Campus Operations

Campus Operations serves the needs of faculty, staff, students, and visitors.

Department responsibilities range from constructing, renovating, operating, and maintaining a safe, accessible, reliable, healthy, and aesthetically pleasing campus environment, to providing campus parking and transit, to meeting the university’s procurement needs, to protecting human health, safety, and the environment.

Campus Operations strives to support KU’s mission to educate leaders, build healthy communities, and make discoveries that change the world.

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**Campus Operations is comprised of seven departments:** Business Operations, Center for Sustainability, Design & Construction Management including KU Construction, Environment Health and Safety, Facilities Services, Parking and Transit, and Procurement Services.

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**2014 - 2024 Campus Master Plan**

In FY2014, Campus Operations and the Office of Capital Planning & Space Management began the process to develop a new campus master plan.

The 2014–2024 University of Kansas Campus Master Plan is KU’s fifth and most comprehensive master plan. The plan was developed over a 13 month period, during which hundreds of individuals were engaged in meetings, focus groups, interviews, and charrettes. It includes extensive analysis and reports on space and classroom utilization, historic patterns and resources, land use, program accommodation, sustainability, coordination with the local community, and other areas.

The result is a plan that physically embodies KU’s strategic plan, *Bold Aspirations*, through three broad physical concepts — Student Success, Campus Life; Academic Communities; and Sustainable Land Use & Growth Patterns.
Center for Sustainability

The Center for Sustainability promotes a culture of sustainability at the University of Kansas, empowering students, faculty, and staff to make decisions that help protect natural ecosystems, create economic prosperity and treat all people with equality and respect. Through campus and community partnerships, we strive to integrate sustainability into education, research, campus operations and campus life.

The Center also plays a central role in reducing waste through its KU Recycling and KU Surplus Programs.

Bridging the academic and operational functions of the university, the Center addresses the goals of Bold Aspirations through student leadership initiatives, engaged learning opportunities, and faculty development workshops. At the same time, efforts to reduce waste and energy consumption and improve the campus landscape through donor and volunteer programs such as Replant Mount Oread are contributing to the responsible stewardship of fiscal and physical resources and enhancing the learning environment at the KU Lawrence Campus.

“Overall, sustainability is about building healthy, resilient communities where everyone has access to the resources needed to achieve a high quality of life without exceeding the capacity of our natural ecosystems.”

- Building Sustainable Traditions, KU’s Campus Sustainability Plan

The new face of KU Recycling

Although Rock Chalk Recycle represents the new recycling initiative at KU sporting events, it also serves as a brand for the campus-wide recycling program. Addressing objectives in Building Sustainable Traditions, the program developed new standards for indoor recycling bins that include the Rock Chalk Recycle logo, and worked with Facilities Services and Design & Construction Management to identify a new standard for outdoor receptacles.

The new look is designed to increase visibility and make recycling more accessible in public spaces. The addition of 50 outdoor combined trash and recycling bins in July will increase recycling opportunities and improve aesthetics along Jayhawk Boulevard, and new indoor bins will be placed in high traffic areas starting in winter 2014.

Rock Chalk Recycle

Rock Chalk Recycle was launched in fall 2013 following a summer of intense planning to improve waste management at athletic events through changes in infrastructure, education, and branding. This partnership between Kansas Athletics, KU Dining Services, and KU Recycling established a new collection system, replacing single trash cans at all Athletics venues with a 3-bin system to capture recyclable materials and food waste as well as trash. In addition to the new system, volunteers were posted at the 3-bin waste stations to help educate fans about recycling and composting and assist with sorting material.

During the 2013 football season, the Rock Chalk Recycle program helped divert 33,400 pounds of waste from the landfill and engaged over 300 volunteers in serving more than 1,500 total volunteer hours.

The achievement of Rock Chalk Recycle drew national acclaim as it was recognized by Keep America Beautiful, the College and University Recycling Coalition and RecycleMania for its efforts in the 2013 Football Game Day Recycling competition. Rock Chalk Recycle and the University of Kansas ranked as the top recycling program in the Big 12 Conference.

Recycling by the numbers: FY2014 Totals

<table>
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<tr>
<th>Material</th>
<th>Scrap Metal</th>
<th>Aluminum</th>
<th>Mixed Paper</th>
<th>Newspaper</th>
<th>Cardboard</th>
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<tr>
<td>Glass</td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td></td>
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</table>
The Oread Project

The Center continued to support faculty in their efforts to integrate sustainability into the classroom and foster interdisciplinary discussions around sustainability-related topics through the second annual Oread Project Workshop. Fourteen faculty representing six different schools participated in the 2-day workshop aimed at helping faculty from across campus redesign an existing course or create a new course to incorporate sustainability content. Through this process, participants:

- Produce a course syllabus that meets the university’s definition for sustainability-focused or sustainability-related courses
- Develop course content that meets the needs of students in their respective departments while addressing the core values of sustainability
- Integrate “flipped learning” content as a means of engaging students more deeply in class materials, and as an effective way to teach and learn about sustainability
- Consider designing the course around elements of the Campus Sustainability Plan
- Incorporate opportunities for engaged learning

In addition to these more tangible outcomes, the project seeks to provide opportunities for faculty to meet informally to discuss their courses and potential research and teaching collaborations.

In a letter to Provost Jeff Vitter and deans of each school, 2014 participants expressed their appreciation for the program: “We found that the two days of guest speakers, structured discussions, and informal conversations provided opportunities for cross-disciplinary interaction in deeper and more extensive ways than is often available in the everyday schedule of academic life.”

The initial two years of the program were funded by the Office of the Provost. With that funding cycle complete, the Center will be seeking outside sponsorship to continue the program in future years.

Sustainability in the classroom

Developing our campus as a “living laboratory” is a key theme of Building Sustainable Traditions. Beyond the Oread Project, the Center is working towards this goal by supporting engaged learning opportunities across the curriculum. This includes providing tours of significant “green” features in the campus landscape, presenting to classes about opportunities for student involvement, and supporting sustainability-related student projects as part of course requirements.

This year, the Center continued its multi-year partnership with the Environmental Studies Capstone course, which includes a final project that focuses on a sustainability issue on campus or in the community. Projects from spring 2014 will result in the addition of a new feature in the Green Office program addressing the use of bottled water, as well as a collaboration with Replant to raise funds for future improvements to the Prairie Acre.

Additionally, the Center and Environmental Studies Program served as “clients” for an Architecture studio course that spent the semester designing a facility to house both programs while highlighting green building practices, water reclamation, and academic collaboration.
Parking & Transit Office

ADA Program Improvements

In FY 2014, Parking & Transit developed a sign for “limited mobility” parkers. This sign adds close, convenient spaces for those with mobility challenges. Even though they might not be technically compliant with ADA guidelines, these stalls provide additional parking options for people with ADA placards who don’t necessarily need a technically compliant space.

Last fall, access to the Mississippi Street parking garage was offered to ADA registered customers who also purchased a surface lot parking pass. This has allowed a broader range of parking options on a side of campus that is sometimes difficult to navigate.

Parking and Transit’s phone number was also added to all of the accessible parking signs. This helps customers get immediate answers to questions about ADA parking and to report abuse or misuse of these parking stalls.

ADA parking space improvements

Reconstruction of Lot 54 added 3 new accessible stalls, for a total of 6. An area nearest to the entrance of Murphy Hall was also designed for limited mobility stalls. These stalls are compliant for width and slope, but do not provide an access aisle. They are intended for people with ADA placards who need to be close but don’t need an access aisle. This project also provided an accessible path from the lot to Murphy Hall.

The Murphy Circle Drive was reconfigured adding 4 ADAAG (2010) compliant accessible spaces.

Parking and Transit also completed reconstruction of Lot 2, south of Marvin Hall, increasing the number of accessible stalls from 7 to 12.

Parking Sustainability Project

During the summer of 2013, KU Parking & Transit reconstructed Lot 54, at the southwest corner of 15th & Naismith. KDHE provided a $450,000 loan with principle forgiveness to reconstruct Lot 54 using pervious pavement and bio-swales, a rain garden, and underground storage to treat, retain and infiltrate storm water runoff. In addition, the KU Revolving Green Loan Fund Committee committed funding toward the cost of upgrading from conventional metal halide lighting to energy-efficient LED luminaires, and volunteers were recruited to plant the rain garden. The project was completed in October 2013.

Given KU’s sustainability goals, the KDHE grant purpose, and the highly visible location, KU sought to make Lot 54 a showcase sustainability demonstration project. The lot was constructed with longer-life concrete instead of asphalt. The concrete has a light coloration to reduce heat island effects; numerous shade trees were also planted to reduce the heat island effect and treat storm water runoff. KU Facilities Services processed the removed timber for firewood at the Chamney kiln and wood chips for landscaping use; and asphalt millings, light poles, and an emergency call station were reused in reconstructing the lot. At the same time, the lot was reconfigured to increase the number of parking spaces and improve accessibility.

A major change involved replacing sparsely landscaped north-south oriented parking islands with more densely landscaped east-west oriented islands; to accommodate the subsurface storm water storage system and to improve accessibility with flatter pavement slopes in the east-west direction. The lot uses stored storm water runoff to provide subsurface irrigation for the trees planted in the islands.

In FY 2014, Parking & Transit reached full compliance with the 2010 ADAAG guidelines for numbers of ADA parking spaces on campus.
Positive Year for KU on Wheels

KU on Wheels carried 2,434,592 passengers in FY 14, an increase of 9.7% over the previous year. The JayLift paratransit service had a marked increase of 31% with 6,093 rides. Riders are using the service not only to get to and from campus, but to get around the campus after they arrive.

On January 1, 2014, KU renewed its contract with MV Transportation to operate and maintain our bus fleet. This new contract is very favorable and represents a strong commitment by MV to provide quality service for KU On Wheels, JayLift, and SafeRide and SafeBus.

Coordination efforts with the City of Lawrence continue to prove beneficial for KU. Routes 11 and 29 are jointly funded by the City and KU. Those two routes accounted for nearly 568,000 rides. The City funds another two routes that come to KU which had 121,845 passengers. SafeRide and SafeBus student transportation programs carried a total of 66,000 passengers in the late night hours.

Planning efforts for a new City Transit Transfer Center to be located on KU Endowment property at 21st Street and Stewart Avenue are progressing, with hopes for a final decision on location to be made in late 2014. When completed, this center will allow students, faculty and staff from all over the city to ride to campus more easily.

KU on Wheels continues to modernize its fleet. This year, three new low emission buses were acquired while eight outdated buses were either scrapped or sold. In addition, two other buses that were scheduled to be retired were loaned to the City to help with their short-term vehicle needs.

Danny Kaiser, Assistant Director, continues to serve on the board of directors of the Kansas Public Transit Association.

Ticket forgiveness quiz

KU Parking & Transit partnered with Student Senate to create a ticket forgiveness quiz. The quiz is made up of questions pertaining to specific parking rules and regulations that those who park on campus should be familiar with.

A correct answer allows the quiz taker to move to the next question — links to pertinent sections of the rules and regulations are also provided for further study.

Faculty, staff, and students who are issued a ticket for the first time ever may take the quiz for a chance to have their ticket canceled. Eligible violations include No Valid Permit, Wrong Zone, or Restricted Area.

Tickets for violations such as Non-designated Parking, Blocking, Fire Lane, Illegally parked in or blocking an ADA Stall, etc. are not eligible for cancellation via completion of the quiz.

The quiz must be taken within 10 business days of ticket issuance. We offer the quiz opportunity as part of our existing appeals process. Those deemed ineligible for cancellation via successful quiz completion will still have the opportunity to appeal any ticket, as has always been the case.

From March 17, 2014 to June 30, 2014, 280 people took the quiz. 177 of these people qualified for ticket cancellation.
Fiscal Year 2014 saw impressive — possibly unprecedented — growth in KU’s five-year capital improvement plan as the University positions itself to implement a massive slate of integrated sciences, student housing, and infrastructure projects. Capital projects expenditures were $42 million in FY14, a 23% increase over FY13. Expenditures are projected to increase to more than $52 million in FY15 and more than $105 million in FY16.

At the same time, DCM’s workforces — both project managers and KU Construction tradespersons — have shrunk by 18% since the start of FY13. DCM managers, with support from the Associate Vice Provost of Campus Operations, are working to strategically fill positions that align with Bold Aspirations and the campus master plan.

Three new positions filled in FY14 reflect this strategic approach. Lydia Travis joined DCM as project manager-interior designer, while Burke Kitchen and Jim Brooke joined as building assessors — architect and engineer, respectively. As a result, substantial progress is being made toward improved finishes/furnishings standards and related procurement contracts; and KU is gathering robust facility data that takes planning and prioritization of campus building and infrastructure improvements to the next level.

DCM begins FY15 extremely busy, with many projects and initiatives in progress to generate campus improvements that will help propel KU into the upper echelon of public research universities.

W5H

Who: DCM is the in-house design-build group for KU. We’re architects, engineers, landscape architects, tradespersons, and support staff, numbering about 50 FTEs.

What: We design and oversee construction projects costing up to $750,000 — the statutory limit. We construct interior remodeling and renovation projects typically costing less than $250,000. For projects above these limits (or as needed), we plan, procure design and construction services, and manage projects of all sizes.

When: Every day.

Where: All of KU’s non-medical campuses.

Why: To comply with state statutes and campus policies, and to look out for KU’s best interests.

How: We turn challenges into opportunities.

Building Excellence

Changing for Excellence is driving operational improvements and invigorating capital projects that address a more holistic set of goals. The following are examples of some ways DCM is contributing to KU’s success in these areas:

Cost Savings

KU saved an estimated $1.6 million in Fiscal Year 2014 by:

- Revamping construction procurement.
- Realizing where it is feasible to self-perform design, project management, and construction.
- Recovering or avoiding costs through construction auditing.
- Recouping revenues from historic rehabilitation and energy efficiency tax credits.

Sustainability

- Jayhawk Boulevard reconstruction is 50% completed, and with it 100 new trees have been planted replacing a dozen or so old trees that were removed. In addition to providing shade, habitat, and scenic views, each year these 100 trees will sequester enough carbon to displace emissions from over 1,500 passenger vehicles driving the length of Jayhawk Boulevard.
KU’s first sustainable parking lot, Lot 54, contains a number of features that contribute to environmentally-friendly land use and grounds-keeping on campus.

Largest Projects Completed in FY14

5 Largest projects planned and managed by DCM

- $4.5 million Mrs. E’s Dining Center Renovation
- $4.2 million Ellsworth Annex Improvements (mechanical room addition, HVAC equipment replacement, new electrical service, head-end for AT&T distributed antenna system)
- $2.7 million Jayhawk Boulevard Phase 1 Reconstruction (Chi Omega Circle to Poplar Lane)
- $1.7 million Dyche Hall NSF Grant—research labs and server room improvements
- $1.7 million Parking Lot 54 Reconstruction (green infrastructure project)

5 Largest projects designed, managed, and constructed by DCM

- $610,000 Strong Hall Remodel Kansas Algebra Program Classrooms
- $400,000 Malott Hall Lab Remodel Rooms 5012, 2014, 5014A, 5016
- $330,000 Spencer Research Library 2nd Floor Modifications (manuscript staging & processing area)
- $307,000 Watson Library Southeast Office Remodel
- $211,000 Wagnon-Parrot Athletic Center Create Offices Suite 2460, Rooms 2478, 2480

DCM’s goals for FY15

- Complete at least 85% of projects on-time and within-budget with 100% of required project data entered.
- Generate sufficient revenue to cover fee-funded salaries and other operating expenses.
- Establish DCM Advisory Committee for continued improvements beyond Changing for Excellence.
- Fill at least two vacant FTE positions with well-qualified individuals.
- Streamline and build capacity in state permitting and inspecting functions to promptly accommodate the anticipated growth in capital improvement projects.
- Meet or exceed scheduled progress on the integrated science/gateway apartments/infrastructure development project.
- Continue comprehensive facility condition assessments on pace to complete the first cycle by March 2016, or sooner.
- Transition campus fire alarm system from outdated technology to state-of-the-art fiber optic network.
- Continue improving cost-effectiveness and implementation of electronic locking systems.
- Assist in completing transitions to GIS and Maximo.
Facilities Services

KU’s *Bold Aspirations* Strategic Plan, Goal 6—"We will responsibly steward our fiscal and physical resources and energize supporters to expand the resource base", is where Facilities Services really contributes to the mission and vision of KU.

Facilities Services completes over 36,000 maintenance and repair work requests annually all over campus with a customer satisfaction rating of 90% in our surveys. Custodial and maintenance personnel keep campus clean and operating in good repair within available resources.

Facilities Services consists of 390 dedicated employees, about half custodians and half trades people. As part of the *Changing for Excellence* initiatives, our organization moved primarily to a zone model of service delivery with additional support from Central Shops. Just two years ago Facilities Services was created from a merger of the Student Housing and Academic (Facility Operations) support organizations with a mandate to focus on maintenance and repair with a heavy emphasis on preventive maintenance. We have made great progress since then, especially in the past year.

In FS we’re proud to deliver our customer services every day to students, faculty, researchers, staff, coaches, and administrators to keep KU operational and do our part to help forward KU’s *Bold Aspirations*.

Safety

Safety is always a key area of emphasis for Facilities Services. Facilities Services provided approximately 2,000 total training hours on safety issues this fiscal year (4.5 per employee). Topics included:

- Ergonomics
- Lock Out-Tag Out (LOTO) program
- New employee safety orientation
- Safety triangle
- Eye and head protection
- Hearing conservation
- Arc flash and Electrical safety
- Fume hoods
- Strobic exhaust fans
- Working in animal care facilities

The Mississippi and Allen Fieldhouse Parking Garages lighting replacement project resulted in $14,096 of energy savings in the first six months.

Inventory Reduction

The Storeroom carries inventory of maintenance and repair parts and custodial supplies for the entire Lawrence campus. In June of 2013 the inventory at the Storeroom was valued at $1,033,900. FS staff:

- Reduced inventory on hand from a six-month to a two-month supply, resulting in a reduction of $154,110 in inventory as of August 2014
- Worked with all central shops and zones to get their inventory 100% entered in Maximo
- Worked with all central shops to get non-inventory materials on work orders

KUPPS and Procurement

FS went live on KUPPS in July 2013. Prior to that, purchase orders were generated in Maximo or were handwritten. Use of KUPPS streamlines the process for ordering and payment for materials.

Work Management

The FS Work Management office is a major change agent in FS, always improving the use of Maximo and business processes. Key accomplishments for this past year include the following:

- Automated the preventive maintenance (PM) program in Maximo and entered over 480 active PM schedules.
- Coordinated successful transition of vehicle rental program to outside vendor - Enterprise Rental. Avoided $100K in costs annually.
- Revised FS Key Performance Indicators to better reflect the individual responsible shop units and report across entire enterprise.
- Revamped critical records keeping system for building life safety/fire code inspections.
- Transitioned process for all building utility outage notifications to Work Management, resulting in more timely and effective notifications of building issues.
- Developed Custodial Service Level standards and Quality Assurance checklist.
Energy Office

FY2014 was a year of firsts for the Energy Office.

- Both the Mississippi and Allen Fieldhouse Parking Garages had the lighting in the parking areas replaced with new LED lights. A $47,709 tax credit was received by the university. The energy savings for the first six months have amounted to $14,096.

- Westar offered a solar energy grant to install up to 30KW of solar power. The Energy Office worked with the Center for Sustainability and DCM to apply for a Westar solar energy grant. The university received the grant to install 10 KW of solar power on the Measurement Materials & Sustainable Environment Center (M2SEC). The value of this grant is approximately $48,000.

- The Energy Office worked with the HVAC Shop to assist the Animal Care Unit with AALAC accreditation. Air and pressure measurements were taken in all labs. Adjustments were made as needed. Detailed descriptions of all the heating and air conditioning systems for these labs were written. All work was completed in time so that the accreditation was received in early July.

- Metering has also been a focus for this past year. The Schneider Electric metering system required an upgrade. New automated metering was added to research buildings in the West District and chilled water plants on North and Central Districts.

Building Communities, Expanding Opportunities

Strategic Initiative Theme 3 discusses “a broader understanding of cultures, and a respect for differences” as well as “building mechanisms for respectful discourse of complex problems.”

Zone 1 worked with the office of Institutional Opportunity and Access (IOA) to do just that. Working on a request from IOA leadership, the late Tim Thomasson, Zone 1 Maintenance Supervisor, designed a handicap-accessible “conversation ball pit.” Zone 1 carpenters and painters finished the pit after Tim’s untimely death.

The pit was filled with thousands of crimson and blue plastic balls, some with questions written on them.

Students spend time in the pit asking each other the questions and learning about backgrounds, differences, likes, and dislikes. Recently, gold balls were added to the mix, to foster discussion of sexual harassment awareness.
The KUPPS team made over 5,000 campus contacts in FY2014

The KUPPS help desk team conducted training for over 800 campus staff member during FY 2014.

In addition they responded to over 2,000 emails questions and well over 2,000 phone calls.

- 80% of all issues presented to the KUPPS help desk are resolved the same day they are submitted.
- 20% of the inquiries are not related to KUPPS.
- 10% of the inquiries are information requests.
- 60% of the issues are training opportunities.
- 30% of the training opportunities are related to purchasing processes, policies and procedures.
- 10% of the issues are technical issues that are passed on to FSKU, IT and/or SciQuest.

Procurement Services

Speed of Pay

Process changes in Payables have significantly increased the speed of pay for supplier payments and employee travel reimbursements. This is the direct result of changes to systems and processes.

For the last quarter of fiscal year 2014, payments to suppliers using the UKANS business unit were created within two business days from the time the transaction was initiated. This included all KUPPS check requests, e-invoices, and vouchers created from invoices routed through ImageNow.

Travel reimbursements are also being paid much more quickly through the travel and expense module instead of the old paper based reimbursement process. Prior to utilizing the travel and expense module, it would take three to five days to work through the review and audit once it arrived in the office. Using the travel and expense module has resulted in a reimbursement to the traveler being created within two days, on average, from the time of submission by the department.

Deposit Form For Vendors

In FY 2014, both the UKANS and KURES business units were able to work in partnership to combine their authorization vendor direct deposit into one form. Having two forms was often confusing and frustrating for both suppliers and employees seeking reimbursement. Now, only one form is needed instead of two regardless of UKANS or KURES funding.
Procurement Services Savings

FY2014 savings resulted from a combination of efforts led by Procurement Services. Through the CFE initiatives, enterprise-wide and high-use commodities were targeted as savings opportunities. These continue to be modified in an effort to meet best overall pricing for the university.

Specific areas, such as construction, were also targets for cost savings and improved processes. When higher than normal volume opportunities are recognized, Procurement Services often negotiates better than contract pricing for these orders.

Rebates based on spend volume and thresholds, along with PCard rebates remain a source of revenue. Procurement additionally seeks value added services in the form of financial incentives of all types. In FY14 Procurement successfully secured a $20,000 Scholarship for Engineering/Construction-based degrees as part of a contract award. These financial incentives received from suppliers are negotiated and accepted without impact to pricing for goods and services.

Procurement Savings – FY2014 Final

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*Scholarship offered as financial incentive (not included in savings)