CS employees at work...supporting sustainability is what we do.
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Sustainability…..Our Mission and What It Means To Us

emory’s sustainability vision is to help restore the global ecosystem, foster healthy living, and reduce the University’s impact on the local environment. This past year Campus Services’ employees supported this vision by achieving goals specifically targeted at sustainability issues. We challenged ourselves to find more innovative ways to reduce greenhouse gas emissions, improve energy conservation in buildings and reuse recycled building materials for new construction. We began formal conversations around energy reduction initiatives such as cogeneration, new lighting technologies and the possibilities of using solar, and the benefits of building a water reclamation facility on campus.

All CS employees were asked to possess a sense of ownership of Emory’s buildings and grounds, sustaining them for the future. Each and every day they came to work promoting our mission by being actively involved in the use of green cleaning products, preserving green spaces, supporting recycling efforts, developing energy reduction programs, providing transportation alternatives, implementing fuel conservation measures and building “green”, sustainable structures.

We believe the future of the planet is built on how we preserve what we have today. Read more about our accomplishments in this our Campus Services Annual Report 2012.
It seems fitting that we are focusing our FY12 Annual Report on sustainability. In Campus Services, sustainability is at the very core of our culture, and represents a set of values that we nurture and instill into everything we do.

Our daily operating procedures are built around how we can sustain our environment. It is not so much a focused plan as it is simply how we do business every single day. We have so many activities in place designed to help us reduce energy consumption. For example:

A temperature policy was initiated in FY12 which set temperatures in our facilities for winter and summer months at 68° and 76°.

We are into the third year of our Utility Reduction and Energy Conservation Agreement (URECA) that encompasses over 3.7M square feet of space. This effort focuses on high efficient lighting upgrades, water reduction devices, weatherization and highlights ways we can increase the performance of our buildings MEP systems.

Our Re-Commissioning and Sustainable Performance Programs are in-house efforts that utilize the expertise of our engineers, designers and trades workers to implement upgrades that improve our building systems. It’s hard to believe that without continuous effort, buildings can lose 10% efficiency a year.

These and other initiatives help guarantee that we will reach our goal of reducing Emory’s overall energy consumption by 25% by 2015.

There is so much more to our sustainability efforts than the management of building systems alone! Our No-Net Loss Tree Canopy policy guarantees that we will never lose the beauty and benefits of our trees and our sustainable land management policy that ensures 52% of our land holdings are designated as preserved.

Sustainability also includes maintaining a lifestyle that is mindful of ethical consumerism and encourages responsible attitudes towards our everyday environments. We walk around our buildings picking up trash, and identify repairs that need to be made. A new stretching program has started in Building and Residential Services, and we encourage exercise and healthy eating. I have started a weekly “Walk with the VP” program, and am encouraging everyone to come out to walk and talk with me.

Our mind, our body, our spirit, our buildings, our commitment, our way of being - sustainability is what we do, and who we are. This “ethos” of sustainability gives us something to celebrate, but it also ensures there is a passion to go beyond the mundane into the truly extraordinary.

I hope you enjoy the information contained in these pages of the 2012 Campus Services Annual Report.

—MATTHEW EARLY, VP OF CAMPUS SERVICES
See things around you in a new way; reuse whatever you can. Until just a few years ago I was tossing Christmas and holiday cards in the trash. Now I trim them up and use them as name tags for gift giving all year long. Just one small change in behavior, multiplied by millions and millions of people the world over will make a more wonderful world for our children, grandchildren and the generations that follow.

–DEBBIE MOYERS, ASSOC. VP CAMPUS SERVICES ADMINISTRATION

Whether you recycle aluminum, cardboard and newspaper at home (like I do) or shredded paper and plastics at work, you are making a contribution. It is each of our individual efforts from which we all collectively benefit.

–CRAIG WATSON, CHIEF OF POLICE
I've been rethinking my ideas about sustainability to include fostering a healthy living. How I take care of myself to sustain a long and healthy life is important to me. Especially as I age, there are opportunities galore to rethink my health habits. Getting active, laughing and taking time to enjoy every day -- that's a great way to sustain a long, happy and healthy life!

–KAREN SALISBURY, CHIEF OF STAFF

I reduced my carbon footprint and simplified my commute in 2012 by trying carpooling. A small and easy change like this can reduce our impact on the environment, reduce congestion and traffic on the roadways, reduce the cost of commuting, and reduce the stress associated with commuting. The changes we make don’t have to be big to be impactful. Do something small every day to reduce your environmental impact; you will be surprised how reducing can add up!

–LISA UNDERWOOD, ASSOC. VP TRANSPORTATION AND PARKING

Intentional restoration of something not working or looking its best, allows for responsible caring. You can make improvements, small and large, that step by step will grow smiles of appreciation. I have to give myself time to tackle these projects; it always is more satisfying than running out to buy new!

–JEN FABRICK, UNIVERSITY ARCHITECT
Using sustainable practices, we maintain the aesthetics of 700+ acres of landscaped and natural areas throughout the central campus, Oxford College, and Chappell, Cooper, and McDonough sports fields.
The Association of Physical Plant Administrator’s (APPA) 2012 Sustainability Award was presented to Emory University in Denver, Colorado on July 19, 2012. This is APPA’s newest award, and was introduced for the first time in the 2012 annual award cycle. APPA’s Sustainability Award is designed to recognize and advance sustainability excellence in educational facilities. The focus of the APPA Sustainability Award is to measure the current level and effort of a facilities management department with regard to sustainability, and its integration with the academic curriculum of the institution.

Emory was assessed on areas of educational curriculum and research; leadership and administration; maintenance and operations; energy and utilities; planning and construction; sustainability indicators; and sustainability innovations. We were the first school of our type to be awarded this sustainability award because we have integrated sustainable policies and “green” practices throughout all facets of the organization and embedded them within the educational institution.

Campus Services is honored that our sustainability efforts have been recognized nationally. We appreciate the efforts that our employees contribute on a daily basis.

A special thank you goes out to five members in Campus Services whose hard work and diligence helped us receive the 2012 Sustainability Award: left to right – Matthew Early, Brent Zern, Ashley Cobette, Karen Salisbury and Deena Keeler.
Emory's water conservation initiatives are holistically focused on strategies both inside individual buildings and across the campus in general. By reducing consumption within the buildings through green plumbing fixtures and reclaiming rain and wastewaters that would normally leave campus, millions of gallons of potable water have been saved. Given Atlanta's growing demand for drinking water and the need for uninterrupted water security because of our healthcare and research facilities, these efforts by Campus Services go a long way not only in operational savings but also in positioning Emory as a leader in water management practices. Since 2007 our water consumption has decreased by nearly 16 percent.
There are currently 19 LEED (Leadership in Energy and Environmental Design) certified buildings on campus thanks in large part to the Department of Planning, Design and Construction within Campus Services. These buildings total over 2.2 million square feet of classroom, labs, office space and resident housing and give Emory one of the largest portfolios of green buildings by an academic institution in the nation. This year marks the 10 year anniversary of Emory’s first LEED certified building, Whitehead Biomedical Research Building, which received its Silver certification in August 2002.

Emory’s green buildings benefit not only the natural environment in which they are located by using less energy and water but also the built environment by providing occupant comfort features such as natural daylighting, better indoor air quality and stabilized temperature conditions. A highly qualified team consisting of architects, engineers and Emory faculty and staff is led by Campus Services through the design, construction and certification of these impressive structures.

Building materials from demolished campus buildings are harvested and stored at the Briarcliff property for use on future projects.
The Campus Services Facilities Management department, including Engineering Services, works hard to improve the energy efficiency of buildings on campus. Through several administrative and engineering controls, we’ve helped reduce energy consumption on a per-square-foot basis by over 21 percent since 2005. *The Utility Reduction and Energy Conservation Agreement* has already demonstrated improvements in 14 buildings, nearly 3 million square feet of space, by retrofitting outdated, less efficient equipment, and energy dashboards in many of our newer buildings provide an educational component to occupants by allowing them to see and understand utility consumption on a real time basis. Implementation of a temperature set policy has also provided recognized benefit in energy use reduction.

These efforts, along with our forward thinking *Energy Task Force* that evaluates and recommends innovative energy technologies and strategies, supports Emory’s climate action planning initiative which aims to reduce total greenhouse gas emissions on campus by 50 percent by 2050. *The Carbon Reduction Task Force* monitors our contribution to achieving the plan’s goals.
Promoting and maintaining green space on our campus has always been a priority, and thanks to the Department of Exterior Services and the University Architect’s office, our tree canopy cover is actually expanding rather than declining despite our continued campus development. Emory’s “No Net Loss of Tree Canopy” policy helps to ensure this occurs as well as other tree management practices and policies. For example, there are several tree planting events during the academic year, most notably on Earth Day and Arbor Day. The planting on Arbor Day is a requirement for Tree Campus USA that helps to designate Emory as a university that promotes healthy trees and student involvement.

Similarly, we not only plant new trees but also preserve existing trees, sometimes through relocation. In 1999 three oak trees were moved from the future site of the Whitehead Biomedical Research Building to the south side of Goizueta Business School (below). Today, the trees are thriving and as healthy as ever demonstrating that trees truly are a sustainable resource when thoughtful conservation and management practices are applied.

When trees do have to be removed, we strive to find appropriate ways to reuse them such as in the construction of the new Lullwater kiosks and to proactively communicate “No Net Loss” project plans to the broader community. Such was the case with the 195 new tree plantings – not to mention 6 relocations – that will occur because of the Woodruff Circle and Hospital projects, replacing 77 trees removed.
Auxiliary Services, a department within Exterior Services, manages Emory Recycles, Campus Services’ award-winning on-campus recycling program. From plastic and cans to white paper to furniture and equipment surplus, they do it all. One of the more unique, philanthropic attributes of the program is how different materials are collected and reused for the betterment of our communities. The “Don’t Dump It – Donate It” program collected much from Emory students–20,700 pounds of clothing, furniture, small household items, and food–to the following organizations in the 2012 campaign:

- American Kidney Fund. The American Kidney Fund leads the nation in providing charitable assistance to dialysis patients who need help with the costs associated with treating kidney failure;
- Bread of Life Ministries. Bread of Life Ministries supports the needs of impoverished families in the Atlanta area;
- International Refugee Council. The International Rescue Committee (IRC) responds to the world’s worst humanitarian crises and helps people to survive and rebuild their lives;
- The Haven House. The Haven House is a facility that provides a safe haven for battered women and children in the McDonough area. Collected donations were sold to provide funds for the organization.

Additionally, the Surplus Properties program diverted 48 tons of furniture, electronics, and vehicles from the landfill through donations provided to the Atlanta Victory House, a nonprofit shelter for men, and through the sale of unwanted items.
Another unique component to Emory Recycles is its food composting program. Through a partnership with Southern Green Industries (hauler) and Wilbros (processor), the composting of food residuals, wood waste, post-consumer material, and animal bedding used in Emory’s research laboratories has become a reality. Emory continues to expand this program through building partnerships to create “destination Zero Waste” buildings on campus. The Candler School of Theology and Rollins School of Public Health, for example, have made commitments to outfit their buildings to collect composting in common areas, bathrooms, and near dining spaces to capture a material that was once destined for the landfill.

Emory Recycles’ partnership with the Department of Animal Resources takes animal bedding generated in the Whitehead Biomedical Research Building and research facilities at Emory Healthcare’s Clinic B and diverts it from the waste stream by adding it to the compost supplied to Wilbros through the Emory Composting partnership. The animal bedding has no infectious or chemical contamination and serves as a rich source of carbon for the composting process. The finished compost is then returned to campus for use by the Grounds crew in locations such as the Emory Sustainable Food Gardens.
Emory University is committed to its role as a leader and partner in developing and maintaining a sustainable, pedestrian-focused campus environment. The department of Transportation and Parking Services within Campus Services has created an award winning Commute Alternative Program that contributes to a sustainable campus and community by improving air quality and reducing traffic congestion.

Overall, the Emory community was responsible for eliminating almost 29 million pounds of greenhouse gas from the environment and eliminating over 2 million single occupancy commuter trips to campus by participating in a commute alternative program last year.

In support of Emory’s larger sustainability goals, the following Commute Alternative Programs are offered to the campus community at a reduced cost or no charge through Transportation Services:

- Cliff Commuter Shuttle Program (including Park/Ride)
- Transit Pass Program
- Vanpool Program
- Carpool Program
- Bike/Walk/Drop Off Program

Emory’s alternative commuting programs are very successful, with close to 50% of the campus community participating in a ridesharing, transit, or other commute alternative program.
Building and Residential Services developed a comprehensive green cleaning program that provides many benefits to both the building occupants as well as Campus Services staff performing the cleaning duties. Green products and programs improve indoor air quality by reducing dust and chemical allergens, provide for safer handling techniques of chemicals and increase efficiency through better training on cleaning procedures and more productive processes.

Combined with the financial advantage of reducing chemical consumption and improved inventory management, green cleaning helps to significantly lower each building’s environmental impact which benefits the Emory community as a whole. Campus Services prides itself on being a leader in this growing trend in building maintenance.
Working today for a "greener" tomorrow.
FM, the largest unit within Campus Services, provides grounds and hardscape maintenance, building maintenance, central steam and chiller plant operations and custodial care for Emory University and some parts of Emory Healthcare and the surrounding community. We remain committed to excellence in all aspects of facilities management, including maintaining Emory as a sustainable destination.

FY 12 Accomplishments/Successes

1. Service Level Agreements. SLA’s were developed this year for Oxford Campus, Residence Life and Housing, Rental Properties, and Campus Dining. The agreements clearly define services to be provided, and establish a shared set of minimum expectations regarding operations and support of services. They also provide a framework for communication regarding satisfaction with services being provided and opportunities for future enhancements.

2. Facilities Lifecycle Improvement Plan (FLIP). In FY 2012, a new approach was conceived to manage deferred maintenance and extend the life cycle of Emory’s facilities and utilities. FLIP’s goal is to take the Facilities Condition Assessment and update the information on a more granular level. Information from this program would then be used to populate the Major Repair and Replacement (MR&R) and Utilities Infrastructure Reserves (UIR) plans.

3. Building and Residential Services Reorganization. Reorganized the reporting structure, and reduced the staff/supervisor ratio. Provided intensive training for all BRS supervisors over a 6 month period.

4. Reorganization of Operations and Maintenance. Several changes put in place, including moving the reporting of Customer Service Center to the Chief of Staff role. This will continue in FY13 as new leadership in FM is put in place.

5. Shredding Program. Our shredding program began in early FY12 with 175 cabinets in service across the University. At the end of FY12, we had 517 cabinets across campus. The result is a 195% increase in revenue from secure document shredding in FY12 and a continuing successful waste diversion program.
6. Energy Reduction. In collaboration with the Office of Sustainability Initiatives, we continued with building, holiday turn down program, saving in excess of $41,000 over an 8-day period in FY12 (up from $15,000 in FY11).

7. Housing Pilot Program. Developed a program to address the specific needs of residence halls and fraternities. Project included developing monthly reports for each fraternity that shows service request charges for month, as well as extensive report of charges that ties back to Compass, the University’s general ledger. Additionally, we developed an invoice that all customers receive following the completion of their work giving the customer the opportunity to indicate if quality work was done, and to question time, material and labor if appropriate.

Strengths

The strength of our organization continues to be the people. We are fortunate to be able to attract and retain the outstanding people that make all of what we call “Emory” happen on a day to day basis. Without the dedication and expertise of these individuals the endeavors of teaching, research and healthcare would not be possible. We think ethically and continue to act with integrity, building relationships with people and leveraging them to the best advantage for Emory. Trust, respect, quality are values that we build on in everything we do.

Challenges

Financial resources have been and will continue to be a challenge. Finding creative ways to continue doing more with less and maintaining quality standards is an ongoing challenge. We strive to improve our communications processes, both internally and externally with customers and colleagues.
Opportunities

We will continue to nurture an entrepreneurial spirit in all that we do for the Emory enterprise. New leadership in FM and the reorganization of a new Utilities and Energy group will allow us to focus specifically on achieving our energy reduction goals and developing utility strategies that will serve the best interests of the University. Continuing to enhance our process of communication is an opportunity that will offer pay back multiplied abundantly! Developing processes that mimic expectations you have for your home will help Campus Services achieve a level of accountability and transparency that ensures we are exceeding the expectations of our customers.
The staff in CSA recognizes the importance of providing accurate, detailed information, guidance and support for the business functions of finance and accounting, information technology, human resources, training, communications and network & operating systems for all CS departments. Our mission, to create and maintain an efficient, state-of-the-art administrative support structure that is continuously learning, growing and finding innovative ways to improve, continues to be at the forefront of everything we do.

Significant Achievements for FY12

• Completed assessments for frontline employees in zones and central shops. Developed curriculum and training plans for individuals. Began training classes with electrical safety program.
• Completed redesign of CS website.
• Piloted the new feedback and development model for measuring employee performance. Implemented the new on-line application for evaluating employees with the pilot group. Completion of rollout to all employees to occur in FY13.
• Provided support and technical expertise for development and delivery of the Facilities Life Cycle Program (FLIP) an in-house designed system for tracking replacement costs and other relevant data on building assets. The goal is to use this database to generate MR&R budgets and prioritize maintenance and renovation projects and to link this database with the work management system so that historical information is maintained and easily retrievable. In-house design estimated to save $75K.
• Tracked and reported monthly 100% of employee actions.

- Completed technical development and rollout of the document shredding application, saving over $12K in software costs.
- Worked with Building and Residential Services to implement a successful reorganization, with a goal to achieve a better work/life balance for frontline staff and supervisors.
- Assisted departments in creating key performance indicators and designing various management reporting tools from data in our work management system.
- Assisted FM leadership in creating and finalizing Service Level Agreements w/ 5 key customers.
- Responded to all requests for information from central offices in a timely manner.
Opportunities/Strengths
The CSA team is proactive, well organized, has a good work ethic, works well as a team, and is committed to providing accurate information, achieving customer satisfaction, and building trusting relationships throughout the Emory community. All employees are willing to do what’s best for the organization, think outside of the box and try new idea/experiments without fear of failure. The senior team in CSA is RESPONSIBLE and takes great pride in their work. They hold themselves accountable.

Challenges/Weaknesses
The greatest challenge for the CSA team is to be able to accomplish the everyday work at hand, while having time for planning long range initiatives, exploring new ways to improve processes and tackling special projects.

Goals for FY13
- Develop a comprehensive training plan and deliver required courses to meet core competencies for zones and central shop front line employees. (Goal complete by August 31, 2014.
- Develop and implement New Leader On-boarding Program.
- Explore program to implement healthy life style incentives for CS employees.
- Reduce copy paper purchases in all areas in CS.
- Assist Customer Service in improving work order processes for effectiveness in work management and customer satisfaction. Provide tools and business processes to add billing notes, customize web submittal options and queries and ongoing, consistent customer feedback.
- Assist FM leadership in matching FTE’s with operational dollars either from E&G or recharge funding. Identify inconsistencies and develop strategy to correct.
- Assist FM leadership in developing programs to cross train zone shops to achieve a higher level of independence in terms of craft skills.
- Complete rollout of on-line performance evaluation tool.
- Assist FM leadership in completing reorganization of the O&M Unit, establishing a Utilities and Energy group as well as re-tooling the shops into a strategic and nimble workforce.
- Continue IT support for design development of the facilities lifecycle improvement project (FLIP) application.
Starting in FY12, leadership of the Customer Service area was assigned to our Chief of Staff, who took this challenge with great gusto! Meeting with customers throughout the enterprise to explore the strengths, challenges and opportunities of Campus Services, it was a fantastic opportunity to build upon long standing relationships and commence new ones.

Strengths
1. The overall perception across campus is that the ladies in the Customer Service Center are fantastic – they do their best to help customers when they call, and there is a sense of urgency that is parlayed into action.
2. There is a very strong team in place that knows the AiM application, our work management system, and is able to provide assistance to both internal and external customers as needed.

Challenges
1. Communication is the largest obstacle to the goal of providing exemplary service to our customers. How we manage expectations and inform them of the status of their requests for both internal and external customers is our top challenge.
2. Establishing a shared level of accountability – between the shops and zones and customer service representatives. Our ability to work together to solve problems.

Opportunities
1. Reorganize the Customer Service Center into a Work Management Center that connects a representative with a particular group of zones/shops. This approach allows for enhanced understanding between issues they both share, and establishes a level of expertise and tracking system that will aid in capturing KPI’s and other analytical data.
2. Enhance our customer service philosophy throughout the organization. It is not just a function of the customer service area, but a function for all.
The Planning, Design and Construction unit within Campus Services is staffed with professional Capital Planners, Project Managers, Engineers, Interior Designers and Graphic Artists who coordinate and manage the design, construction and delivery of all new-building and renovation projects on Emory’s campuses. Their combined professional expertise provides innovative stewardship to maximize collaboration between the project user, design teams and builders. This includes the following functional areas:

- Accessibility Guidance
- Design & Construction
- Engineering Services
- Graphic Design
- Interior Design

Significant Achievements for FY12

One of the primary goals of the unit for FY12 was to enhance the University’s energy performance program for 2015 through 2020 that includes a goal of a 25% reduction in the campus’ energy consumption by 2015 from the 2005 baseline year. A cornerstone of this goal was the implementation of recommendations of an energy think tank that included members of almost all units within Campus Services with a focus on exploring ideas for energy conservation and consumption reduction.

Another significant achievement was the expansion of our major repair and renovation program management services. We now provide these services for facilities management, the campus-wide roofing program, Housing, Grady Campus, and Transportation & Parking for FY13. We are proud to be able to use our unique skills and expertise in order to bring additional support and value to the Emory community.

Opportunities/Strengths

The PDC staff is an accomplished and well-respected group with an enormous knowledge base of experience from which to draw upon. The department is nationally recognized as a leader in the delivery of higher education capital projects. We have an excellent track record delivering projects on time and within budget. Our team members take ownership of their work and we are very proud to have much success to celebrate.

The following graph depicts project dollar volumes for all projects managed by PDC, whether capital or smaller facility projects. The decrease from 2011 to 2012 is due to a large number of projects being closed out in FY12 that were related to prior years’ work.
The uncertainty of the current economy creates the biggest challenge for PDC for the coming fiscal year. Not knowing with any degree of certainty what projects lie ahead makes it particularly difficult to predict whether or not our current staffing levels are appropriate. We are monitoring workload assignments and work order requests on a monthly basis to ensure that we do not find ourselves inappropriately staffed. We plan to use contract help to ensure that we maintain the proper balance between workload and staffing levels.

A thorough investigation of financial and logistical data from FY 2008 through FY 2012 present valuable information for understanding how productivity has transitioned during this time frame. A quick review of the total number of projects per year immediately exhibits the fluctuation of work flowing through the department. Further investigation of staff size and project dollars volumes assist in verifying consistency in average schedules and responsibilities over time.

High Level Goals for FY13

- Continue implementation of our energy reduction efforts
- Actively participate in the Facilities Lifecycle Improvement Project (FLIP)
- Develop a strategy to improve and provide more consistency to our change management processes
- Work with Facilities Management to enhance our preferred vendor list to include a comprehensive array of consulting and construction services.
- Evaluate options for the procurement of design, purchase and installation of audio/visual equipment on new and renovation projects
- Work with the sustainability group to better define expectations for renovation projects
The Emory Police Department has jurisdiction both on and off Emory property and works in conjunction with the DeKalb County Police Department, the Atlanta Police Department, and other law enforcement agencies, to provide law enforcement services to the greater Emory community. It is our mission to provide professional police, fire safety, and emergency medical services in partnership with the community we serve.

Significant Achievements for FY12

- Implemented use of the Telvent Weather Monitor system which replaced the NOAA warning system during inclement weather and emergency notification events.

- Established a dedicated training program for police dispatchers to include POST and/or APCO Certification, Emergency Medical Dispatch training, on-going customer service enhancement and other job specific training opportunities.

- Created a civilian Police Communications Manager position with the goal to better position ourselves for future growth in this area.

- Employees won awards such as the 2012 President’s Award in recognition of years of service to the International Society of Crime Prevention Practitioners and another was elected to the board of the Southeast Chapter of the Association of Threat Assessment Professionals, serving as the Treasurer for 2012-2013.

- Worked with The Office of Critical Event Preparedness and Response (CEPAR), DeKalb County and City of Atlanta Police on several initiatives:
  1. Continued development of emergency response guidelines and protocols for the Oxford Campus. Established an Oxford Emergency Response Team and conducted a table-top disaster drill to include Oxford Campus and local city/county emergency response personnel.
  2. Executed a live ‘active-shooter’ disaster drill for the community.
3. Upgraded the emergency siren system to allow for activation via the telephone system. Previously, the emergency siren system could only be activated via the Emory radio system. If the radio system failed, it would not have been possible to activate the sirens.

4. Established an alternate Police Dispatch Center, should the current location become unusable (fire, power outage, etc.), allowing for continuation of radio, emergency phone and record management operations.

- Implemented a standardized program for the routine deployment of the mobile radar speed warning equipment to enhance driver and pedestrian safety in the community.

- Converted our dispatch center access to the Georgia Crime Information Center from a dedicated server system to an on-line access system, resulting in an annual budgetary savings of approximately $6,500.

Opportunities/Strength

Our department is adept at anticipating, appraising and recognizing crime risks. We develop programs to reduce the opportunity for crime, minimize consequences of incidents and address vulnerabilities in our community. Officers accomplish this by specializing in using community policing philosophy and problem solving models to assist in reducing incidents of person to person crimes, property, vehicular, burglary and theft.

Fire prevention is a top priority at Emory. The Fire Safety Division on Emory and Oxford campuses conducts fire drills in our facilities, meets with the Fire Safety Committee and other representative groups, provides community training programs and provides fire safety inspections and fire safety training.
Weaknesses/Challenges

Of utmost importance is the need to provide radio service to Oxford College to allow for the Police Dispatch Center on the Emory Campus to answer emergency calls and dispatch officers at Oxford. This would replace the current system which has police emergency calls rolling to a cell phone carried by the on-duty officer at Oxford.

As the physical campus and population continue to grow at both the Druid Hills and Oxford campuses, consideration needs to be given to increasing staffing levels for the both the Police Dispatch service and the number of police personnel assigned to the Oxford campus.

FY13 Goals

- Develop and implement enhancements to the fire safety facility inspection program to include the immediate issuance of work orders to initiate necessary repairs for life-safety concerns and a 60 to 90 day follow-up inspection for those areas of concern.

- Work with the Office of the General Counsel to develop and implement an on-line training program for all designated Campus Security Authorities on each campus in compliance with the federal Clery Act requirements.

- Complete alarm monitoring system upgrade. The new monitoring system has been installed and is active. This year’s goal is to complete the transition of remaining individual facility alarm systems.

- Continue to partner with Facilities Management to seek enhancements to the video camera systems in use on campus. Provide better integration of systems and establish of a systematic maintenance program for those systems.
Transplantation, Parking, and Community Services is dedicated to supporting and promoting the academic, research, business, and service objectives of Emory University and Emory Healthcare by providing effective and impactful parking and transportation services, facilities, and programs in a safe, reliable, efficient, customer-focused, and environmentally responsible manner.

Significant Achievements, FY2012

- Implemented license plate recognition technology, integrating it with permitting database in order to use it for more efficient campus parking enforcement.
- Replaced 100% of the bus fleet with low floor, medium duty transit style buses, greatly improving on-time performance and significantly enhancing customer service and comfort.
- Achieved a rate of close to 50% of the campus community participating in a ridesharing, transit, or another commute alternative program.
- Operated more than 95,600 hours of shuttle service in FY2012 and provided more than 2.9 million trips to the campus community. Every year since FY2009, the Cliff system has not only increased ridership but has increased in efficiency as well.
- Emory commuters contributed to Emory’s overall sustainability goals and saved 29,344,805 lbs. of greenhouse gas from entering the environment in FY2012 by participating in one of TPS’s commute alternative programs.

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<tr>
<td>HOURS OF SERVICE</td>
<td>2,576,340</td>
<td>2,598,241</td>
<td>2,809,222</td>
<td>2,940,277</td>
</tr>
<tr>
<td>PASSENGERS TRIPS PER SERVICE HR.</td>
<td>104,791</td>
<td>95,463</td>
<td>95,120</td>
<td>95,600</td>
</tr>
</tbody>
</table>

Emory Commute Alternative Program
Annual greenhouse gas eliminated (in pounds)

1 mile driven = 1 pound of air pollution

Calculation method developed by Center for Transportation & Environment for the Georgia Department of Transportation. Commute Average used for calculation based on regional average.
• TPS customer interactions increased by 20% to 774,711 interactions for the year. In response to customer desire, electronic options were enhanced in FY12. Consequently, the transactions conducted in person at the TPS office decreased by 26% as the campus community moved to electronic transactions in order to better serve customers. All electronic options for customer service increased. Overall, in FY2011/2012, 95% of customer’s needs were handled electronically, saving the customer a trip to the TPS office.

• One area that has been an ongoing area of improvement for four years is the visitor parking operation. The visitor parking operation is very important to the overall mission of Emory University and Emory Healthcare, over 1 million visitors park on campus each year for appointments, meetings, and events.

The ongoing effort to optimize this operation has resulted in an increase in revenue of 161% in the visitor parking operation since FY2008. The overall increase in revenue can be attributed to several changes implemented: to upgraded and improved equipment, to implementing additional controls and cash handling processes, to adjustments in parking policies and procedures, and to a small fee increase for the Healthcare operation only in FY09 to equalize the rates across campus. In addition, during the same time period, improved “Parking Ambassador” services were added to all locations as well for an overall increase in customer service.

• Parking Services is also responsible for enforcement of parking rules and regulations on campus. The overall goal is to minimize the need for enforcement by educating the campus with respect to parking rules and regulations and also to promote voluntary compliance across campus. In FY2012 (September 1, 2011-August 31, 2012), Parking Services was able to reduce the number of citations issued through these efforts from a total of 9,971 in FY2011 to 8,218 in FY2012 and also increased the rate of fine collection from 53.8% to 62.6%.
• In FY2013 (October 1, 2012), TPS took responsibility for the Emory Fleet Services operations. Emory’s fleet consists of 525 vehicles with 292 vehicles in Campus Services and 233 vehicles distributed throughout the rest of campus (including Healthcare).

Currently, the average age of the Emory fleet is 12 years. The industry standard for fleet vehicles is an average age of 4-5 years with a maximum time in service of 8-10 years.

Opportunities/Strengths

TPS provides a portfolio of services and programs designed to meet the diverse commute needs of Emory employees and students. These programs also contribute to the University sustainability goals through reductions in traffic congestion and improved air quality. TPS operates a financially self-sufficient parking operation that has been able to hold costs to users steady for three years, despite rising expenses. TPS has identified great opportunity to improve communication through enhanced use of technology and social media.

The TPS team is engaged, focused on teamwork, dedicated to the department’s mission and to Emory’s overall mission. Emory’s TPS team members are transportation and/or parking professionals and leaders in their field.

Challenges/Weaknesses

The greatest challenge for TPS is maintaining effective and efficient communication with a large and very diverse customer base. TPS serves the entire campus; faculty, staff, students, doctors, Healthcare, patients, visitors, as well as customers outside the University community. It is increasingly challenging for TPS to meet the communication needs and expectations of each customer segment and this continues to be a specific focus for FY12.
Goals for FY13

- Focus on the development and perception of the TPS “Brand”
- Staff Development – Assess the specific needs of each position and each employee and develop training or mentoring designed to move the individual toward their specific goals – Performance Readiness
- Implement operational process documentation and audit program
- Develop and implement a comprehensive program for managing CS fleet vehicles
The University Architect is responsible for the physical development of the campus in terms of comprehensive planning, creating a visual vocabulary, and initiating capital projects. This office also has responsibility for updating design guidelines for all buildings and landscape projects. The University Design Guidelines include standards for architecture, landscape, sustainability, security and parking design.

Significant Achievements for FY12

- The City of Oxford developed a new zoning code that required an Oxford Campus Development Plan. The plan was completed internally and shared with the City by Oxford campus leadership and the University Architect’s office. Politically, the city review expressed concern for the new Science Building location with an intense document. The design of the Oxford Library Addition and Renovation was completed and went into construction, as did the planned Renovation and Addition to Language Hall.
- The Oxford quad closing project was completed (internal design) removing vehicles from the carriage loop, adding parking and new street access from Moore Street, and providing new landscaping and paver work to improve the pedestrian experience for both safety and efficiency. After initial schematic design study for the renovation of Branham and East Halls, it was determined that a new residence hall project would be a more cost effective use of funds.
- Assisted Emory College with small project design issues.
- Continued discussion on the design and construction of Level 9 renovations in Woodruff Tower.
- Reviewed and updated Phase 2 design for Candler School of Theology with a potential FY13 start of construction. Added renovation of Rudolph Courtyard to the project, which required design, review and capital project processing. Assisted with Cannon Chapel renovation design and planning.
- Worked on Campus Life projects which entailed performing design work, phasing review and assist to consultant’s project architect for new Freshman Hall Phase 5, assisted with construction completion of Hamilton Holmes Hall and renovations in historic Dobbs Hall. Performed design assist for new softball batting facility, participated in discussions for new AE Pi house and for Dobb’s University Center (DUC) opportunities with SGA committee and continued limited studies for new second year residence hall.
- Assisted Emory Healthcare in planning and design for the new EUH Expansion project, including the enabling projects and the new EUH way finding signage. Established the EUH Design Review Committee and began a regular meeting schedule.
• Provided design assist for construction issues at new Health Sciences Research Building.
• Provided design assistance and site planning for transmission on the new Georgia Power Substation enclosure, worked on final design for the Woodruff Circle project and assisted in application submittal and receipt of Certificates of Appropriateness for various projects. Additionally, worked on such as, Garden for Peace marker, the Arts Overlay work group and the Living Mandala project.
• Continued representing the University on various community projects and committees.

Strengths and Weaknesses

Strengths include the knowledge and understanding of Emory’s physical campus and culture which allow for focused design and more efficiency in project development. Also, because of location and working collaborations the professionals are immediately able to address design issues situations as needed by the Project Managers and Capital Planners in PD&C. Working closely with local community groups allows for good communications and sharing of the Emory value of responsibility to our neighbors.

Our weaknesses are mostly related to communications and use of time. Although very flexible in adaptation to needs, the unplanned requests and multiple small tasks that naturally occur due to team work, committees and process communications.