates were placed on the department’s shared network.

OCCUPATIONAL AND ENVIRONMENTAL SAFETY

- § On-line retraining programs (Formaldehyde, Bloodborne, Benzene, Respirator, Radiation) were developed to simplify access to training and to improve efficiency of training for Faculty, Staff and students.
- § The Department developed new training using PowerPoint and DVD formats to streamline presentations and to ensure important regulatory information is systematically and efficiently presented [(Right-To-Know and Shockwave Presentations) (Laboratory Safety, Bloodborne, Radiation, Formaldehyde, Benzene, Respirator)]. Efforts to improve coverage of Safety presentations increased average class size and frequency of classes two-fold.
- § Developed Emergency Response Plans for chemical, radioactive and biohazard responses and shared them with the Cleveland Fire Department for critical input and coordinated implementation in FY 02/03.
- § A performance-based system of hood inspections was implemented that allows us to assess the safe operation of this primary safety engineering system in all laboratories. Three hundred hoods were certified using the new ASHRAE Program protocol. At 300 hoods per year, on a rotating basis, this program will be fully implemented for all fume hoods by the end of FY 2004. The fume hood program avoids costly hood replacements based on arbitrary velocity standards and provides a true index of operational safety for all fume hoods.

Other milestones that significantly improved Safety readiness and service performance were:

- § Internet implementation of the new ChemWatch MSDS Program with greatly increased chemical safety information and accuracy (The EPA and other regulatory organizations later implemented this program).
- § Development of new internally audited administrative standards of operation.
- § Provision of on-line access to and submission of service and regulatory forms (e.g., applications for use of radioactive materials, submission plan for biohazard hood certification, transfer of radioactive materials, laboratory decommissioning, etc.)
- § Significant enhancement of staff training through development of a colloquium program that has been enthusiastically supported by University faculty who have kindly presented research lectures to DOES staff throughout the year.
- § Enhancement of emergency response readiness by facilitating 24-hour training certification for all responding administrative staff, specialists and technicians.
- § Maturation of our service profile through the Laboratory Liaison Program. This program, developed last year, has significantly improved the tenor and level of the Department's contact with principal investigators and staff by ensuring quarterly service oriented visits from Safety Office personnel to all laboratories.

CAMPUS SERVICES

DEPARTMENT-WIDE

- § Campus Services, and in particular Protective Services, mobilized a comprehensive response to the 9/11 tragedy. This included deployment of security personnel and providing support services as required to the campus community. Procedures were also established to provide effective response to the Anthrax situation that followed closely after 9/11.
- § Worked in conjunction with the Peter B. Lewis occupancy committee, to develop and implement occupancy and operational plans for the facility, in order to achieve a successful opening. These plans included security, custodial, parking, food service/vending, access services and printing. As part of the budget process for FY02/03, emphasis was given to providing adequate staffing and funding to maintain and securing this highly visible building.

PROTECTIVE SERVICES

- § Continued to maintain a low rate of serious crime through the deployment of patrol staff and the application of available technology. Serious crimes vs. persons were reduced in 2001/02 from 2000/01 from 7 incidents to 1. (See Appendix IIA)
- § Implemented the new Lenel access control system and began conversion of facilities. This new installation provides the platform to integrate with other systems, including CCTV, to improve the overall level of security on campus.
- § In partnership with UCI and other institutions, reviewed the possibility of sharing a trunked radio system with the potential to improve overall capacity, add features and provide flexibility of access to radio frequencies. A deal was successfully negotiated with Nextel and the new system will be installed in Fall '02.

PARKING OPERATIONS, MAINTENANCE & TRANSPORTATION

- § Continued to update and implement the multi-year major maintenance plan for all university owned parking structures.
- § Completed an assessment of the condition of the Mt. Sinai garage and developed a plan to make required improvements in order to have the structure available for use within the general parking allocation, to serve the specific needs of the Sinai facility or to support lease arrangements with other institutions.

ACCESS SERVICES

- § Working in conjunction with the Campus Card Task Force, continued to expand the services offered through the CWRUcard program to include:
 - Ø Additional retail merchants
 - Ø On-line value transfer
 - Ø Laundry/Vending
 - Ø Possible banking relationship
- § Also, successfully negotiated a contract with SACash to manage the relationships with external vendors and to effectively market the program to increase participation and improve student satisfaction.
- § Working in partnership with RTA and Student Affairs, successfully implemented the RTA U-Pass program and distributed RTA passes to all eligible undergraduate students.

CUSTODIAL SERVICES

- § Successfully completed the recruitment of a new Asst. Director and initiated the reorganization of the custodial management team to provide an effective structure for sustained program improvement. A budget provision for a training manager was received as part of the budget process for the upcoming FY.

AUXILIARY SERVICES

Dining & Vending

- § Completed the conversion of the food service contract from Aramark to Wood Co. This transition provided the foundation for improvement in the quality of the food service program.
- § Coordinated the installation of new concepts and implemented other required changes to significantly improve all aspects of the campus dining program. These include:
 - Ø Installation of Jazzman's Café in Thwing Atrium
 - Ø Conversion of BRB Jazzman's
 - Ø Installation of Subway station in Thwing
 - Ø Upgraded Charlie's Place in Thwing to include expanded concepts (Sky Ranch Grill, Pete's Arena)
 - Ø Upgraded FDR services
 - Ø The installation of Top Hits station and Brick Oven Pizza concept at Fribley Commons
 - Ø Complete conceptual redesign and renovation of the BRB Cafe servery
 - Ø Coordinated the install of card readers on selected high volume vending sites
- § Completed a total restructuring of the student meal plan to increase flexibility and expand options. New plan will be implemented in Fall 02.
- § Finalized plans to purchase and install a Diner and add Fribley Café, to expand late night options for students.

- § Began implementation of various components of the Ricca & Assoc. master plan. Specific related objectives for 01-02 included:
 - Ø Developed and implemented revised student meal plan structure to increase flexibility in dining options.
 - Ø Expanded and implemented on-campus late night options
 - Ø Completed initial planning and purchase of late night Diner operation
 - Ø Worked with Wood Co. to offer late night “café” service in Fribley Commons
- § Improved summer programming on campus by coordinating and implementing “Picnics on the Quad” summer program with other University representatives as well as the introduction of an ice cream cart, all of which met with positive results and feedback

PRINTING SERVICES

- § Developed and issued an RFP for offset printing support. Finalized a new 3-year contract with the selected vendor to ensure effective pricing for standard press products such as letterhead and business cards.
- § Purchased a Cushman vehicle for faster pick-up and delivery of jobs.
- § Developed a broader range of services specifically geared toward improving student services such as:
 - Ø New bindery equipment acquired for thesis binding - to enable quicker turnaround & significant cost savings to students.
 - Ø Laminating machine with ability to create stickers
 - Ø Foil stamp machine
 - Ø Tape binding unit with accompanying printer for printing on spine.

RISK MANAGEMENT AND INSURANCE*

- § Developed a plan to renew property coverage in FY2002-03.
- § Replacement of the medical professional liability program with CNA from St. Paul within budget projection.
- § Submitted a claim to the Bureau of Workers Comp that recovered \$80,000 as a result of a recent Ohio Supreme court decision.
- § As a result of contracting with the Emerald Health Network for the 2001/02 policy year, a significant savings to the student medical plan was realized.
- § A discount prescription drug card program with Express Scripts was successfully implemented into the student medical plan for the 2001/02 policy year.

REAL ESTATE AND PROPERTY MANAGEMENT*

- § Completed electrical upgrade to apartment buildings.
- § Completed redecorating of common areas in apartments.
- § Disposed of real estate in New Lyme, OH (\$146,000) & Keauu, HI (\$27,500).
- § Continued to attain 100% occupancy of all apartments during the academic year.

* No longer within the Department of Campus Planning and Operations

KEY DEPARTMENTAL STRENGTHS AND OPPORTUNITIES

CAMPUS PLANNING AND OPERATIONS:

Strengths

- § A fully integrated campus planning and operations department to provide services and programs cost effectively and efficiently.
- § Highly skilled, diverse, customer-focused department that has the capability and resources to deliver high quality service.
- § Leadership that provides broad business and financial capabilities.
- § A sound working relationship with all management centers.
- § An administration that supports the challenges necessary to develop an empowered learning environment.

Opportunities

- § Effective implementation of the master plan.
- § Development of landscaping master plan and utilities master plan.
- § Development of a proactive planning process including major University constituencies.
- § Enhance student life and the campus experience for all students, faculty and staff.
- § Identify opportunities for greater participation for women and minority owned businesses.

CUSTOMER SERVICE

Strengths

- § Competent, dependable, team focused staff whose number one goal is customer satisfaction.
- § Timely notification of customer's requests to the appropriate resource and follow through to ensure customer satisfaction.
- § A communications networking system for immediate notification of facility maintenance emergencies.
- § A Work Management Computer System (MP2) that eases the creation, tracking and reporting of work requests.
- § Strong support from Administration enables the Center to grow and expand responsibilities.

Opportunities

- § A new telephone technology that will be used to expand capability in measuring performance.
- § A new radio system is to be installed this fall that will provide channels for separate departments, monitoring radio transmission closer and providing a direct line of communication with Security during special events.

PLANT SERVICE

Strengths

- § Customer Focus. The architecture of the Plant Services Department requires every employee to be responsive to, and responsible for, addressing customer needs.
- § Adaptability. The department focuses on a "can do" approach which often requires "outside the box" thinking to meet special requests.
- § Communications. Plant uses a variety of options, ranging from scheduled Management Center meetings with Plant Administration to direct contact by Zone personnel, to maintain high quality communications with customers.

Opportunities

- § Plant is researching and purchasing new software systems that will enable the monitoring, management, and reduction of utility consumption. Plant has partnered with the United States Green Building Coalition to begin a pilot project to certify three campus buildings under the LEED for Existing Buildings program.

Barriers to Success

- § Systems related. The WMS work management system that provides the interface between MP2 and Peoplesoft generated errors, which resulted in loss of information needed to provide customers with accurate cost information for work.
- § The utility billing software is also not reliable and Plant is in the final stages of purchasing a new utility accounting system.

CONSTRUCTION ADMINISTRATION

Strengths

- § Good communication
- § Dedicated professionals who continually seek opportunities for improvement.
- § A belief that organization, integrity and communication are vital to successful project administration.
- § The addition of a full-time dedicated administrative assistant to support and organize daily office functions.
- § Strengthened communication and working relationships with several departments through monthly project managers meetings.
- § Flexibility in dealing with unique requirements by adopting new procedures and management styles accordingly.

Opportunities

- § Implementation of the UWIN2 program to replace the CIP (Construction in Progress database) system will improve efficiency, information flow and customer service.
- § Opportunity to enhance campus documentation, and many operations, by the addition of CADD files to existing system.
- § Opportunity to enhance communication and planning with a scheduler.
- § Expand resource pool of design professionals and contractors to identify opportunities for greater diversity in construction projects.

OCCUPATIONAL AND ENVIRONMENTAL SAFETY

Strengths

- § A staff with broad and diverse backgrounds that can address and resolve a wide range of issues faced in radiation, chemical, and biological safety at Case Western Reserve University.
- § Programs that meet or exceed regulatory requirements in most safety areas and proactively anticipate new safety requirements as new programs are promulgated.
- § Excellent administrative support and outstanding partnering with related service responders at the University.

Opportunities

- § As programs continue to mature, continue to enjoy an excellent interaction with other departments that are developing safety-related initiatives.
- § Further augment our partnering with outside agencies initiated over the past year that is essential for emergency response to our campus.
- § Dedicated to improving the environmental quality in University facilities.
- § Opportunities to expand participation of local minority contractors who can support safety efforts.

CAMPUS SERVICES

FOOD SERVICES

Strengths

- § Responsiveness to internal and external customers.
- § Existing vision and plans for future progress of dining program.

Opportunities

- § New development and construction will facilitate “cutting edge” facilities and programs.
- § Continued development of programs, which are responsive to internal and external customers based on market research.

Barriers to Success

- § Budgetary constraints due to a historically “low cost-high value” program
- § Recruiting and retaining.

PRINTING SERVICES

Strengths

- § Stable and cohesive workforce that works well together and has had an opportunity to focus on customer service needs.
- § State-of-the-art equipment that still has excess capacity and the ability to meet additional needs including student focused needs e.g. thesis binding, color copies.
- § RFP established with outsource partner for best possible pricing for standard presswork.

Opportunities

- § Economies to be established from combining Law and Weatherhead copy centers allowing more flexibility for staff to focus on customer needs.
- § Initiation of student focused copy center in Thwing in anticipation of future Student Center activities in a vibrant and busy Thwing Center.
- § Networking of major equipment including color copier will allow better access for customers to the latest technology without having to leave their desks.

Barriers to Success

- § Location still a major issue; Access to Peter B. Lewis copy room is difficult both because of its location in the basement down a long passageway, is a smaller space than had been anticipated and because entry to the building is being carefully monitored with security acting as a significant deterrent to our customers. In addition, KSL access is carefully monitored reducing ability to access new color printer except by electronic means.

PARKING MAINTENANCE

Strengths

- § Quick response to customer needs.
- § Ability to anticipate need based on past experience.

Opportunities

- § Maximizing efficiencies by assuming operation of parking garage at Mt. Sinai.
- § Improvements for the VIC Lot that could include different hours of operation, possible access to contact taxis or limos.

SYSTEMS AND ACCESS SERVICES

Strengths:

- § Highly dedicated, customer focused group.
- § Increased ability to react quickly to demands, challenges, and overall change.

Opportunities

- § Integrate security technologies to include, access, CCTV, emergency phones.
- § Shape/reshape programmatic approach to bio-terrorism through systems, policies, programs, and business practices (CBR Task Force)
- § Further expand card program through banking relationship.
- § Introduce wireless laptops and PDA's to patrol function for better access of critical information quickly.

Custodial Services

Strengths

- § Strong focus on improving customer relations.

Opportunities

- § Creating position and hiring of training manager will significantly improve ability to provide staff with needed knowledge and resources to perform well.

Barriers to Success

- § Sufficient financial support to upgrade staffing to meet needs.
- § Resources to upgrade and improve the use of technology.

PROTECTIVE SERVICES

Strengths

- § Managers who successfully integrate department objectives, develop solutions and create a strong sense of teamwork.
- § Flexibility and responsiveness to University security needs.

Opportunities

- § CCTV cameras to promote a secure campus.
- § Retain officers through growth in training and mentoring.

Barrier to Success

- § Dedicated security positions require extra staffing support to cover absences.
- § Clerical assistance would contribute to faster completion of projects.

FY 2002- 2003 DEPARTMENTAL OBJECTIVES AND PLANNED ACCOMPLISHMENTS

DEPARTMENT- WIDE

Objective:

Continue to refine and develop performance measurements within each area consistent with the Department's vision of a high quality, cost effective, responsive service provider.

Objective:

Based on previous FY's assessment of department's core competencies, capitalize and expand on areas of excellence and strength to enhance marketing and visibility of the Department.

Objective:

Continue to promote our highly regarded level of customer service, while emphasizing "doing business smarter and efficiently."

CAMPUS PLANNING AND SPACE MANAGEMENT

Objective:

Effectively integrate the Campus Planning function into the newly created Department of Campus Planning & Operations.

Objective:

Develop and implement a proactive planning process including major University constituencies and external constituencies.

Objective:

Provide leadership and support to the planning and implementation of major projects including West Quad, Sears/Enterprise renovation, North Residential Village, College Town, University Commons, Center for Structural Biology, and possibly a new Chemical Engineering Building.

Objective:

Complete development of a utility infrastructure master plan consistent with the Campus Master Plan to provide adequate capacity, redundancy and reliability.

Objective:

Hire a landscape architect to develop a Landscape Master Plan.

Objective:

Identify a CADD and space management system to support space management and provide an information database for use by the campus community.

CUSTOMER SERVICE

Objective:

Develop and implement a standard for productivity measurement and establish a baseline.

Objective:

Develop a marketing strategy for the Customer Service Center to the campus community.

Objective:

Expand the capabilities of the Customer Service Center by hiring additional staff.

Objective:

Continue the implementation of the work management system by developing the inventory and purchasing modules and explore opportunities to incorporate other areas of Finance and Administration onto MP2.

Objective:

Look for opportunities to improve processes that affect daily operations.

PLANT SERVICES

Objective:

Establish baseline of employee productivity, fiscal accountability, and customer service to ensure ability to measure progress and improvements for self-directed work groups.

Objective:

Finalize an energy master plan.

Objective:

Develop opportunities for students to engage in experiential learning through the energy intern program.

Objective:

Collaborate with purchasing to redefine and improve the management and operation of receiving, the plant stock room and plant inventory processes to expedite the purchase and receipt of equipment and materials needed for facilities maintenance and repair.

CONSTRUCTION ADMINISTRATION & PROJECT MANAGEMENT & DESIGN

Objective:

Provide leadership and support to the planning and implementation of major projects including West Quad, North Residential Village, Sears/Enterprise renovations and Medical School air handler replacements.

Objective:

Continue to maintain an active role in the developing and streamlining procedures for contractor work; and continue to enhance paperwork processing to benefit all staff in the Department of Campus Planning and Operations.

Objective:

Develop a "Project Delivery Manual" for management centers.

Objective:

Develop and implement mechanisms to track and assess project schedules, costs and customer service.

Objective:

Prepare to move to a new project management database system; i.e., clean-up existing data, decide what data needs to be preserved and chart business processes.

Objective:

Work with Accounts Payable to centralize project files eliminating unnecessary duplication and providing complete project records in one location.

OCCUPATIONAL AND ENVIRONMENTAL SAFETY

Objective:

Enhance training and yearly retraining programs in radiation materials handling and training in radiation generating equipment usage for faculty, staff, students and ancillary personnel. Ensure cross training of personnel, encourage personnel certifications in all environmental safety programs and achieve Facilities Management Certification for plant Safety Manager.

Objective:

Achieve effective liaison with partners within and outside the University by augmenting current partnership networks.

Objective:

Improve efficiency and effectiveness of programs by increasing activity of the Laboratory Safety Committee through increased committee meetings and re-institution of Laboratory Safety Committee audits.

Objective:

Augmentation or development of specific safety programs:
Completion of written Standard Operating Procedures for all DOES Programs
Comprehensive Emergency Response Program
Environmental Management System for the University
Enhancement of the Safety Liaison Program

CAMPUS SERVICES

SECURITY/PROTECTIVE SERVICES

Objective:

Review overall deployment of security staffing and develop recommendations intended to enhance security visibility and address expansion of student life facilities in the north campus area. Implement recommended changes in order to reduce the actual level of serious crime and improve the overall perception of security. Security enhancements will also address post 9/11 concerns regarding response capability.

Objective:

Re-evaluate and update the University's Emergency Response Plan ensuring coordination amongst all offices within and external to (as appropriate) the Department of Campus Planning & Operations to improve capacity to respond to various emergency situations.

Objective:

Continue the strategic expansion of security technology in order to improve and expand our ability to effectively monitor the campus.

Objective:

In partnership with UCI, complete the installation of the new integrated radio system in order to improve communications and enhance emergency response capability.

FOOD SERVICE**Objective:**

Ensure that new Sodexo/Wood management team addresses deficiencies in the delivery of food service and effectively implements a proactive labor relations program.

Objective:

Complete the implementation of the Diner, Fribley Café, PBL café, Grab & Go and the Greenhouse Coffee Bar in order to expand options available to students and improve overall satisfaction.

Objective:

Complete capital improvement plans for Tomlinson Hall, the North Campus Dining Hall and the Student Center.

Objective:

Continue to expand the CWRUcard program in order to support the implementation of the new meal plan structure, expand retail options, improve convenience and increase overall student satisfaction.

Objective:

Implement planned changes in student meal plan structure and continue to develop additional food concepts and venues in order to improve overall satisfaction with the dining program, which will help enhance the quality of student life on campus.

AUXILIARIES**Objective:**

In conjunction with student life planning initiatives, assist in developing plans for a new Bookstore in order to improve service to the campus community and enhance the retail environment in the UCI area.

Objective:

Develop strategic business plan for the printing function to include an analysis of options for an enhanced retail copy shop.

Objective:

Successfully implement the SACash program and expand the number of off-campus merchants that participate in the CWRUcard program in order to improve student satisfaction.

CUSTODIAL SERVICES

Objective:

Complete updated staffing analysis for custodial operations and implement any recommended changes in order to improve efficiency, productivity and the overall effectiveness of the cleaning program.

Objective:

Implement comprehensive support services program at the Peter B. Lewis Building commensurate with the high profile nature of the facility.

PARKING & TRANSPORTATION

Objective:

Assist in the planning for construction of the new north campus structure. Continue to develop plans for the Mt. Sinai parking facilities including a capital renovation plan for the structure and strategies to maximize the use of excess parking capacity during the next few years.

Objective:

In partnership with UCI, complete an assessment of the UCI shuttle bus system to determine its effectiveness in meeting the current and future needs of the of the campus community. Develop recommendations for changes as warranted.

**DEPARTMENT OF CAMPUS PLANNING AND OPERATIONS SUMMARY OF
COST CONTAINMENT AND REVENUE ENHANCEMENTS FOR FISCAL
YEAR 2001/2002**

AREA OF COST SAVINGS	COST SAVINGS ^a
Facilities Mgmt & Operations	
Negotiated three year price guaranteed property and medical professional liability coverages in anticipation of a hardening market	100,000 ^f
Campus Services	
Purchase and installation of the Sanipac autoclave system reducing costs in contracted bio-hazardous waste removal (ongoing)	10,000 ^f
Implementation of a single vendor contract for purchasing custodial cleaning supplies campus wide for an estimated overall reduction of 25% (ongoing)	115,000 ^f
Replaced Cost-per-copy CLC1000 color printer with leased Xerox Docucolor 12, with resultant savings in per copy and volume charges	13,500
Issued 3 year vendor contract for standardized press work as a result of RFP with resulting 10-25% savings in costs to CWRU customers	35,000 to 70,000
Revenue generated from Recycling program	4,160 ^d
Plant	
BRB Variable frequency drives on main fans – installed 12 units to reduce fan speed in response to building demand instead of 100% of time	56,000
Glennan Lighting Retrofit-replacement of lamps and ballasts, installation of energy efficient exit lighting and installation of motion sensors in public areas.	13,000
Crawford Hall Lighting retrofit – lamp and ballast replacements , exit signs , motion sensors	13,800
Irrigation Metering (20 systems) separate meters installed on irrigation systems to avoid paying sewage for water used	90,000
KSL lighting retrofit, resulting in electrical savings, cooling load savings, and annual material cost savings for lamps and labor savings on lamp replacement	56,291
Mt. Sinai portable boiler installation- labor savings for operating engineers and reduction on natural gas usage	67,000
Transport Natural Gas contract – reduction in costs compared to Dominion East Ohio for same period previous year	35,464
Occupational and Environmental Safety	
Development of online training in Chemical, Biological and Radiation Safety as compared to vendor provided training	100,000
Chemwatch MSDS Program	10,000
In-house chemical waste disposal (ongoing)	35,000
ASHRAE program	85,000
Radiation Waste Disposal (BFI)	8,480
Biohood Program	10,800
In-house meter calibration	12,470
^a Annual savings, unless specified	
^d Revenue enhancement	
^f Savings began in 2000/01	

GENERAL ACTIVITY SUMMARY

	01-02	00-01	99-00	98-99	97-98	96-97	95-96
Patrol Operations							
Incident Reports:							
UCPD Criminal	*	184	209	77	135	169	156
CWRU Criminal	*	336	269	224	226	263	214
CWRU Non-Criminal	*	193	172	205	216	250	123
Escorts	703	1119	1034	1643	1617	1875	2248
Alarm Responses	3973	4303	4311	3179	2985	3646	4263
Let-Ins	1895	1951	2132	2147	2224	3001	3345
Assist Ill/Injured	185	216	217	258	160	190	159
Parking Violations	1998	1723	2859	1308	1857		2555
Actual			2859	1308	1857	*	2423
Warnings							132
Mobile Escorts	3764	3544	1771	2160	1917	1989	1375
Emergency Response							
Actual Fires	16	23	39	23	22	31	32
Floods	2	12	4	6	4	5	9
Hazardous Materials	6	12	18	26	28	30	43
Foreign Odor	51	90	80	71	51	58	98
Power Outage	10	35	11	13	6	34	9
Systems							
Security Systems	80	79	n/a	70	60	65	60
Cardreaders	287	301	n/a	269	242	226	197
Portals Protected	700	711	n/a	625	575	550	495
Cameras	214	214	n/a	205	180	157	155
Key Control							
Issued	2555	3406	3191	3110	3620	4141	3398
Returned	2992	3789	3705	3523	2895	4352	3934
I.D. Center							
Total Issued	8051	8659	8753	7253	7236	6606	7100
New	5027	5998	5580	6213	6184	4581	4852
Replaced	3024	2661	3173	1040	1050	2022	2248
Crime Prevention							
Fingerprinting	*	143	134	131	148	117	n/a
Bolting	*	26	22	99	35	77	104
Vin Etch	3	9	11	9	21	27	32
Bike Lock	55	70	60	77	91	95	76
Bike Registration	13	22	13	11	27	79	14

*not available at this time

**CWRU ON CAMPUS CRIME COMPARISON
FISCAL YEAR**

	01 / 02	00 / 01	99 / 00	98 / 99
UCR PART I				
Murder & Non-negligent Manslaughter	0	0	0	0
Negligent Manslaughter	0	0	0	0
Forcible Sex Offenses	0	1	1	2
Non Forcible Sex Offenses	0	0	0	0
Robbery	1	4	0	2
Aggravated Assault	0	2	0	0
Burglary/ B&E	31	30	*18	*5
Motor Vehicle Theft	17	12	18	5
Arson	3	1	1	0
Sub Total	52	50	38	14
OTHER				
Simple Assault	8	7	1	2
Felony Theft	95	79	64	54
Petit Theft	111	138	95	112
Att. Auto Theft	8	3	4	4
Theft from MV	32	17	45	15
Criminal Damage, Mischief, Vandalism	94	77	59	36
Criminal Trespass	6	6	15	8
Vend. Machine Tampering	3	10	10	0
Bicycle Theft	37	23	25	37
Drug Offense	16	7	9	0
Phone Harassment	4	7	19	5
Other	13	29	19	17
Sub Total	427	403	365	290
TOTAL CRIMES	479	453	403	304

* Burglary definition expanded in 2000

Results of Annual Property Management Survey January, 2002

How would you rate the following services?

	Surveys					
	Outstanding	Good	Satisfactory	Poor	Unanswered	Completed
Maintenance	19	15	1	1	0	36
Snow removal	19	12	3	0	2	36
Trash removal	16	15	5	0	0	36
Cleaning	20	12	1	1	2	36
Heating	8	12	11	5	0	36

How would you rate on-site custodial personnel?

	Surveys					
	Outstanding	Good	Satisfactory	Poor	Unanswered	Completed
Friendliness	23	10	1	1	1	36
Dependability	22	12	1	1	0	36
Capability	24	10	2	0	0	36
Responsiveness	25	11	0	0	0	36

How would you rate the property manager?

	Surveys					
	Outstanding	Good	Satisfactory	Poor	Unanswered	Completed
Availability	22	14	0	0	0	36
Capability	24	12	0	0	0	36
Responsiveness	22	12	1	1	0	36

How would you rate the overall condition of your suite?

	Surveys					
	Outstanding	Good	Satisfactory	Poor	Unanswered	Completed
	10	20	6	0	0	36

How would you rate the laundry facilities?

	Surveys					
	Outstanding	Good	Satisfactory	Poor	Unanswered	Completed
	6	20	6	4	0	36

Comments:

- 1680 #103 I think you are are blessed to have Linda, Gordon, Paul & Butch working for you. They are all capable, professional and accessible whenever there is a problem. The building is very well maintained. The only way to make it any "better", in my opinion, would be if you had a newer building. Given what you have to work with, everyone does an outstanding job!
- 1680 #401 I have been extremely happy with everything about CWRU Property Mgmt except with the following:
On 12/28, custodial personnel tested the gas in my apartment and left all four stovetop burners on at full throttle, at around noon. Luckily I arrived home around 5 pm and was able to shut off the burners before something catastrophic happened. The incident was extremely unnerving because ordinarily I would have been at my parents' house, since it was the holidays. I recommend that custodial personnel use some kind of checklist when they do things like that, to make sure that things like this don't reoccur. They should take every caution to ensure that they have turned OFF every gas burner in every apartment.
- 1680 #404 The only reason I would not renew my lease is because I need a less expensive place to live.
- 1680 #405 I believe these apartments are well run and good living spaces. However, I do believe that they are becoming over priced as well. The continually rising rent is excluding a large part of the student population in addition to the community as a whole. The apartments also need to be sound proofed.
- 1715 #1 Linda, Gordon and Paul are wonderful! They are friendly, skillful and extremely willing to help/fix anything. The heat is very inconsistent, but that is our only minor complaint.
- 1715 #2 Is there any way to avoid having the shower go hot everytime someone flushes a toilet?
- 1715 #10 I think it's wrong that the elevator was taken out of commission when it was still in working order.. For the benefit of the tenants, I think the elevator could have been used until it broke down.

1715 #23 I really enjoy living here - The apartment is wonderful and Linda, custodial personnel, especially is so friendly.

1719 #3 Could use another washer & dryer. Better security!!!! It would be nice if we could control our own heat. The orange light by the outdoor stairway is so annoying.

1727 #2 Somehow remove snow on the street, The street can become a sheet of ice.

1727 #3 We need recycling!

1727 #5 Cold water around 9:00-11:00 am. Paul's attitude is very poor and rude for no reason. Why?? Linda and Gordon are great!! Very responsive and caring. Thank you guys!!

1727 #7 Everything is great here with one exception: we are very disappointed that we have garbage removal service, but no recycling. We ask that accommodations be made for recycling removal, as well as trash removal.

Unknown The electricity in 1680 is horrible. You may want to consider updating it.

Unknown When the heat turns on it becomes unbearably hot in The Noble. Is there any way to install a smaller furnace, suited to the building's needs?

Unknown It would be helpful if maintenance could be available at times other than 9-5. It is way too hot in the building in general - can the heat be turned down. We feel more washers/dryers would be beneficial.

Unknown Recycling, more laundry machines that actually work and hold more or are cheaper. The air conditioner we tried last summer blew fuses everytime in every outlet. There is not enough power to each outlet. (It worked at the Noble, but not at 1680. Why is that?)

Unknown The suites should still be adequately heated even during winter break. A lot of us don't go home for the winter break. Also some of us have AM classes & some PM classes. Heat should be available at all times especially at night.

WORKERS' COMPENSATION STATUS OF EXPENSE DETAIL

	<u>1st QTR.</u> <u>2000/01</u>	<u>1st QTR.</u> <u>2001/02</u>	<u>2nd QTR.</u> <u>2000/01</u>	<u>2nd QTR.</u> <u>2001/02</u>	<u>3rd QTR.</u> <u>2000/01</u>	<u>3rd QTR.</u> <u>2001/02</u>	<u>4th QTR.</u> <u>2000/01</u>	<u>4th QTR.</u> <u>2001/02</u>	<u>TOTALS</u> <u>2000/01</u>	<u>TOTALS</u> <u>2001/02</u>
TT/PT Compensation	\$8,133	\$22,926	\$14,654	\$17,049	\$18,968	\$19,379	\$18,109	\$30,058	\$59,864	\$89,412
Permanent Partial	18,215	2,086	12,425	8,652	3,461	6,982	2,690	11,583	\$36,790	\$29,302
Medical	29,588	44,093	21,461	31,521	15,905	24,852	43,685	42,202	\$110,639	\$142,669
Wage Loss	7,154	7,920	5,605	141	5,939	0	5,946	0	\$24,643	\$8,061
Death Benefits	0	0	0	0	0	0	0	(79,433) (1)	\$0	(\$79,433)
State Premium	2,606	2,417	0	0	2,417	3,234	0	0	\$5,023	\$5,651
Administrative	6,909	6,998	0	0	6,998	8,960	0	0	\$13,906	\$15,957
DWRF	28,006	29,444	0	0	28,075	29,567	0	0	\$56,080	\$59,012
Excess Insurance	0	0	0	0	33,353	133,328	0	0	\$33,353	\$133,328
Actuarial Fee	1,590	5,875	2,067	5,875	4,135	5,875	5,875	5,875	\$13,667	\$23,500
Medical Evaluation	0	900	1,110	0	375	3,380	450	385	\$1,935	\$4,665
Settlement	0	135,000	1,300	500	0	1,750	2,750	0	\$4,050	\$137,250
Other	1,067	(364)	0	388	0	445	1,219	357	\$2,286	\$826
TOTALS	\$103,267	\$257,295	\$58,622	\$64,126	\$119,624	\$237,753	\$80,724	\$11,026	\$362,237	\$570,200

Other: Membership renewals, subscriptions, seminars, etc. related to program

(1) Reimbursement from BWC for death benefits paid on claimant M. Johnston

WORKERS' COMPENSATION SUMMARY

	New/Active 2000/01	New/Active 2001/02	Comp 2000/01	Comp 2001/02	Medical 2000/01	Medical 2001/02	Total 2000/01	Total 2001/02
1st Qtr.	10/43	15/47	\$33,502	\$25,012	\$29,588	\$44,093	\$63,090	\$69,105
2nd Qtr.	11/41	6/42	32,684	25,701	22,571	32,521	\$55,255	\$58,222
3rd Qtr.	10/41	18/33	28,368	26,361	16,280	24,852	\$44,648	\$51,213
4th Qtr.	13/40	20/45	<u>26,745</u>	<u>41,641</u>	<u>43,685</u>	<u>42,202</u>	\$70,430	\$83,843
TOTALS			<u>\$121,299</u>	<u>\$118,715</u>	<u>\$112,124</u>	<u>\$143,668</u>	<u>\$233,423</u>	<u>\$262,383</u>

CWRU RESERVE ACCOUNT

	Expended 2000/01	Expended 2001/02	Transferred to 231-8403-0000 2000/01	Transferred to 231-8403-0000 2001/02	Unexpended Balance 2000/01	Unexpended Balance 2001/02	Actuarial Req'd Res. 2000/01	Actuarial Req'd Res. 2001/02
1st Qtr.	\$103,267	\$257,295	\$109,000	\$112,815	\$1,100,308	\$1,023,858	\$720,877	\$715,301
2nd Qtr.	58,622	64,126	109,000	112,815	1,150,686	\$1,072,547	731,856	796,177
3rd Qtr.	119,624	237,753	109,000	112,815	1,140,062	\$947,609	745,820	705,301
4th Qtr.	<u>80,724</u>	<u>11,026</u>	109,000	112,815	1,168,338	\$1,049,398	806,517	277,746
TOTALS	<u>\$362,237</u>	<u>\$570,200</u>						