GROWTH PLAN

Accommodating Potential Enrollment Growth
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September 2013

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## FINANCIAL AFFAIRS BUSINESS ACTIVITIES

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The Division of Financial Affairs is unique in that its areas touch every aspect of campus activity for students, faculty, staff and visitors whether related to safety, security, facility comfort, campus appearance, employee, vendor, or student payments, collections, dining, housing, purchasing or employment. In anticipation of the University’s growth, the Division of Financial Affairs has prepared this report to detail how it plans to meet defined and projected future campus needs.

While additional staffing will be needed for the Division, the proposed activities also place a heavy emphasis on gaining efficiencies through engineering solutions and the use of technology for greater economies of scale and higher levels of customer service. The Division of Financial Affairs has moved from a reactive mode to a proactive mode with a focus on continuous improvement. Working diligently to put the right people in the right job has resulted in a management team with an enterprise perspective that is poised to provide the support the University needs as it grows.

The following information outlines the activities that are planned or are currently underway for each major component of the Division.

**OPERATION AND MAINTENANCE OF FACILITIES**

As the campus grows in enrollment and research increases, the University needs to invest in the following additional infrastructure and staffing. The issues and projects detailed below are carefully coordinated through the structure and principles provided by the Campus Master Plan and an integrated evaluation model to ensure the most effective execution and eliminate any potential rework.

**Utilities and Infrastructure**

[Please see Utilities and Infrastructure Summary Growth Plan.]

**Building Envelope**

The Building Envelope Program is entering its fourth year of operation. The University currently has seven employees who focus on improving the condition of the envelope portion of campus facilities. Operations are guided by the Building Envelope Restoration/Improvement Plan created in 2011 and revised in 2013. Window and roof replacements funded by deferred maintenance will continue to correct deficiencies across campus. One issue that must be examined more closely is the restoration of foundation waterproofing across campus. Most of these systems are past their useful service lives, resulting in water intrusion into buildings. With operating procedures in place and a wealth of in-house talent, the Building Envelope Crew is poised to protect the investment that the University makes in facilities.

**Building Maintenance**

Current and anticipated growth of UA enrollment has caused Building Maintenance Management to rely on newly developed strategic management principles in order to successfully fulfill the mission.
Facilities Maintenance has taken two approaches in the area of staffing to help ease the problem created as a result of the addition of no new personnel. The first approach is reassignment. An example of this can be seen in the move to reassign personnel to routes in order to keep work order backlog as low as possible. The second approach is taking a senior position and splitting it into two entry level positions. Both approaches have allowed for greater efficiency, resulting in an increase in work accomplished.

Operationally, Facilities Maintenance is developing standards on everything ranging from service and materials to equipment. A departmental quality control manual is currently in the draft stage at this time with the goal of publication this year. This book will be a training tool for some employees and a refresher for others. The procedures detailed within will allow for more efficient operations by saving time and money.

**Equipment**

Any plan for growth should include plans to modernize the equipment used by the workforce on a daily basis. Facilities Maintenance must consider adding specialized equipment such as lifts, heavy duty golf carts, and forklifts in order to keep up with workload demands. Each piece has many uses allowing for more work to be completed in a timely manner.

**Technology**

Campus growth requires efficient thinking in order to service the facilities properly. Strong consideration should be given to doing away with paper work orders and outfitting technicians on routes with PDA-type equipment. Work orders could be sent directly to employees in the field. Time could also be tracked with this device.

**Expansion of Services**

Consideration to the expansion of strength areas such as the cabinet shop should be included in the growth plan. With a potential lull in large capital projects, emphasis will be turned to renovating existing facilities. The cabinet shop has proven its ability to save the University money by self-performing work, especially on smaller scale projects.

Consideration should also be given to a specialized renovation team. There is a potential for significant savings that could produce a rapid return on investment doing Peter Bryce Campus projects.

**Electrical System**

[Please see Utilities and Infrastructure Summary Growth Plan.]

**Sanitary Sewer**

[Please see Utilities and Infrastructure Summary Growth Plan.]
Storm Sewer

[Please see Utilities and Infrastructure Summary Growth Plan.]

Road Network

[Please see Utilities and Infrastructure Summary Growth Plan.]

Energy Management

[Please see Utilities and Infrastructure Summary Growth Plan.]

Thermal Energy System (Heating & Cooling)

[Please see Utilities and Infrastructure Summary Growth Plan.]

Increased Demand on the Facilities

With the increase in enrollment and research, campus buildings will operate longer hours. Some research facilities will operate 24 hours a day. Increased facility operating hours and an increase in student residency on campus will demand that maintenance staff be available to respond to service calls during extended hours. In the past, the standard Facility and Grounds mode of operations consisted of one shift operating between the hours of 6:00 a.m. to 4:00 p.m. depending on the trade. As of January 2009, two new night shifts (an evening and midnight shift) consisting of air conditioning mechanics, building maintenance craftsmen, electricians, and plumbers, have been implemented to respond to increased operating hours on campus and requirements in classrooms, research space, and residential communities. This implementation of a maintenance night shift has been a goal of the Financial Affairs senior leadership for several years, and it is now a reality. The night shift has decreased emergency call-outs during the week, and Building Maintenance has been able to make progress on projects with the increased accessibility that the night shift provides to classrooms and offices. For example, painters can access a room at night and not have to work around student class schedules. With three operational maintenance shifts, The University of Alabama Facilities Department covers the campus around the clock with continuous maintenance and emergency response capabilities.

Custodial Services

The service demands for the Custodial department have increased substantially as well as the department’s areas of responsibility. Examples include:

- Addition of new campus buildings which in 2012 included the South Engineering Research Center (SERC) and in 2013 the North Engineering Research Center (NERC), Presidential I Residence Hall, East Quad Energy Plant, and the Hank Crisp Strength and Conditioning Center.
- Addition and opening of Bryce property buildings such as three Kidd Buildings and a portion of the old Bryce Medical.
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- Construction expansion of existing campus buildings such as Russell Hall which resulted in an increase in the total square footage.
- Relocation of non-academic departments to off-campus properties with the corresponding increase in space, i.e. Economic Development Office to the Ford Abernathy Building, Alabama Heritage to Main Street, Northport, Financial Affairs staff to the Kilgo Building, Student Health staff to the old Alpha Insurance Building. There is an anticipated future increase in the number of off-campus properties i.e. Jessup Building.
- Re-commissioning and reutilization of space which had previously been vacant i.e. Action Card Office and Parking and Transportation Services to the Campus Drive parking deck, Digital Media Center from Reese Phifer to Bryant -Denny Stadium.
- Increased demands for post construction clean up for the extensive number of renovation projects in older campus buildings, i.e. Paty Hall, ten Hoor, Russell Hall.
- Increased demands for special project cleaning services such as the Greek Housing swing space.
- Increase in the cleaning frequencies as a result of the increased student enrollment and building usage.
- Subsequent increase in operating hours and space utilization of campus buildings.
- Increased activity levels for special events.
- Increase in the cleaning frequency in public restrooms and other high traffic and critical areas due to increasing student enrollment.

Due to these new additional requirements, Custodial Services will need additional staff, high productivity equipment, and supplies to meet the already increasing demands. The need for these additions is in the near future, and a plan is ready for execution. Further, personnel/equipment and planning/funding consideration should be given early on in all major renovations of facilities additions.

**Proactive Management**

The goal of being proactive has been accomplished in several ways. The Custodial Services department has continued to increase productivity and operational efficiencies to offset part of the staffing shortages due to the addition of new buildings and increased service demands as a result of the enrollment increases. One way is to focus efforts on growth areas. Example: There is dedicated manpower to ensure exceptional support to residential life, the business school, and athletics. Another proactive management approach has been in added staffing in key workload and emerging areas. The consolidation of the Energy Management shop into the HVAC shop with centralized leadership has resulted in UA being named number one in our evaluated peer group in energy management.

**Additional Manpower Needed**

To continue to support the Growth Plan, including the acquisition of the Bryce Hospital property and its future development, it is anticipated that additional manpower will be required, and proactive emphasis on staffing must continue. Additionally, maintenance-related equipment should be added or upgraded to support the staff. Specific position recommendations include adding:
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- Building Maintenance - one roofer III, a pest control technician, and two trades helpers.
- HVAC Maintenance – two HVAC mechanics.
- Plumbing Maintenance – four plumbers.
- Grounds – 15 grounds personnel and associated lawn care equipment.
- Custodial Services – 26 custodial personnel and associated cleaning equipment; one training manager to support the nearly 300 employees.
- Electrical Maintenance – four electricians.
- Elevator Maintenance – one elevator technician.
- Fleet vehicles - The Facilities vehicle fleet is considered an aged and aging fleet. Typical replacement is based on depreciation, trade in, or sellable mileage, or 10 years of service. Some industries rotate out vehicles every 4-5 years due to wear and tear being greater than average use. The Facilities fleet inventory is currently at 190 vehicles of which 113 or 60% are 10 years or older with three vehicles dating back to earlier than 1990. These vehicles are considered products of heavy wear and tear. Roughly 94% of the fleet is recommended for rotation using the figure of 4-5 years. In order to provide technicians with reliable transportation to the job site, vehicles need to be replaced in a scheduled manner.

Preventative Maintenance

With the increase in students, faculty, and staff, and the greater usage of the facilities, preventative maintenance must be a priority. Because of these increases, Facilities and Grounds staffing must also be funded at an appropriate level so that preventative maintenance (as well as deferred maintenance) is an equal priority with routine maintenance.

Benchmarking

The University continues to engage “Sightlines” to benchmark the Facilities and Grounds Departments against other universities. This data will provide a foundation from which the Facilities and Grounds teams can grow to meet the maintenance demands as the University grows. In addition, these departments can focus on strategic improvement, evolving from reactive management to proactive management of maintenance and redirect resources to preventative maintenance. 2012-13 was the second consecutive year that UA Facilities and Grounds out-scored its expansive peer group - validating practices, techniques, procedures, management focus, and target areas developed over the last few years.

Campus Lighting

[Please see Utilities and Infrastructure Summary Growth Plan.]
Campus Accessibility

On September 15, 2010, the Federal Government adopted new accessibility regulations, eliminating a longstanding road block to clear and effective management of accessibility issues. While the required implementation of these regulations was phased, the University, through the Campus Accessibility Committee, chose to be an early adopter of the standard to eliminate conflicting project requirements and compliance and to facilitate review and inspection of current projects and facilities. Subsequently, the Alabama Building Commission formally adopted the standard in April 2011.

The Office of Disability Services, Construction Administration, and Facilities through the Campus Accessibility Committee, continue to strategically guide necessary upgrades and plan projects with input from the Office of the Provost. All UA projects are evaluated for the opportunity to address associated or adjacent accessibility needs and requirements so that economies of scale can be achieved and disruption to the campus community can be minimized by executing projects concurrently. When necessary, projects are distinctly executed to address issues that need to be immediately addressed and cannot wait to be incorporated into another project.

The Accessibility Committee, formed in 2007, meets periodically to prioritize projects and to make general recommendations for standards relevant to accessibility. The committee also continues to provide training of key staff that manage ADA issues to ensure that all codes are met and that the campus maps are kept up to date and available through numerous outlets to provide a greater level of access to the community. These efforts provide for the increasing numbers of students and faculty with accessibility issues.

Another initiative was the 2007 implementation of an annual survey to assess the condition of campus sidewalks. Since that time, almost 20,000 linear feet of sidewalk have been replaced or enhanced. The overall condition of the campus sidewalk system continues to be improved through the use of available funds, alternate courses of action, and the development of in-house personnel. Campus sidewalk deterioration and damage is a continuous problem and a funded replacement program, consistent with the master plan, helps keep campus sidewalks up to University standards and provides for additional capacity. Some of this deterioration is normal wear due to weather and time, but much of the destruction is due to heavy vehicles driving on the sidewalks during Game Day and other events. A 2008 policy to eliminate vehicles driving on campus sidewalks and a new standard to install better constructed sidewalks has helped the life of the sidewalk system. This effort will continue to enhance pedestrian movement around the campus and will improve the safety and beauty of the campus.

Currently, the ADA committee is considering an update of the transition plan to be funded from FY 13/14 Annual Deferred Maintenance funds.

Elevator Maintenance

The University continues to modernize existing elevator equipment, making the equipment increasingly reliable as well as bringing existing equipment up to the latest ASME codes, Fire Service Phase 1, Fire Service Phase 2, and ADA accessibility on all of our elevators. The in-ground elevator
hydraulic jack replacements were completed in the summer of 2011 at Russell, Bureau of Mines, and Hardaway. The in-ground elevator hydraulic jack replacement and the new controller upgrade with fire service was completed at Houser in December 2012. Total complete modernizations including the controller upgrades with the latest fire service and ADA standards of the two elevators at Paty Hall were completed in August of 2012. The elevator controllers were upgraded to ADA standards and the latest fire service at Adams, Reese Phifer, Law, Garland, Clark, and Manly in September of 2012.

The elevator controllers at Smith, Houser, Gallalee, and Nott were upgraded with the latest fire service and ADA standards in the fall of 2012 and completed in December 2012. The last in-ground elevator hydraulic jack required by the elevator code to be replaced with a double bottom jack was done in March 2013 at H.M. Comer.

Additional fire alarm systems were installed in the Ferguson Parking Deck, Stadium Drive Parking Deck, Campus Drive Parking Deck, North ten Hoor Parking Deck, and Bryant Denny Stadium in order for the elevator controllers to operate in accordance to the A17.1 and the A17.3 Elevator Escalator code. Various sprinkler heads and smoke detectors on existing fire alarms were installed, deleted, or modified campus-wide in order for the elevators to operate with the building fire alarm system in accordance with the latest elevator code. Inspection controls were installed on the McLure elevator in December 2011 in order to meet the latest existing elevator code. Code compliant door locks were installed on the Osband lift in July 2012 in order to meet the latest existing elevator code although this unit was installed in 1949. Both outstanding variances that were issued by the state of Alabama Elevator Safety Board in October 2009 were satisfied and reported to the last state board meeting on May 23, 2013. To date, 71 fire service key switches on existing equipment have been upgraded to the national standard fire service key switch, the FEOK-1 key switch. This is in accordance to the latest elevator escalator code. The goal is to have all fire service keys switches upgraded in order that there will be only one type of fire service elevator key campus-wide.

Repairs and upgrades also include installation of new hoist ropes and governor ropes on 15 traction elevators, installing new door operators on 2 elevators, installing battery lowering on two of the hydraulic elevators, and upgrading control valves in order to become more efficient. Various electronic motor starters have been installed campus-wide in order to become more energy efficient. As equipment is brought up to meet and exceed the minimum code standards, there will be an ongoing demand to keep the equipment in good repair to meet the continuous duty that will be created by longer hours of use.

The elevator department has an elevator monitoring system in place, which presently communicates with approximately 120 of the elevator controllers campus-wide. This system allows us to remotely monitor the equipment and allows the technician to respond more efficiently on callbacks and tracking of intermittent trouble. This system was recently upgraded to a Windows based edition named Machine Edition by GE. Continued upgrades and additional training are required annually for our campus wide monitoring system. This system allows us to add the needed features, such as security and early notification of faults. The shop would like to continue to work with this system in order for it to become more efficient and more user-friendly when used by the customer where the elevators are located.
A total of three inclined lifts at Rowand-Johnson and Graves were replaced and upgraded to vertical lifts in August 2012 in order to improve ADA access in those three locations, as well as a new elevator at Farrah Hall offering extensive ADA access.

The elevator department now has around the clock shift work on campus from Monday morning at 7 a.m. to Friday evening at 12 a.m. All three of the apprentices who were enrolled in the five-year apprenticeship program in January 2008 successfully completed the program in June of 2013. They are now Certified Elevator Technicians through the National Association of Elevator Contractors recognized internationally, and they are also licensed by the State of Alabama Elevator Safety Board.

The shop is in the process of going paperless with service manuals, testing, and time keeping. The goal for completion is January 1, 2014.

**Grounds Department**

A well cared for and properly maintained campus landscape by the grounds department not only adds to the beauty of a 1,200 acre campus, but is also critical to recruiting students. In his research, Dr. Phillip Waite, Associate Professor of Landscape Architecture at Washington State, found that 62% of high school seniors make their choice of institution on the basis of the appearance of the campus buildings and grounds. This is a strong statement and one that has been taken seriously by the Facilities and Grounds Departments and the University’s leadership. The beauty of this campus also translates into an incredible recruitment tool to attract not only the best and brightest students, but also exceptional faculty and staff alike, serving as a major foundation for a wonderful environment to study, teach, research, work, entertain, recreate, and relax.

With this landscape beauty comes the enormous challenges of maintaining the highest level of landscape excellence, installation integration of new special landscape projects, meticulous planning for future landscaping on capital construction and, most importantly, paying close attention to details on daily grounds and landscape maintenance. With an increased population on campus and the addition of new facilities, landscape and grounds care at the highest level becomes more challenging. In helping meet this challenge, the Grounds Department wrote a comprehensive Landscape and Grounds Strategic Plan that will serve as a detailed reference guide/timeline to ensure that the most critical campus landscape needs and requirements are addressed. This includes both the short and long-term timeframes. The University of Alabama 2012 Landscape and Grounds Strategic Plan formulated a roadmap for future campus special projects in the landscape arena. This plan is dynamic and evolving. As the University undergoes changes and growth, the Strategic Plan will continue to be updated with revisions and amendments with the current revision dated 2013.

Additionally, it should be noted that the University Grounds Department has undergone several positive changes during the past several years. First, the addition of a Manager position to oversee all landscape and grounds activities on campus has added both an agronomic and a leadership role for the University and the Grounds Department. The Grounds Department executes the daily, routine grounds maintenance care in-house. This has given greater quality control over the campus landscape and has made more efficient use of University funds. The result has been a higher standard in the exterior appearance of the University campus. Furthermore, three new teams have been formed in the Grounds Department. The first is a five person team consisting of one
horticulturist and four horticulturist helper groundskeepers. With the additional buildings, roads and landscaped areas on campus, this team has been tasked with installation and maintenance of a large number of campus flower beds, hanging baskets, and flower pots on campus (over 300 in all). The second team consists of an Associate Manager for Installation who is also a horticulturist and four installation grounds keepers who report directly to the Associate Manager for Installation. This team is charged with installation of all new trees and shrub material on campus. The third team is a seven person irrigation repair and installation team. This team will assist by keeping over 110 irrigation systems operational on campus. They will also save the University funding by completing irrigation installations of landscape projects in-house.

In 2009, the Grounds Department began the implementation of the Sentinel computer program, which allows for a computer based irrigation control system. All new irrigation systems and any existing systems that have been renovated will be connected to this system. The major benefits of Sentinel include continuous monitoring of all irrigation systems on campus, as well as easy, single point operational control of all irrigation systems. Critical malfunction monitoring, water conservation control, and data collection are additional benefits of the Sentinel program.

A street sweeper was also added to the Grounds heavy equipment team in an effort to help resolve the problem of increased trash and debris on streets and parking lots on campus. This addition will help with the growing concern of keeping the campus street system both cleaner and safer. Clean streets and parking lots help keep the storm water runoff from carrying excess sediment, which would eventually end up in Alabama’s rivers and streams. The Grounds Department will also begin installing landscapes associated with capital projects as well as various landscape renovations around campus. To assist with this undertaking, the Grounds Department has hired an Associate Manager of Landscape Installation. When this person is not busy scheduling/coordinating irrigation and landscape installations they, along with their crew, will be assisting the other Assistant Managers in pruning and mulching. All of these additions are paving the way for a more efficient operating Grounds Department and an even more beautiful campus. One large property addition, which will take place in 2014 is the addition of the 168-acre Bryce Hospital property. This property addition will definitely add to the functionality and beauty of the overall campus. However, it will require an additional 15 grounds personnel and additional equipment to get the property up to and maintained at the high University of Alabama’s grounds standards.

A Campus Landscape and Grounds Working Group was formed in 2008 consisting of some of the University’s leaders who are knowledgeable in this area. The working group meets twice a month to establish priorities for landscaping projects, utilizing the Campus Master Plan in conjunction with a new Landscape and Grounds Strategic Plan. These documents, along with the working group’s expertise, serve as a basis for each new special project design, which the working group oversees and recommends changes/updates as necessary when funding can be identified. In addition to special landscape projects, the Landscape and Grounds Strategic Plan will be a dynamic document that focuses on daily landscaping and grounds operations. It will also identify guidelines for critical landscape and grounds requirements, which include irrigation, sidewalk repair and replacement, seasonal plantings, tree care, turf care, mulch, fertilizer, herbicide applications and cycles, as well as general grounds maintenance and care. The most critical locations on campus will be prioritized into zones labeled A, B, C, and D, with A being the top priority. This Strategic Plan provides a roadmap on a daily, weekly, monthly, and annual basis and also charts the direction for landscape and grounds
of the campus for the future. All these changes and future plans will ensure that The University of Alabama’s landscape continues to be one of the most beautiful in the nation and contributes to a wonderful place to study, work, research and play, as well as serve as a great recruiting tool for the University.

Finally, a new Grounds Facility and holding yard is needed in the near future to accommodate growth. With increased campus Grounds responsibilities and an increase in Grounds personnel, the current pre-WWII Grounds Department facility/building is already being out-grown. Current Grounds holding areas are dispersed in three separate locations on campus, and the Campus Master Plan’s design includes extending the new Marr’s Spring Road directly through the current Grounds Department location. For all of the previously stated reasons, a new location for the Grounds Department is imperative.

Deferred Maintenance

The University continues to monitor and track the backlog of deferred maintenance. In order to preserve the investment the University has in its facilities, it is imperative that this remain a priority for the University. A systematic model for long-term capital planning relative to deferred maintenance is incrementally being implemented through the University’s computerized facility maintenance management system (AIM). The increased enrollment will demand a higher usage of the facilities and their systems, accelerating their aging and increasing the deferred maintenance. The deferred maintenance funding has increased significantly in the past five years, growing from a budget of $2.1M in 2003 to $5M in 2013. This amount needs to continue to grow with the growing demand of the facilities and equipment. As a point of reference, the Sightlines study sets a target of $19.5M a year to keep up with the deferred maintenance. At the current funding rate, it requires adding approximately $14.5M of deferred maintenance. The disparity in distinct annual funding and projected need has been, and continues to be, greatly mitigated through the address of deferred maintenance within capital projects. Additionally, the University has taken measures to better reflect the overall deferred maintenance investment by recognizing the investment of auxiliaries such as Athletics, Residential Life, and Transportation Services.
CONSTRUCTION ADMINISTRATION

As one of the cornerstones of the University’s Blueprint for Excellence, the physical campus continues to grow and transform and, with approval of the Campus Master Plan by the Board of Trustees in September 2007 and the pending assumption of the Bryce campus, campus development will progress through a planned and manageable approach. With the Campus Master Plan serving as the framework for growth, the department has continued to focus on execution. A primary component of this is the department’s continued work with campus partners to understand their needs, both related to growth and infrastructure support, and to provide them with the information and infrastructure to implement their plans.

Construction Administration focuses on several aspects in the execution of campus projects, which include opportunities for economies of scale, increased operational efficiencies, identification of projects which enhance and support the student and faculty experience, continuous improvements in departmental operations, and financial modeling to fully understand the comprehensive impact of the master plan and current campus needs.

Opportunities for economies of scale will include executing spatially or program-related projects concurrently and in conjunction with deferred maintenance projects, procurement of standing contracts for common scopes of work and the installation of infrastructure, or the accommodation thereof, for future projects. Identifying these opportunities result in lower design fees, better coordination of projects, decreased construction costs, and less disturbance to the campus community.

The identification and implementation of projects that enhance the overall campus aesthetic experience must continue, either as individual projects or elements within larger projects. The University is a “most-loved place,” and while projects such as landscaping, bike trails, or the development of green space may not yield an immediate economic return, their role in the recruitment of students and the positive influence on the community is documentable and undeniable.

In order for the department to serve growth, it too will have to grow and improve, but with the mandates of efficiency and economy. Opportunities to leverage technology will be fundamental to this. Implementation of the GIS system is underway, and the expansion of the system beyond use as a location and coordination tool into the management of the campus infrastructure is currently being planned. Information-sharing among the process constituents will also be extended to improve overall project execution and facilitate project turnover to the University. The focus on life cycle costing will expand to ensure that the University is receiving the best value for its construction dollars.

The department also continues its enterprise perspective by continually updating and implementing standards and protocols necessary for our internal partner business processes and compliance requirements. These include integration of CPTED principles, evidence-based design, campus emergency notification, classroom technology, risk management requirements, environmental health and safety regulations and information technology, to name just a few. This perspective is also
maintained through the communication of projects to the campus community through multiple sources and channels, and a mandate to over communicate.

Continuous improvements and efficiency within the department will also be extended to our external business partners. The recognition of when they succeed, we succeed, is paramount to the successful conclusion of projects. Our processes continue to be reviewed and improved to ensure that they are provided the optimal environment and tools to execute projects.

Finally, financial modeling and forecasting of the impact of the Campus Master Plan and the current facility (physical asset) liabilities are being performed to understand and plan for the long-term execution and maintenance of the existing campus and the master plan. This step is being taken in partnership with facilities operations and maintenance, utilizing the Facility Condition Assessment (FCA) module of AIM. It is imperative that this liability be quantified so that the priorities of the master plan can be better defined and the funding resources identified and allocated, especially in consideration of the pending assumption of the Bryce Campus.
UNIVERSITY PLANNING

The Planning Department has completed the master planning process that lead to the 2012 Campus Master Plan. We updated the 2007 Campus Master Plan and crafted a new master plan for the 168-acre Bryce Hospital Property that The University of Alabama acquired in 2010. The plan was completed on schedule early last spring and was presented to the Board of Trustees at their September 2012 meeting. It received final approval at the November 2012 meeting, along with an amendment to the plan which added a new regional plan for the sorority area of campus. The new sorority village plan was necessary to create larger building sites and larger sorority houses, all to accommodate the rapid growth in the Greek System at the University. Fraternity growth had been addressed as part of the 2007 and 2012 Campus Master Plans.

The 2012 Master Plan builds on the success of the award-winning 2007 Plan while maintaining the momentum of unprecedented growth experienced over the past several years here at the Capstone.

Infrastructure investment garnered through an $18 million grant award will provide opportunities for tremendous University expansion over the next five years. The University received an Alabama Transportation and Rehabilitation Investment Projects grant from the Alabama Department of Transportation to extend 5th Avenue East from its current end at Campus Drive to Hackberry Lane. The project will also construct a connector road from the proposed 5th Avenue extension to Jack Warner Parkway. The new roadway will traverse through the Bryce Hospital property and end at the National Oceanic and Atmospheric Administration building. The connector road will begin behind the Bryce Administration Building, essentially extending Bryce Lawn Drive. The project will open the 168-acre site for future development of administrative, academic, residential, and other new and restored structures.

Planning has also been drafting a master plan for a 26-acre site that the University is anticipating acquiring. This land is located east of McFarland Boulevard and will be used as an outdoor recreation area for our growing student population. It will provide two lakes, hiking and biking trails, campgrounds, ropes course, and allow for additional parking to be added to the northeast section of campus. This plan was presented and approved by the Board of Trustees in September 2013 as part of the Stage I submittal seeking approval to purchase the land and proceed with the proposed improvements.

We continue to identify locations on campus that can be developed as park-like student gathering spaces. We provide the design and implement improvements for these important amenities across campus. Two examples of this type of project are: 1) Hackberry Park, located on Hackberry Lane, where a student pavilion will soon be erected to provide outdoor dining options and social interaction space for students, faculty and staff; 2) a Nature Trail that will connect Campus Drive with Jack Warner Parkway. While providing the needed connectivity for pedestrians and bicycles, it will also provide a wonderful natural environment to be enjoyed with a stream, waterfalls and seating areas. Lighting and necessary security components will be included to make this a safe, functional and serene addition to campus.
PUBLIC SAFETY

Public Safety’s areas of responsibility include security resources, security technologies, locksmith and key shop operations, preferred residential renter educational program, environmental health safety, hazardous material management, academic lab safety, fire safety, occupational safety, and emergency preparedness and response. Public Safety continues to focus on the comprehensive approach of education and environment. Educational programs designed to raise awareness of safety measures and the development of essential life skills for University community members are the highest priority. Security Resources, Access Control, Environmental Health and Safety (EHS) and Emergency Preparedness emphasize preventive measures that all members of the University community may take to lessen the chances of becoming a victim of an accident or a weather emergency. All areas of responsibility are proactive in anticipating and conducting the planning necessary to effectively respond to any type of emergency or crisis at The University of Alabama.

In order to effectively handle the continued enrollment growth of students and the accompanying faculty/staff- Security Resources, Environmental Health and Safety, Access Control, and Emergency Preparedness we will need additional resources as listed below. The future needs listed for the Public Safety areas in this document are based on 50,000 student enrollment and current land/space usage.

University Police - Future Needs

Since 2003, the University has seen tremendous growth. While the student enrollment has increased dramatically (over 65% between 2003 and 2012), on-campus population has increased by an even greater amount (near 80% in the same time range). University Police have maintained high levels of community service by increasing efficiency of operations, using technology to improve standard processes, and adding staff. In 2004, there were 42 sworn officers employed by University Police. The number of law enforcement positions increased to 64 by 2011 when the last growth plan was prepared. In 2011, the need for 28 additional law enforcement positions was anticipated as the University progressed toward a student enrollment of 35,000. Since that time, a moderate, sustainable growth plan has been implemented, and 14 law enforcement positions have been added. A large portion of the increased police presence has been directed to extending patrol areas to include the residential and commercial areas adjacent to the University where a large number of students reside and engage in community activities.

In anticipating future growth, several factors beyond simply the increase in student enrollment must be considered. While the percentage increase in call volume is similar to the student population growth, the number of reported incidents reflects a significantly higher increase (over 97%). One factor in particular that has impacted law enforcement staffing needs has been the expansion of on-campus and University-managed residential facilities and the shift in resident tendencies with the increase in the number of out-of-state students. Whereas at one time many residents travelled home or out of town on weekends, more and more are choosing to remain on campus. This is born out in the data, with well over a 100% increase in call volume on four days of the week, the highest increases being seen on Sunday, Friday and Monday. Based on the impact on calls for service and reported incidents that enrollment growth over the last 10 years has had, it is reasonable to
anticipate that the addition of another 15,000+ students will result in a 35-40% increase in calls for service and a 45-50% increase in reported law incidents.

Changes are also anticipated to continue in the area surrounding campus, which is heavily populated by UA students. Additional high-density student residential development and student-oriented business development is expected, which will increase population and add to the density of the area and subsequently increase demand for police services.

In consideration of these factors, it is probable that 132 authorized law enforcement positions will be needed. This number would provide an officer/population ratio that is consistent with the state average and slightly higher than the current national average, yet still be significantly lower than the staffing ratios of the surrounding municipalities. It is also anticipated that four additional police communications operator positions and three additional police administrative records positions will be needed. To ensure that adequate supervision and span of control are maintained, the need for six additional supervisory positions and one additional command staff position is anticipated.

To support increased patrol presence and investigative activities, it is anticipated that ten additional police vehicles will be needed, along with four additional police motorcycles. It should also be noted that the anticipated department size will be beyond the projected capacity of the current police facility. This limitation may be overcome either through an addition to the current facility or through decentralization of one or more divisions of the department.

While it is difficult to fully anticipate the impact of future enrollment growth and community change, these projections are supported by data. The addition of personnel and physical resources will ensure that the UAPD is positioned to continue to support the needs of a vibrant, growing campus community.

**Security Resources - Future Needs**

The University has a security central monitoring and response program that provides 24-hour patrol and monitoring of selected University buildings. The central monitoring station is equipped to detect if an exterior door is left open for a period of time, there is a forced entry, or another event has occurred. Security Resources Assistants also provide onsite security for major residential area parking lots during evening and night hours and assist UAPD with crowd and traffic control during athletic events. There are 45 authorized positions within Security Resources that provide service to UA. Twenty additional security resource assistants and six new observation stations are anticipated as student enrollment grows.

**Access Control - Future Needs**

As the University constructs additional facilities and renovates existing buildings, the level of access control staffing will need to increase to provide the service expected by members of the community.
Access Control anticipates an increase in requests for electronic access to academic classrooms within teaching and research facilities. An increase of six security alarm technicians, one network technician, and one locksmith are needed to meet expectations in the installation, access equipment, and camera/intrusion alarm systems maintenance and repair. One additional Crimson Choice property inspector is anticipated.

**Environmental Health and Safety - Future Needs**

With the addition of academic labs, research facilities, department of homeland security requirements, and residential facilities to accommodate enrollment growth, EHS will need to add to the staff for lab safety, hazardous materials management, and fire safety. An increase of four lab safety technicians, four environmental service technicians, ten environmental safety assistants, and four fire alarm technicians are projected.

**Emergency Preparedness - Future Needs**

The Office of Emergency Preparedness’ mission is to prepare the University to mitigate, prepare, respond, and recover from emergencies. This is achieved by assisting all areas with updating, enhancing, and developing emergency plans; enhancing and updating the University’s Emergency Operations Plan; maintaining and operating the Emergency Operation Center; monitoring severe weather and alerting key personnel of threats; providing threat assessments for the University. Currently, the office is staffed with three positions: a director and two assistant directors. The office anticipates the need for one case manager for threat assessment; one emergency preparedness manager, and one administrative assistant to continue to fulfill its mission with a larger population.
FINANCE

The following is a brief summary of the activities that are in process for the Office of Finance to plan for the growth of campus.

Procurement Services

Purchasing

The Purchasing Department supports the mission of The University of Alabama with professional procurement activities including service, control and knowledge pertaining to the acquisition of goods and services. The Purchasing Department is currently investigating and/or implementing the following in support of the anticipated growth on campus:

- Buyer workloads will be monitored and changes made as campus growth affects specific commodities in order to maintain the appropriate level of customer service.
- Purchasing continues to monitor spending on non-contract vendors to determine whether future contracts need to be implemented to provide campus with more efficient purchasing options.
- The Purchasing Department will continue to examine internal processes and implement changes to improve efficiencies.
- Will utilize cooperative purchasing to offer better strategic sourcing solutions.
- The addition of an e-Procurement solution to provide a single marketplace for campus customers to shop.
- The addition of a Contract Management software solution to allow a more efficient way to monitor and manage contracts.

Purchasing Card Services

The Purchasing Card Services Department will investigate the need and/or require the following to support the growth of the campus in order to continue the level of service and controls the department is currently providing:

- The addition of a travel and expense program will increase the efficiency of auditing travel expenses currently purchased on purchasing cards.
- Continue to review restricted commodities to determine if any can be allowed.
- Explore opportunities to implement ghost cards in order to decrease the number of purchase orders and payments that will be made with increased enrollment.
- Implement an electronic process for submitting transaction documentation to improve audit efficiency and allow campus better access to documentation for historical transactions.
- Expand training opportunities and pursue alternate methods to accommodate larger numbers of new cardholders.
Accounts Payable Vendor Payments

As enrollment increases, so will the volume of payments that will need to be made on behalf of the University. Accounts Payable will investigate the need and/or require the following to support the growth of the campus in order to continue the level of service and controls the department is currently providing:

- Direct Deposit (ACH) for payments to vendors and reimbursements to employees has been implemented to eliminate paper checks and, therefore, eliminate two to three days of mail time before payment is received. Accounts Payable will continue to increase the number of vendors in the program as the campus continues to grow.
- Accounts Payable is also looking into an alternative payment solution through our purchasing card provider, where payments will be made directly to the purchasing card for goods and services entered through Banner.
- As efficiencies are gained through other payment methods, there may be a need to add additional clerks for auditing and data entry.

Furnishings and Design

The Furnishings and Design department continues to be an integral part in creating excellence within the built environment, which ultimately supports the increased enrollment on campus. As our student population has increased, there have been numerous renovations, routine upkeep of existing spaces and new construction that have all increased proportionally. In an effort to keep up with the demands of maintaining the facilities of a premier institution, staff augmentation needed to occur. Currently, Furnishings and Design is going through the process of bringing all design personnel in-house. This change in philosophy has allowed us to increase staffing levels while maintaining the current design services budget. Once the transition is complete, the composition of the design area within Furnishings and Design will include seven interior designers ranging in experience and training, as well as one Associate Manager to serve as a first-level supervisor. This will allow for the personnel to strive for excellence in customer service as well as use the practices of evidence-based design to create engaging, functional, and aesthetically-pleasing environments.

Budget Office

The Budget Office is challenged with providing more timely and detailed information for financial planning and allocation of resources to accommodate the needs of a growing student enrollment base coupled with expected funding cuts from the state in a declining economy. In an effort to meet these needs:

- Budget Office personnel will continue to seek ways to improve their proficiency in creating and using reports and query to provide the best information and forecasts for use in monitoring funds, planning, and decision making.
- Projection reports for tuition, scholarships, and other basic costs are designed to assist upper level management in monitoring funding targets and for planning future budget needs.
Available funding controls are constantly monitored and updated. The Budget Office runs internal, month-end reports to monitor fund balance levels and spending deficits within the department managers via Eprint. Banner NSF checking continues to be a major deterrent for the issuance of purchase orders when funds are not available.

Training for departmental users will continue to be provided as needed on a group or one-on-one basis to address individualized needs of the departments and enable them to effectively manage their resources. The Budget Office website will continue to be updated on a regular basis to provide users with up-to-date documentation and to keep them informed of improvements and/or changes in budgeting processes.

The Budget Office always welcomes requests and suggestions for improvements and other needs as submitted by departments to assist in finding more efficient processes to monitor and control their budgets.

The Budget Office also assists with budget-related software upgrades and revamping of processes to more efficiently accommodate future needs.

Efforts will continue to be made to streamline reporting, processes, and analysis to accommodate the planning and allocation of resources without adding staff.

**Receivables and Collections (RC)**

The Receivables and Collections area (Student Receivables and Loans Receivable and Collection) is a central administration area for campus revenue activities in addition to a key student service function. We are in a continuous mode of planning and implementing changes to accommodate the increased student population and associated increased campus departmental needs. The area continues to make changes as other opportunities are identified to provide service in an efficient manner and, in most cases, accommodate the increased demand without adding staff. We are frequently involved in helping departments expand their revenue generation operations as funding from state and federal sources continues to shrink.

To accommodate enrollment growth to 50,000 students, we plan to continue automating whenever possible to reduce manual processing. Connect Ed is being used for expanded e-mail and automated voice communication with our customers. The use of in-house reports will be increased and Receivables and Collection staff, as well as other departmental staff, will have ready access to generate reports on demand. A component of the centralized cash receipting system that provides the capability of processing cash receipts via the web is being implemented. We are investigating a TouchNet solution that would allow us to automate third party billing. We are reviewing options to expand the use of ECSI, our Perkins Loans Servicer, to manage our in-house delinquent accounts. We are considering options to add student financial literacy education in an attempt to better educate our students and help reduce our defaulted loan rate.

We will continue to modify our telephone system capability to accommodate a larger volume of calls received during the peak registration payment periods. This system allows us to monitor the calls, add personnel to lines as needed, and prevent customers from having to wait more than a couple of minutes for response. We are planning to modify our web student account to make it more user-friendly and add additional functionality such as the ability of students with alternative loans to confirm on the web. With a significant increase in students, we estimate that we will need an
additional two to three staff members to accommodate increases in telephone calls, walk in students, third-party agency contracts, faculty/staff grants, and other office activities etc. As growth occurs we anticipate needing to restructure the reporting chain for some employees and anticipate the need for an additional Assistant Director position to help coordinate and manage activities.

A significant increase in enrollment (50,000 students) will cause overall campus growth and would increase revenue generation activity across the campus. We would anticipate needing two additional professional staff members to provide support and to work with departments to assure that approved e-commerce solutions provide a secure environment, compliance with institutional Web Commerce and Cash Receipt policies, compliance with the Payment Card Industry Standards, and the most cost effective rates for conducting business on the web. We are investigating options, such as SharePoint, to help maintain departmental information and provide effective and efficient communication. We will also need an additional accountant to handle the demand on the reconciliation process and related functions.

We plan to cross-train frontline staff to be able to approve and complete processing of departmental deposit and receipt transactions which will occur centrally in Student Receivables. We anticipate needing two additional Information Systems support staff to increase and main automation across the department as well as assist other departments with their revenue generation projects. Dedicated support from OIT will also be needed to accomplish project goals.

The Receivables and Collection area recently gained additional office space, and we have room for a small amount of growth. However, we expect that we may need additional space to accommodate the increased need for staff based on the anticipated growth.

**Financial Accounting**

**Financial Information**

Financial Accounting and Reporting responsibilities continue to evolve as governing standards are reshaped and revised by regulatory agencies. The adaptation to new standards is intensely scrutinized to ensure proper application and accurate reporting to the many external agencies, and internal management, by which the University is held accountable. The growth of our campus, via enrollment figures, additions of capital assets, or growth in investment assets, additionally increases the responsibility of fiscal management. The staff members of Financial Accounting and Reporting seek to stay abreast of changing standards and requirements through the use of continuing education, webcasts, industry-related publications, and guidance from and communication with external auditing firms.

Financial Accounting will continue to streamline operations to provide detailed and timely financial information. Continuous training educates the accounting users on the most efficient ways to obtain financial information and the effective management of resources. Comparative reports are now provided monthly in Eprint (the reporting repository used by departments) for analysis and review by departments. New reports will be created and distributed through email and Eprint that will continue to provide accounting users with additional decision-making data. Financial Accounting continues to seek feedback from departmental users on data needed to provide accurate
and useful reports. Accounting processes and controls will be refined to ensure accuracy and
timeliness of financial reports. The Financial Accounting web page is being reorganized to provide
the most updated documentation for improved processes and procedures.

**Tax Information**

Tax compliance continues to be of increasing importance to the University during this time of
growth. In the current environment, the activities of tax-exempt organizations are closely
scrutinized by Congress, the IRS, and the media. In order to achieve more transparent reporting,
the IRS has revamped the Form 990. This requires the Tax Office to prepare more detailed
reporting on behalf of the University’s affiliated foundations.

Expanded University operations require us to investigate tax implications, including unrelated
business income tax, sales and rental taxes, and employment/payroll tax issues. As student
recruitment efforts lead to additional employees based out-of-state, the Tax Office provides
guidance to Payroll to ensure compliance with the tax filing obligations in the various states. As
internet-based promotions and sales increase, we must evaluate the possible sales tax issues related
to such activities.

To ensure compliance and allow expansive growth to accommodate tax needs, a new position will
be added to the Tax Office. The Tax Office will continue to proactively research to stay abreast of
the latest tax law changes and how these affect the University’s operations. Our goal is to ensure tax
compliance, while at the same time reduce the University’s tax liability wherever possible through
planning opportunities.

The Tax Office continually strives to improve customer service and efficiencies through the use of
technology and online services. To serve the growing population of international students, who are
subject to different tax requirements than U.S. citizens, the Tax Office offers online services for
updating information and assistance with filing tax returns. The Tax Office will also continue to
enhance its website with tax resources for campus departments.
ANCILLARY SERVICES

Information Technology

As The University grows its enrollment, the need to standardize and coordinate system support is necessary to obtain maximum efficiency and utilization of the existing systems and the planned purchases of new systems. It is imperative that Financial Affairs utilizes the most current technology to conduct business as it supports the continued growth of The University. It is also critical that the Financial Affairs Information Technology staff resources are properly skilled and aligned to meet the growing technology demands of The University.

As the amount of electronic information managed by Financial Affairs Information Technology has significantly increased, the need for disaster recovery and system uptime is critical. In order to minimize these risks, Financial Affairs has completed the construction of a backup data center and installed appropriate cooling, electrical, networking, and server racks to house a redundant hardware platform. This facility was designed to house redundant hardware and software which could be utilized in the case of a primary data center outage and/or disaster. Several systems are currently in production within the backup data center and a strategic plan to implement further redundant hardware is being proposed.

With the amount of data being stored by Financial Affairs increasing at a rapid pace, the need for efficient data recovery in the case of a disaster or system failure is critical. The Financial Affairs Information Technology group has completed the implementation of a “backup to disk” strategy, which allows for larger amounts of data to be recovered in a more efficient manner. Financial Affairs Information Technology has further expounded upon the capabilities of this technology by utilizing data replication features. By performing data replication, critical Financial Affairs data is being synced in real time between the primary Financial Affairs data center and the newly constructed backup data center.

The Financial Affairs Information Technology group has completed the implementation of server virtualization technologies. This has enabled Financial Affairs to become more efficient and effective in server creation and utilization as system application growth continues. Virtual technology plays an important role in disaster recovery planning and in managing the increasing demand being placed on the Financial Affairs data center infrastructure.

To better serve an increasing number of staff members, the Financial Affairs Information Technology group has upgraded the current Financial Affairs email environment to Microsoft Exchange 2010. This upgrade includes new email software functionality and a more robust hardware platform. The new environment allows for faster recovery times in the case of an outage or disaster impacting our email environment. A redundant email platform will be housed in the backup data center to minimize the risk of losing email functionality during a disaster or outage impacting the primary Financial Affairs data center.

The expanding and cross-departmental business processes within Financial Affairs is demanding effective and efficient collaboration and file sharing. Financial Affairs Information Technology
continues to utilize its recently enhanced SharePoint portal to support additional users, functionality, and data storage. The system is allowing increased collaboration within and across departments of the division.

To most efficiently support the growing business demands of the campus community, Financial Affairs Information Technology has been called upon to provide process mapping services to Logistics and Support Services, Payroll Services, Benefits, and Contract Administration. Through extensive review of current business processes, Financial Affairs Information Technology provided detailed business process diagrams to each of these departments. This exercise allowed the departments to detect areas for potential process improvement in an effort to more efficiently meet the needs of a growing campus.

To enable Financial Affairs business units to automate manual paper processes, Financial Affairs Information Technology has implemented a workflow and business automation software solution. This software will enable Financial Affairs Information Technology to automate current business processes that are labor intensive and/or require a high level of auditing and visibility. Financial Affairs Information Technology is currently partnered with Payroll Services and Construction Administration in automating two complex processes that impact the entire campus community. Additional processes will be automated in the future.

The increase in construction work on campus has created the need for efficient, automated processes and a stronger integration of project-related data. Construction Administration and Financial Affairs Information Technology has partnered to develop an in-house Capital Project and Program Management System (CPPMS). This system is built on the Financial Affairs SharePoint platform and will provide automation of many of the manual processes currently being performed. The new system will also allow better integration and management of the growing volume of data related to construction projects.

Financial Affairs Information Technology is implementing new software in support of the Financial Affairs web presence allowing for greater management of the environment and increasing response time and content management capabilities. Websites are continuing to be redesigned to be more user friendly and to provide more information online. Easy availability of information enables members of the entire campus community to do their jobs more efficiently. The increased number of students will put pressure on the existing facilities, and rapid response is expected when there are facility-related problems.

In an effort to create a more student friendly environment as campus facilities and population expands, Financial Affairs Information Technology, Building Information Services, and University Planning has partnered with Academic Affairs to create an on-line digital directory application. The on-line digital directory application is displayed on touch screen monitors within several University facilities, allowing people to easily locate employees and/or rooms within the facility. This application will continue to be implemented in new and existing buildings in the future.

With the increasing size of the campus population and facilities, the need for an effective and efficient means to locate displaced individuals in the event of a disaster is critical. Financial Affairs Information Technology, in partnership with Emergency Preparedness, has developed an
application that will allow staff, faculty, and students to go on-line and report that they are “OK” in the event of a disaster impacting campus. This information will be visible via the web, enabling friends and family from around the world to check on their loved ones. In addition to the “I’m OK” functionality, the application will allow people to report potential displaced persons, allowing emergency officials to investigate their safety and well-being.

**Building Information Services**

To effectively manage and report on approximately 13.5 million gross square feet of campus space, Building Information Services develops and maintains AutoCAD drawings for all University owned buildings. These drawings are stored in a central location and used by numerous entities on campus such as Construction Administration and The University of Alabama Police Department. Also, these drawings are linked to The University's Space and Facilities Management System to enable accurate and up-to-date space utilization reporting.

**Contract Administration**

Contract Administration is poised to support Financial Affairs and Construction Administration as construction activities increase on campus in the effort to fulfill the needs of anticipated record enrollment.

Contract Administration will support Construction Administration and Facilities in several major areas as construction on campus continues to increase as a result of growing enrollment. The Request for Proposal (RFP) process is integral to selection of architectural firms for major projects and Contract Administration will continue to issue RFPs and facilitate the RFP process to select the most appropriate and qualified architects for University projects. The department is also responsible for the bid letting process and ensures this function is performed in adherence to the State Bid Law as written in Title 39. The process includes advertisement of the project, bid opening, and certification of the bids.

Contract Administration will continue to work with the staff in Construction Administration and Facilities to ensure compliance with internal University policies and procedures. The Contract Administration staff will continue to perform reviews of contracts, pay application and change order approvals, bid specification and addendum reviews, prequalification reviews, and audit reviews to ensure that all internal procedures are followed. In addition to compliance with internal policies and procedures, Contract Administration will continue to monitor activities to ensure compliance with external policies, procedures, and mandates of various agencies such as ALDOT and the Federal Department of Transportation for Disadvantaged Business Enterprise (DBE); State of Alabama, Code of Alabama 1975 for Title 39; and various federal funding agencies such as HRSA and NIST, the Davis-Bacon Act, and State auditors. The department will also fulfill the reporting requirements of the external agencies. The reports include, but are not limited to, DBE semi-annual reporting and quarterly ARRA reporting to the Federal Transit Administration – Office of Civil Rights.

Looking into the future and at the digital world that is coming here, Contract Administration will work closely with UA Legal to obtain favorable Attorney General opinions on issues such as advertising in electronic media (i.e., AL.com) versus newspapers that seem to be reducing/Stopping
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hard copies, posting bid plans and specifications online electronically, allowing for receiving Bid Proposals electronically instead of hard copy envelopes, and the ability to use electronic signatures on executed contracts/agreements will be an additional step toward a paperless process.

With an anticipated increase in student population to 50,000 will come a major increase in construction. To maintain the quality of work performed by Contract Administration, we will soon need to add another professional position and clerical position. Regular training on the newest methods and software, as well as training to stay current on State and Federal laws, rules, and regulations, will allow us to operate at a highly efficient level.

Electronic/paperless will be the most efficient method of documentation going forward. The steps above will aid us in achieving that goal in Contract Administration.

Major projects underway this year include Ferguson Center Addition and Renovation, Presidential II Residential Community, Student Center at Presidential Village, Fresh Food Dining Hall, Sidney McDonald Hall, several new Sororities, Riverside Parking Deck, Bryant Denny Stadium Digital Media Center, Strength and Conditioning Facility, and the development of the Bryce Property for the Alabama Department of Mental Health, plus many other projects needed to carry the University forward to future years.

Logistics & Support Services

Logistics and Support Services include the following departments: Ferguson Mail Center which handles Campus Mail, Student Mail, Package Center, and Computer Aide Delivery; Customer Service Center, Logistical Support, Property and Inventory Management, Surplus Property, University Garage Services, Central Receiving, Recycling, Office of Sustainability and Donation Management of the Emergency Action Plan.

Ferguson Mail Center

Campus Mail Service developed a plan of action in 2012 to expand its operation with a focus on providing mail and package services for students in one centralized location. Prior to this initiative, most students received mail service from the United States Postal Service located in the Ferguson Center and package service at the Paty Package Center, managed by UA Housing & Residential Communities. In May of 2013, the University began renovations of the former US Post Office location at the Ferguson Center. On July 23, 2013, the University opened the new Ferguson Mail Center with an overall objective of providing quality customer service to all University students, faculty, and staff. The Ferguson Mail Center is fully operated by the University and provides students, faculty, and staff with a resource for receiving personal inbound items from multiple carriers at one central location and using one common address. Some of the features of the new operation include online mailbox rental, a centralized location for mail and package pick-up, and outbound mail service including packaging supplies and retail stamp sales. With the customization and implementation of a new internal tracking system, inbound packages are processed more efficiently from receiving to delivery. Recipients are notified via e-mail when packages are available for pick-up at the customer service counter and anytime mail items are placed into a recipient’s mailbox.
Campus Mail Service will continue to work towards an overall vision of centralizing all mail and package processing at the Capstone, which will provide a safer environment for the entire campus community. By channeling all mail and package processing through one centralized operation, the University can continue to pursue its goal of providing a safer pedestrian campus through the reduction of non-University vehicular traffic and non-University personnel access to campus buildings.

The growth plan for Campus Mail Service also includes the purchase of package screening equipment. The level of safety is greatly increased by screening all inbound mail and packages for any potential threats, including explosives, biological threats, chemical threats, and non-lethal parcel devices, before they are moved to on-campus locations.

Continued campus growth will also necessitate the purchase of mail sorting equipment to handle the increase of incoming mail due to the incorporation of processing student mail and packages into the daily operations of Campus Mail Service. The automated mail sorting equipment is needed to sort mail in the most efficient manner possible. By automating the inbound mail sorting process, Campus Mail Service can continue to ensure inbound mail is processed efficiently and to the same standards and expectations that the campus community has come to expect.

**Customer Service Center**

The Customer Service Center reviews, approves, and routes all work requests to departments across campus. The Customer Service Center has efficiently processed 39,050 work requests in the past 12 months. The number of requests has been steadily increasing and will continue to increase as the campus community grows.

In April 2013, the Customer Service Center started using Answernet to handle all after-hours work requests. When an after-hours work request is called in to Answernet, they call facilities employees to complete the work request. This gives us accurate information of how many calls and the type of work being requested after-hours.

**Logistical Support**

Logistical Support provides services in the areas of moves, relocation, setup, events, and tent placement to all areas of campus including areas off campus. The requests have been steadily increasing as the campus community grows, and the trend is expected to continue.

In order to accommodate the continued campus growth, Logistical Support plans to purchase tables and chairs for departmental rentals for various campus events. Departments have been requesting this service since being forced to use an outside vendor. Logistical Support is perfectly situated to perform this service in-house. This service would be available for a nominal charge, thus saving the University money.
Property and Inventory Management/Surplus Property
The University of Alabama’s Property & Inventory Management Department is responsible for maintaining accurate, accountable and timely movable fixed asset data, as well as handling the disposal of surplus equipment. By University definition, a movable fixed asset is any item over $5,000 in value that will not be permanently affixed to plant and or property. Property & Inventory Management Department plays a vital role in providing important fiscal information to the University financial reporting process as well as showing that the University is being a good steward of the funding it receives through multiple channels such as federal grants as well as individual gifts. Several goals have been established for the department. We desire to operate an automated system to support physical inventory, be accurate and accountable, provide necessary reports, be timely with our information and results, and build quality relationships with departments throughout the University. We will maintain a positive outlook and demonstrate the University’s commitment to being good stewards of its assets. The mission of The University of Alabama, Property & Inventory Management, is to provide support and guidance for university-owned and controlled movable property.

Along with maintaining the moveable fixed asset inventory for the University, Property & Inventory Management Department also handles the disposal of property no longer needed by the University and therefore determined to be surplus property. In fiscal year 2011, 11 surplus sales were held and raised $142,029.84 in revenue. In fiscal year 2012, 13 surplus sales were held and raised $163,395.15 in revenue. As of August 14, 2013, 16 surplus sales have been held and raised $252,309.06 in revenue. The frequency of surplus sales have increased to approximately two sales per month and are tracking to complete 18 surplus sales in fiscal year 2013. The number of surplus sales will continue to grow as campus grows.

With surplus sales being a major part of the responsibilities of the department, new ways to increase the awareness of these sales to the public and increase the revenue produced from these sales for the University are being explored. Possible avenues to succeed in the efforts to increase awareness are the use of social media such as Twitter and Facebook. The picture galleries for the sales have been moved to the picture site Flickr, resulting in better detail and quality of pictures for customers to view. This site could be incorporated in other social media outlets. Also, moving items such as athletic equipment to online auction sites like eBay would further increase the reach of our sales and provide increased revenue from these items. Currently, several customers are buying items such as athletic equipment and audio visual equipment (i.e. projectors) and selling them on eBay, thereby illustrating how the University is not receiving the true value of the assets being sold and is thereby losing revenue.

University Garage Services
To support the anticipated increase in the number of service vehicles that will be used by University employees, the staff of Garage Services use the state-of-the-art automotive Fleet Focus-M5 software. The software continues to aid in capturing information essential in evaluating service records, warranties, repair costs, and other data useful in ensuring that each vehicle is properly maintained. The University Garage Service department has a supervisor over the shop, two automotive tech II’s, three automotive tech I’s, and a service writer to manage the requirements of the garage. In addition, the Garage has purchased AC equipment to do this type of work in-house.
These positions and functions have added value of more timely preventive maintenance work being performed.

The Garage continues to benchmark the operation to analyze the ratio between the number of University-owned vehicles to ensure we are within industry standards with the correct number of automotive technicians, space allocation, hours of operation to handle the current and increased fleet, and maintain a high customer service level for departments around campus. In fiscal year 2009, the University owned 583 vehicles, and in fiscal year 2013 the University owns 677. Garage Services continues to evaluate the services offered and are pursuing the feasibility of adding new services for the campus community.

**Central Receiving**

The Central Receiving department supports the University community in the receiving, shipping, and warehousing of essential University property.

Currently, all inventory is completed manually on a weekly basis. An inventory system to monitor all items received, stored, and shipped out would greatly enhance the processes in Central Receiving. The same inventory system could be used in Recycling and Donation Management.

**Recycling**

In 2012, The University of Alabama recycled 1,119.56 tons of materials (an increase of 26%) compared to 885 tons recycled in 2009, and 186 tons in 2007. The University of Alabama Recycling department has a total of seven full-time employees dedicated to the University Recycling program. The department recognizes the fact that as enrollment increases, the capacity to recycle more material becomes necessary. The department continues to implement ways to improve its efficiency of pickup and delivery of recycling materials to meet the recycling needs of a growing campus community. The following enhancements have been made to the recycling program:

- 29 cardboard dumpsters have been placed around campus over the last three years.
- Confidential shredding was implemented in September of 2010. This process will save the University over $17,500 annually in shredding fees. The program started with 24 confidential shredding containers across campus, and it has grown to 84 locations around campus.
- Three routes are run daily to maintain the beauty of the campus by collecting recyclable materials. The staff collects materials from the tri-bins on campus, cardboard at dining halls, and facilitates the residence hall recycling program.
- Balers are used onsite to increase the revenue from SOP, Newspaper and cardboard recycling. Using this process reduces the carbon footprint of the University.
- In 2011, the sale of recycling materials generated revenue of $207,000 and in 2012 the sale of recycling materials generated $198,000. In July 2013, the Recycling department was awarded a Grant
from ADEM in the amount of $96,837 to enhance the recycling efforts around campus. The grant will fund the following items:

- 36 gallon outdoor recycling containers (66) – these containers will be the exact wrought iron containers that are currently used around campus to collect trash, with the lid being different to reflect recycling. These containers will be placed at Manderson Landing, Riverwalk, transit hubs, and other areas across campus.

- 606 cases of blue recycling liners to collect recycling materials.

- 60 Clear Stream Recycling bins to be used for special events.

- 200 Slim Jim 23-gallon recycling containers for indoor recycling.

- Rail lift gate to be installed on a larger truck to help with the loading of recycling materials.

- UA recycling brochures to educate students, faculty, staff and the community of the University recycling program.

- The Recycling department will continue to work with the City of Tuscaloosa to apply for the above-mentioned grant each year.

- The department is constantly striving to recycle more items and improve the recycling process. The University also assists other organizations around the country to improve their recycling efforts.

- The purchase of a cross-cut shredder would enhance the growth of recycling.

**Sustainability**

The increased nationwide attention to sustainability issues prompted the University to create the Office of Sustainability in late fiscal year 2010. As the state's flagship university, The University of Alabama is committed to having a positive and lasting impact on the lives of Alabama residents through its mission of teaching, research, and service. The University is committed to creating and supporting a sustainable environment.

By the incorporation of ideas expressing the importance of a sustainable environment into campus life, applications, academics and organizations, The University of Alabama can ensure that it is an institution that will find ways to improve its services and operations. The mission of the Office of Sustainability is to provide ways to connect students, faculty, staff and the surrounding communities in order to strive for a better environment by recycling, reducing consumption and educating others on the importance of sustainability. As enrollment grows, the role of the Office of Sustainability will expand to further the University’s commitment to a sustainable environment.
Recommended growth would be to have a plan to be “Zero to Landfill” by 2025 for the total campus community including sporting events. Fiscal year 2012 landfill fees cost the University $95,595.08 and, in fiscal year 2013, the University is tracking to exceed a $100,000 in landfill fees.

**Donation Management of the Emergency Action Plan**

The purpose of this plan is to identify the donations management team and establish procedures for activities related to the collection and redistribution of donated goods offered by the public and/or University organizations following an emergency. While donations are typically coordinated through the local emergency management agency, the University recognizes the potential need of a coordinated donation effort within the University community. This plan will be implemented at the request of Incident Command in consultation with the Emergency Preparedness Response Policy Group.

The Executive Director of Logistics and Support Services serves as the Donation Management Team (DMT) leader. This plan is only for donated goods. The donation of finances shall follow The University of Alabama “Acts of Kindness” procedures.

A software inventory system would be needed to help with the success of this program. The same inventory system could be shared with Central Receiving and Recycling. The system would be housed in the FAIT data center, which is fully operational during an electrical outage.

**Payroll Services**

Payroll Services’ mission is to provide the highest level of customer service to all UA employees, and as UA’s employee population grows, Payroll Services will strive to carry out its mission by complying with all applicable payroll tax regulations, providing enhanced payroll services, automating payroll processes, and paying all employees electronically.

In 2009, as UA began to rapidly place regional recruiters around the country, Payroll Services conferred with UA’s Tax Office for support with state tax ID registration and for guidance on tax filing requirements for the various states. The number of states with regional recruiters has grown from a few in 2009 to roughly 20 today and, as that number continues to grow, Payroll Services will continue to work with the Tax Office to ensure tax filing compliance.

The initiative for enhancing services and automating processes took a leap forward in 2010 with the advent of the e-Time process, which supplanted the paper-based timesheet process and transformed UA’s employee time keeping to an efficient electronic process. The e-Time system is scalable and is pivotal in managing UA’s hourly employee population.

As UA’s employee population grows, Payroll Services plans to implement employee self-service and electronic processes that will allow for a more efficient operation. For example, plans are being made to allow employees to use Banner Self-Service for setting up and changing direct deposit and W-4 tax information. Also, employees will be able to opt-in to receive their W-2 electronically and thereby reduce the number of paper W-2s. Implementing employee self-service will free up Payroll Services personnel to focus on core processes such as payroll processing and tax reporting.
Currently, Payroll Services is working with FAIT and OIT on the K2 project to implement an electronic personnel action form (PA). Once implemented, the electronic PA process would improve Payroll Services’ operating efficiency by reducing the time it takes for PAs to go through the approval process; increase PA data accuracy; and greatly reduce the amount of paper involved in the PA process.

In August 2013, Payroll Services introduced the PaySource payroll debit card as an alternative to traditional direct deposit. It has improved Payroll Services’ efficiency by reducing special handling of paper checks and streamlining the bank reconciliation process for Accounting.

The PaySource debit card also offers several benefits to employees, including:

- Avoiding trips to pick up checks
- Avoiding check-cashing lines
- Eliminating check-cashing fees
- Making purchases anywhere Visa Check Cards are accepted
- Getting cash at ATMs worldwide with no fee at local Compass Bank branches
- Using online and automated phone service for checking cash balance and transaction history

In addition to these benefits, the PaySource Card is a no-fee, direct deposit alternative for employees who do not have a traditional bank account, and it is an excellent tool for helping employees to better manage their pay.

As UA’s employee population grows, so will the volume in payroll processing and payroll tax reporting. This will likely necessitate hiring a Payroll Tax Accountant and possibly an additional Payroll Assistant. The operating efficiency of payroll personnel resources and hiring recommendations, as appropriate, will be continually monitored.
HUMAN RESOURCES

Human Resources’ (HR) solutions for handling campus growth are based on the premise that HR needs to provide optimal support services to help develop the human capital at The University of Alabama who are directly impacted by this growth. This includes faculty, staff and students.

Technology Improvements for Managers and Supervisors
HR has continued to make improvements to the software which allows new and changed job descriptions to be processed completely online. HR is currently in the process of reviewing RFP responses for an updated recruitment system that will help accomplish the following:

- Optimize candidate experience
- Enable hiring managers to easily execute recruiting tasks
- Improve recruiting process efficiency – remove steps
- Communicate UA as an employer of choice

The SkillSoft online learning system, which was originally available to employees throughout the Division of Financial Affairs, was extended campus-wide in 2010. SkillSoft provides training for improved desktop skills for support staff and also provides opportunities for a number of staff to prepare for certification exams in their chosen professions. Administrators, faculty and staff have many training courses available to them as well as access to thousands of top-selling business books to aid in their own personal and professional development.

Skillport, the online learning system we use for non-compliance training also continues to be a tremendous resource for all levels of employees in faculty and staff positions. Ongoing marketing efforts of this online learning system continue to aid faculty and staff of all levels throughout the campus.

Progress has also been made in the development of additional management processes such as personnel action forms and performance evaluations available online.

Employee Self-Service and Technology Improvements for Staff

During the last several years, HR has moved forward with implementing employee self service and other technology improvements. Web-based leave reporting for exempt, monthly paid staff, along with the ability to update basic emergency contact information online is now a reality.

Beginning in the November 2012 Open Enrollment, 100% of flex plan enrollments were processed via employee self service. We have entered into a contract with Benefit Focus to handle all benefit-related enrollments online. We are currently in the implementation phase and expect to go live in 2014.
After Benefit Focus is implemented, we will begin taking steps to develop an online New Employee Benefits Orientation. This will be a convenient way for employees to enroll in benefits, and it will be available 24/7. It will also allow employee spouses to learn about the benefits.

**Student Employment Program**

Several years ago, Human Resources made available the first ever comprehensive on-campus student employment program for non-Work Study students at The University of Alabama. Since that time, thousands of students have applied for on-line job postings campus-wide and hundreds of on-campus department managers regularly seek student employees to work in a wide variety of on-campus jobs. This has resulted in a tremendous service to both students and hiring managers across campus. Feedback on the Student Employment Program and related recognition programs has been very positive.

One of the most positive student employment recognition programs has been our participation in the National Student Employment Week. The purpose of this program is to recognize over 4,000 student assistant employees at the University and the essential roles they play in the daily workings of almost all University departments. In 2013, monetary recognition was given to the top five nominees for Student Employee of the Year.

Also in 2013, Human Resources rebranded student employment and implemented new marketing initiatives which included communicating via digital signage at Ferguson Center and other on-campus dining locations, participating in Bama Bound orientation and student functions, and distributing information through Residential Life publications and other media.

The department expanded off-campus student employment opportunities and created an online submission form for off-campus employers. The new online employer application form makes it easier than ever for off-campus employers to hire student employees. As part of the expansion, the area developed Help@Home student employment opportunities. Faculty/staff can hire students interested in assisting with various services such as babysitting, tutoring, lawn care, pet sitting, house sitting, and housekeeping.

**Increased and On-going Employee Orientation and Training**

In order to meet the growing need for required health and safety training across campus, HR Learning and Development worked with Environmental Health and Safety to implement Skillsoft’s Training Academy for Compliance training system in March, 2012. This system provided ease of access, a larger “reach”, enhanced accountability as well as more robust reporting capabilities. This move laid the groundwork for the implementation of the first ever mandatory campus-wide training which was rolled out in April, 2013. Increase use of online training will be the way of the future as the campus community continues to grow.

Due to the implementation over the past few years of two online learning management systems (Skillport and Training Academy) as well as the projected rise in online learning opportunities we will offer, we filled a position in May, 2013, to coordinate the creation, implementation and administration of eLearning in HR Learning and Development.
We continue to expand our course offerings for staff with topics such as Developing Positive Assertiveness, Communication within Teams, Conversations with Your Manager, and Building Awareness: Sensitivity and Human Relations. We’ve also worked closely with other departments across campus to host and market their training courses such as Active Shooter Training, the Golden Rules of Grant Writing, and Working with WordPress at UA.

As our staff numbers rise relative to our student body growth, we need to explore different ideas including:

1) Alternatives for the traditional New Employee Orientation such as an online option.
2) Training needs assessments which could be in the form of a survey or a campus-wide training team from each college/division on campus.
3) Creation of a training curriculum for those new to UA in office support positions
4) Creation of an orientation/training program for systems which new hires will be using in their job.

Learning and Development’s online registration system provides training participants with the ability to register online for course offerings and to view their own training history. It also provides greater efficiencies within the Human Resources Learning and Development area of HR. It includes a web-based reporting tool that allows Learning and Development easier access and flexibility regarding reporting on employee, course and instructor data, and providing instructors access to their course rosters.

Supervisors continue to need more training to help facilitate the increased management challenges that will result from the additional students, faculty, and staff. Supervisors need more training in how to recruit, hire, train, and retain the best employees as well as how to deal with the subject of an aging workforce and succession planning.

HR Learning and Development continues to expand their management training offerings. Over the past two years we have added instructor-led courses such as Conflict Resolution, From Doer to Delegator, and Effective Problem Solving and Decision Making. In addition, we’ve offered monthly leadership webinars produced and hosted by Skillsoft.

The UA Leadership University, developed by representatives from Human Resources in collaboration with the College of Continuing Studies, and Dr. Margaret King of the UA Leadership Academy, is still thriving with the third cohort targeted to graduate in May, 2014. This initiative is an intense two-year course of study in which participants will become better managers of people and resources – and even more valuable assets to higher education and the University as we meet the challenges of the future.

HR Learning and Development is exploring ways to better market offerings to the campus-at-large and to target certain employee populations by utilizing some different technologies and/or social media, in addition to our list serves and custom marketing reports.
Recruitment and Retention

In order to support campus growth, HR had previously recognized the need for a more dedicated focus on recruiting and retaining the very best talent. The HR Department continues to develop and improve the Recruitment and Retention area. In 2012-2013, this area rebranded employment at UA to take on a more professional feel – selling UA as an employer of choice. Part of the rebranding included the creation of the Careers@UA website to provide information about Tuscaloosa and The University of Alabama to potential employees (particularly those living outside the area), as well as compiling a list of top 10 reasons to work at UA. These new initiatives have allowed HR to be a much more proactive partner in the recruiting process.

Since implementation, the area has expanded HR’s background check service and revised the policy to include all faculty and staff hires. The area has added a dual career resource for the spouses of newly hired faculty and staff and developed the first UA Staff Career Resource Fair to provide internal employees with information and resources to enhance personal and professional growth.

Benefits

Working with HR professionals throughout the UA System, great strides have been made in the simplification of benefits. In addition to simplifying and consolidating the UA System’s 403b plan, much work was put into researching and identifying an additional vendor for the plan. With the addition of VALIC as a matching vendor, faculty and staff now have an option for this matched benefit. This option may help in the future as we recruit out-of-state faculty and administrative staff.

During 2012-2013, the following new Benefits processes and improvements were addressed:

- Introduced Bama PREP (Pre-Retirement Education Program), which is a series of retirement education programs. New programs added were: Getting Started with Retirement Savings at UA and The Basics of Investing. Providing employees with the tools they need to plan for retirement should allow employees to concentrate more effectively on UA activities.
- Entered into a contract with Benefit Focus to process all benefits enrollments online. We are currently in the implementation phase and will go live in 2014.
- Entered into a contract with Equifax to:
  - Track employees who may become eligible for health insurance through the Affordable Care Act. Will begin tracking in November 2013.
  - Handle all incoming employment verifications. Will begin in 2014.
- Completed Benefit website redesign. The site is more user friendly and will enable employees to get the information they need, when they need it.
- Offered multiple training sessions to educate employees on the federal regulations related to HIPAA, FML, ADA and I-9s.
- Increased utilization of the FSA by 10% in 2013. Greater participation in our flexible spending accounts will save both UA and employees money.
- We continue to pursue long-range strategic health care planning with the FSBC sub-committee, as well as with our HR counterparts @ UAB, UAH and the UA System Office.
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- We continue efforts to simplify benefits and benefit communications (email blasts, mail outs, video clips, etc.) so employees will be able to quickly read and understand the important information they receive.

**Compensation and Classification**

Recruiting and retaining the best necessitates the difficult task of addressing our compensation programs. Even in times of tight budgets, it is important to keep our salary structures as competitive as possible. The area established a minimum wage goal for UA at $10.00 an hour and increased staff pay range midpoints to reflect market rates.

Also in the area of Comp and Class, streamlining position classifications and shortening the time from approval, to adding a new position, to hiring an employee has been an added benefit to the hiring managers with whom we work. We continue to consolidate current position descriptions into broader categories, facilitating timelier position postings. As this happens, Human Resources moves toward being more of a facilitator and business partner with the campus community.

Human Resources had begun an evaluation of the UA core values to ensure that they support the mission of the new administration. HR introduced competency modeling to the UA campus and began incorporating the model in recruitment, retention and succession planning initiatives. Core competencies for all UA staff employees have been developed and communicated. The development of additional functional competencies for professional-level positions is ongoing. Competencies are now being integrated into position descriptions, performance management forms and processes and behavioral-based interviewing techniques for supervisors and managers.
AUXILIARY SERVICES

Transportation and Parking Services

The University has dedicated the core of its campus to teaching, research, and service and links these critical functions closely together in a pattern that allows students, faculty, staff and guests to safely and conveniently get from one place to another by walking, cycling, or by using a campus transit system. Pedestrians have begun to take precedence over other modes of travel in the campus core, with some sidewalks being widened and enhanced to encourage walking. More streets will continue to become accessible to bicycles with the continued creation of bicycle lanes. New sidewalks that allow pedestrian and bicycle use have been installed on the north side of University Boulevard to the School of Nursing. Transportation Services continues to implement the Bicycle Registration program and upgrade the Bicycle Parking Plan and has hired additional personnel that will address bike parking issues on campus and at student residence halls. Additional bike lanes and mixed-use trails continue to be added to areas of campus. This will help with the additional bike traffic that has been generated by student growth. Older bike racks in front of academic buildings have been removed and replaced with new bike racks placed in centralized locations on campus to enhance the appearance of the buildings and to allow for better access to the bike lanes. Additional bike racks will be installed in areas where bike use continues to grow.

Instituted in Fall 2007, Crimson Ride is a comprehensive transit system serving the academic core, the residential areas, and the perimeter areas of the campus including the athletic and recreational facilities. Crimson Ride and 348-RIDE, an on-demand van service which operates when the Crimson Ride transit buses are not in operation, operate 24 hours per day when school is in session. This service continues to be enhanced by nine new higher capacity, more durable Sprinter, high roof, 12 passenger vans, which are operated by University operators. An automated dispatch program, which gives students the ability to request transportation via the internet or speak to a live dispatcher, allows calls to stack during high response times. The dispatch system relies on GPS installed in the vans. This allows the dispatchers to see the location of the vans in real time which increases efficiency. The use of the service has increased exponentially over the past two years, growing from 55,719 rides per month to 111,418 per month in 2012.

The current Crimson Ride fleet is comprised of 26 Nova buses and seven Goshen coaches. Two additional Nova buses are expected to be added to the Crimson Ride fleet in August, 2014. Fourteen buses are used during peak hours from 7:00 a.m. to 7:00 p.m., Monday through Friday, with one additional bus to be added to routes during peak hours from 7:00 a.m. to 7:00 p.m. Seven buses operate from 7:00 p.m. to 10:00 p.m. during the weekdays. A shopping shuttle bus has been added that operates on Sunday from 1:00 p.m. to 6:00 p.m. Two Goshen buses operate the off-campus apartment routes Monday through Friday from 7:00 a.m. to 6:00 p.m. The 348-RIDE demand response service operates late night, weekends, and at other times when the Crimson Ride transit system is not scheduled even though the University is in session. The 348-RIDE Express, added in Fall 2009 in conjunction with the SGA, operates Thursday-Sunday, 9:00 p.m.-3:30 a.m. The 348-RIDE Express utilizes Crimson Ride buses and operates on a set campus route. The downtown bus operates from campus to downtown starting Thursday evening at 9:00 p.m. through
3:00 a.m. Friday, 9:00 p.m. Friday through 3:00 a.m. Saturday, and 9:00 p.m. Saturday through 2:00 a.m. Sunday.

The transit system utilizes TransLoc, a real time transit bus tracking system. Riders can locate buses via laptop, cell phone, and personal computer to gauge wait times and access location information. The University is currently installing screens in more buildings on campus that will display TransLoc so riders can see the bus locations in real time.

As the campus population increases, additional buses will be needed to provide the campus with the same level of service being offered currently. Presently, 26 buses serve a daytime on-campus population of approximately 33,000. If daytime population reaches 50,000 (50,000 students plus an estimated 7,500 faculty/staff), a minimum of 40 buses will be needed to transport people on campus at an approximate operational cost of $285,000 per year/per bus (using current costs).

With residential developments off-campus being constructed each year, many apartment complexes are requesting that the university supply off-campus bus service. As these requests continue to grow, the off-campus bus fleet must also grow requiring more upfront expenditures to purchase the off-campus shuttle buses. As the size of the off-campus apartment complexes increase, so will the need to purchase larger off-campus buses. These additional expenses must be absorbed by the apartment owners. Starting in 2014, the smaller Goshen buses will be replaced with larger Eldorado 32-foot buses to be used on the off-campus apartment routes.

Crimson Ride buses and vans are also used for University-related charters and events such as football, basketball, gymnastics, and graduations that add to the constant usage of the transit fleet. With this additional usage, and as the buses age, additional spare buses will be required to maintain the current standard of service.

With the increased use and development of the Bryce Hospital campus, additional routes, buses and 348-Ride services will be needed within the next one to five years. Along with the new bus service, roads will need to be repaired or replaced to accommodate bus traffic which will be a large expense. In addition, parking lots will need to be repaired or replaced to accommodate faculty, staff and student vehicles as the Bryce campus opens. New signage for streets and parking lots will also need to be installed.

The Gorgas Library will be expanded to the north on Capstone Drive. This expansion will be incorporated into the creation of an Academic Promenade that will showcase UA Academic achievers on one side of Capstone Drive, while the other side will be made into a transit lane. These changes will result in the removal of all on-street parking on Capstone Drive, resulting in the transition of that faculty/staff parking to either the Ferguson or Campus Drive Parking Decks. The development of the Academic Promenade will make the area more pedestrian-friendly and will also make the area more dependent on Crimson Ride service to this area of campus.

Crimson Ride links to the Tuscaloosa Transit system when possible for off-campus and community service and may eventually expand to include service to key student residential areas off-campus. Currently, there are five Crimson Ride off-campus apartment routes that require a minimum of five 26-passenger Goshen coaches. Request for transit service by other off-campus apartment
complexes is common. Additional outreach to off-campus areas in partnership with Tuscaloosa Transit will become necessity as the campus population increases, but UA has limited opportunities to add more parking spaces.

Use of the transit system has enhanced student safety and allowed the transformation of some surface lots into future building sites and green spaces, improving campus aesthetics, traffic, and parking congestion. When needed, park and ride lots and intermodal parking facilities will be built on the perimeter of campus to intercept traffic and provide bus transportation from those locations to the academic core and other points on campus. An increase of an additional 16,000 students will cause the need for additional surface lots/decks to be constructed at a cost of $4,000 to $5,000 per space for surface or $16,000 to $20,000 per space for a parking deck. Purchasing new property adjacent to the campus to construct these lots/deck will greatly increase the cost per space. Reconditioning the existing parking lots on the Bryce property will provide limited relief for the existing university campus. The Bryce lots will be needed for the new programs that will be moved to that area.

With the addition of the new Riverside parking deck, residential parking areas on the north side of campus will be adequate with the number of beds in this location once Presidential II opens in August 2014. With the expansion of the new sororities on the south side of campus, residential and faculty/staff parking has become a challenge. The construction of the new parking deck located in the south campus area will eliminate some of these challenges once it is completed. During the construction phase, parking for residential students and faculty/staff will be on the perimeter of campus with dedicated bus service to the offices and residences on the south side of campus. The University also remains committed to partnering with the City of Tuscaloosa to provide possible connections with the Tuscaloosa Transit system for increased use in daily transportation of faculty, staff, and students to and from off campus for additional parking in the City’s intermodal facility located downtown. As the city grows and the intermodal facility is used more frequently, this parking may become limited or a fee to park might possibly be applied.

As student, faculty, and staff population increases, Fleet Services will likely need to add additional vans and cars in order to meet increased demand. Fleet Services installed a gas fueling station and a diesel fueling station located at the 16th Street site. This allows University vehicles and the Crimson Ride buses to procure diesel when necessary. An emergency diesel portable trailer will need to be purchased in order to facilitate backup generators when long-term power outages on campus occur. Fleet continues to administer the Zip Car program on campus. This program is a membership car-sharing program that provides access to vehicles on an hourly or daily rental rate to students, faculty and staff on campus. The two Zip Car vehicles are placed in different convenient areas of campus. Members go online to reserve a vehicle and use their membership cards to access the vehicle. This service is provided at no cost to the University.

Gotcha Ride came to campus in Fall 2012, bringing three low-speed electric 7-person carts for an additional transportation option. They provide on-demand service at no charge to the University or to its riders. The drivers work for tips. The campus manager and drivers are all UA students who work late nights, all special events and as needed by departments and student organizations. UA houses the docking station, and the vehicles in the Campus Drive deck. Gotcha Ride operates on campus and within a 5 mile radius of campus providing a green, safe option for our students.
An alternative transportation option added in 2011 is Zimride – a high-impact, sustainable solution enabling carpooling and ridesharing. Zimride's service combines an intuitive online interface and social network features that assist students, faculty and staff to find commute or one-time trip partners. The single trip option is expected to be very popular with UA students needing rides to the airport and home for holidays and breaks. Drivers post a scheduled trip, and potential riders post their desired destination, date and time; and the service sends all matches to both users so they can select the best option for their travel needs. Personal vehicles, as well as Zipcars, can be used for travel.

**Food Service Expansion**

As enrollment increases and more students come from outside of Alabama, the demand for more on-campus food service options and longer meal periods increases also. Dining on campus is not only a necessity, but an important element of community development, involvement and retention. For this reason, participation in a dining meal plan is part of the University’s First Year Experience.

Increased numbers of students on campus has made the addition of more facilities in a wider range of campus locations essential. Bama Dining operates four (4) all-you-care-to-eat dining facilities that accept meal plans and are conveniently positioned on campus. Julia’s Market on the south side of campus and the Lakeside Market on the north side of campus also accept meal plans for grab-and-go meal replacements. To address immediate needs, two residential locations have been renovated and expanded in the past year. To support the increase in student participation and to give the facility a fresh look, Burke Dining was renovated during the semester break in 2012. The newly renovated facility has attractive décor, interesting design elements, a media wall, and increased seating capacity. Lakeside Dining has a newly constructed outside kitchen on the west-facing patio that opened in August, 2013. This expansion has provided an additional station that will serve grilled and smoked options in front of the customer. This renovation includes a roof for shade, ceiling fans, and radiant heaters. Additionally, this expansion will provide seating for 82 that can be used year round. A new, free-standing Fresh Food Company will be constructed and open by Fall 2014 near the academic core. This new Fresh Food Company will provide for future growth by expanding offerings and seating for the popular concept currently located in the Ferguson Center. The new Fresh Food Company seating capacity will increase from 312 to approximately 600. This new building will consist of two stories. The first floor will be utilized as a residential dining facility, and the second floor will eventually provide meeting space and much needed office space. It is likely that an additional all-you-care-to-eat dining facility will also be needed to support the eventual campus expansion on the Bryce property as residential space is added.

With the residential meal locations anchoring the UA dining program, the recent focus of dining service expansion has been adding smaller retail locations in key areas around campus. Stewart’s Corner in Lloyd Hall which includes a Chick-fil-A, Pizza Hut Express, Boar’s Head Deli, and Java City opened in 2010 and quickly became a campus favorite without cannibalizing sales from the Ferguson Center. A new food service area with a “We Proudly Brew” Starbucks Bistro and Subway was constructed at Alston Hall in 2011. This building allows the Bistro to be open during the hours that the students are in that neighborhood, beyond times when the academic buildings are open. Because of the success of these locations, a new facility to be located in the densely populated
Ridgecrest area is being considered to enhance the late night retail options available. Ideally, this facility would open in Spring 2014.

Facility renovations and refresh programs are an important part of accommodating a growing and changing student population. With the current Fresh Food Company moving out of the Ferguson Center, the vacated space will be converted into retail space as an expansion of the existing Food Court. This will increase the seating capacity from 600 to almost 900 for the retail food venues in that building, increasing much needed dining space in Ferguson. Programming includes expansion and enhancement of some current concepts such as Chick-fil-A, which will have an expanded menu, and a bank of 10 cash registers and an enlarged Burger King. New concepts like Auntie Ann’s Pretzels which partners with Subway, and the popular Panda Express Asian concept will be added to the brand mix in the renovated Food Court.

Next year with the addition of the Presidential II residence hall and the new Student Center at Presidential Village on the north side of campus, a new food service operation will also be added. A Red Mango yogurt/smoothie bar is planned to open in the Student Center in Fall 2014. This building could potentially offer an opportunity for future dining growth to include a multi-concept facility that could be open late to accommodate the large resident population. The program is not confirmed outside of the Red Mango concept, but early ideas include a healthy salad/sandwich option, and a convenience store.

University Supply Store

The current Ferguson Center expansion will add an additional 18,000 square feet of space to the Ferguson Center location of the University Supply Store. This expansion will provide the space needed to display and shelve textbooks and other merchandise and to accommodate the projected increase in student enrollment as more customers will be in the store shopping.

Additional space at the Ferguson location will also allow for the continued introduction of new products and services such as the Apple Campus Store at the Supply Store. The Apple Campus Store has been well received by the UA community, and early sales results have been brisk.

Additional space will be allocated to this area. More space will also accommodate a seating area in the Tradebook Department. More storage space will also be available in the store to accommodate the increase in merchandise, textbook pre-paid orders, storage for accounts payable paperwork, storage for student athletic textbook paperwork, and seasonal display fixtures and seasonal equipment.

As projected student enrollment increases, an additional 15,000 square feet of space is needed for the University Supply Store. The University of Alabama Administration and the Supply Store are currently investigating a full-service location on the south side of campus on the Bryant Drive Property. This location will be a higher profile location than the current store in Tutwiler Hall and would be more accessible for students as well as the community. This location will not only assist with serving the enrollment increase, but also the additional alumni on Gamedays resulting from the enrollment increases over the years.
More retail space for the Supply Store will be needed in order to continue to handle the sales increases of 78 percent from 2006 and the potential increases for future years. This larger and higher profile location will be needed to display and shelve course materials and BAMA merchandise and to accommodate the projected increase in student enrollment as more customers will be on campus shopping. As online ordering increases, more space will be needed for the web/mail order department. Web sales are up from $247,808 for 2006 to $2,867,853 for 2012, a gain of over 1050 percent. Additional space will also allow for the continued introduction of new products and services such as a Nike concept Store in the Bryant Drive Property location. In order to accommodate these needed changes and to keep the University Supply Store attractive and current with student needs and retailing trends, the Store is proposing the completion of the Bryant Drive location within the next three years. This location will be a completely new building which will include new lighting fixtures, wall treatments, flooring, and shelving.

The University Supply Store has considered other changes in operations, staffing and services in response to growing and changing student enrollment. Some changes already implemented include:

- Offering additional textbook format options to students for some of the courses, including: hardback cover, paperback cover, value edition paperbacks, value edition binder-ready, rental, and electronic versions (this trend of increased textbook options is expected to continue to grow).
- Adding a dedicated staff for the Store’s website and mail-order division to enhance and develop purchasing options, to satisfy customer needs for services and products 24/7 and to better serve our students, community, and alumni base.
- Working to expand the Store’s textbook online ordering through Banner so students can order their books after they register for classes, thereby gaining efficiencies since the students’ course information will populate the web process automatically without re-keying it.

Finally, additional staff will be needed by the Store in order to support the academic mission of the University and to continue to ensure compliance with the Higher Education Opportunity Act of 2009. The Store anticipates needing additional full-time staff in Textbooks, General Merchandise to include Apple Campus Store and Licensed Products, Shipping and Receiving, Accounts Payables, as well as more sales clerks and additional staff in the web venue. Twenty to thirty additional Supply Store student employees may also be needed in order to support growth in the Store.

**Action Card Office**

With UA providing expanded campus wireless services and expanding Wi-Fi and cellular options in the marketplace, the Action Card can provide wireless/cellular readers for cardholder authentication for on and off campus events/activities with reporting capabilities in areas such as enrollment verification, attendance counts, demographics and peak usage counts. Current reader technology is moving away from proprietary equipment to marketplace-based multi-purpose technology such as iPods and iPads with licensed mobile apps to access the Action Card database. Point-of-Sale (POS) service options for Bama Dining services continue to expand with kiosk, online or mobile app options available to provide flexibility and efficiencies for volume. For UA departments and official
UA student groups, Action Card can offer readers that provide comprehensive financial and statistical usage reporting for internal debit accounts or cash transactions.

Campus services continue to migrate to card-only access with Action Card software integration with other campus systems such as network printing or recreation software, as well as student services, e.g. the Crimson Spirit Loyalty Point program. Efficient one-card access ensures that University resources are utilized by those authorized to do so and often result in cost and labor savings for the University. Future applications include the potential of “tap-n-go” chip technology, cell phone point-and-click or interactive communications between cell phone and digital signage.

Card systems can assist with emergency management by providing documentation for tracking emergency services billing for areas such as meals or housing counts in large UA facilities like the Recreation Center or Coleman Coliseum. Even when operating offline from communications (wired, wireless, or cell), these readers can retain transactional history to be downloaded upon resumption of communications or via direct download to the server.

Operational efficiencies for Action Card are being achieved through self-service, social media, and video training. The first self-service option was the creation of online football ticket management successfully implemented in 2008. That system has expanded to include football postseason and away game events, as well as student seating allocation for an on-campus gubernatorial debate. Action Card successfully implemented online photo submission for orientation in 2011. By 2013, the submission rate was 91 percent, and the program has expanded to new graduate students and is scheduled to add Early College students this fall. Online video marketing and training promotes a green initiative by eliminating paper and allows our customers to access the information whenever needed. Customer forms continue to be moved online for completion and submittal. Action Card demographic, financial and audit reporting are all automated and delivered electronically to on and off campus merchants.

Action Card continues to search for and identify business office and service efficiencies. Currently, we are participating in a beta self-assessment program with the National Campus Card Users organization. We look for opportunities to tap into campus resources such as BbConnect for reminder calls for online photo submissions and participation with Auxiliary Services with BbCollaborate for online new parent information sessions. We utilize FacilityMax for inventory and TIDExbytes for automated card system report delivery. We participate with Auxiliary Services for C&BA class projects providing program evaluations and suggestions. Our recent move to shared office space with Transportation Services has allowed for shared resources opportunities. All of these projects have reduced labor costs, increased operational efficiencies, and promoted a greener office environment.

**University Printing Services, Bulk Mail, and Crimson Copies**

University Printing Services is actively involved in the architectural programming for a new production facility to be located in the 17 West building located on the Bryce campus. The plan includes joint occupancy with the Student Post Office and package pick-up facility, which will be managed by Ancillary Services. The renovated facility will provide approximately 40,000 square feet of total space. Of this space, approximately 27,000 square feet will be designated to Printing.
Services, providing additional space needed to expand several areas of operations. One completely new service to be included is a copy retail storefront to provide copies, wide format printing, posters, digital photo printing, laminating, bookbinding, etc.

The current Ferguson Center expansion effectively doubles the space for Crimson Copies operations. This project is scheduled to be completed in the summer of 2014. For many years, Crimson Copies has operated within an extremely cramped work area. This new space will enable improved customer service to our student population through additional staff members and expanded service offerings. The additional space will allow for several new machines, including an additional color copier, a larger photo kiosk, and a shrink-wrap packaging system. Better logistics within the building will also enhance our Academic Publishing service in the Supply Store.

The contract for the campus copier program with the Canon Corporation has been extended until the spring of 2017. Each departmental copier in the program will be replaced with the next year. This highly successful program continues to provide significant cost savings through the elimination of copier purchases. The program currently includes over 700 networked copiers on the UA campus.

In the summer of 2012, Printing Services added an additional production color print engine which expands capacity to effectively produce targeted marketing mail merged student recruiting materials. The demand for these materials has continuously increased over the past several years, and the effectiveness of targeted print media marketing effort has proven to be a viable part of the long-term plan for successful growth for the University. This area of specialization is one of our most promising organizational growth opportunities.

One of the fastest growing segments of printing services is the Signage/Engraving department. In the past two operating years, this business unit has doubled revenue produced. This growth is primarily attributable to better day-to-day management. The department needs to add an additional employee and a flat-bed inkjet printing system as soon as additional space will allow.

Online ordering for UA Faculty and Staff business cards through the Digital Storefront system has been a tremendous success. Within the past year, in excess of 2,000 orders have been fulfilled through the “My Bama” link located on the UA home web page. Recently, a student business card design has been approved for production. This is intended as a service specifically for undergraduate students and can also be conveniently accessed through the “My Bama” link.

**Other Auxiliary Related Services**

The University continues to partner with the Bruno Event Team (BET) to implement changes and monitor the traffic patterns that have improved traffic ingress and egress, along with pedestrian safety. Also, the game day experiences have been enhanced for home football games, men’s basketball games, gymnastics meets, student move-in, the Alabama High School Athletic Association’s Super 6 football championships as well as the four graduation ceremonies held throughout the year. BET supplements the University’s staff and assists in the overall coordination of parking, street closings, traffic movement and Quad activities. One change that continues to alleviate traffic is the utilization of Crimson Ride on game days to transport approximately 7,000-8,000 fans from remote on-campus parking to the athletic venues. On football weekends, parking
Division of Financial Affairs
Summary of Plans for Campus Growth
September 2013

has been eliminated from some inner core parking lots and from academic building lawns, but the parking spaces lost in these areas have been replaced with parking on the east side of campus, which are easily accessible by Crimson Ride game day routes. The average wait time in 2012 during the football games for a Crimson Ride bus was 14 minutes post game.

The UA Game Day/Bruno Event Team has also made other notable football game day improvements including: working with ALDOT on the widening of the on-ramp at the I-20/I-459 interchange to allow more traffic to free flow toward Tuscaloosa; a new inner-core campus roadblock to provide more fan safety around the Quad and stadium; utilization of T2 parking system for improved financial reconciliation in the public parking areas as well as the ability to purchase print-at-home parking passes; the development of a Critical Incident Plan and the expansion of the law enforcement command center to provide better information to fans pre and post-game; and the improvement of the speed of egress from the core of campus by 30 minutes, thus shortening the total time to clear the campus by 35%.

A major change in 2012 was the decision to reserve parking for people with disabilities. Fans had begun to borrow disability placards in order to park at no charge close to the stadium. In order to curb the illegal use of the passes, accessible spaces were sold for $175, a season and the driver's disability placard number/vehicle tag number were required as part of their registration. Positive comments were received from fans requiring this parking, as they knew their space would be waiting for them when they arrived.

After the expansion in the south end zone in 2010, Bryant Denny Stadium’s capacity reached 101,000. In 2010, a plan was implemented to utilize free parking downtown, along with Tuscaloosa Transit service to and from the stadium. The plan was well received by fans and 1500 downtown parking spaces were utilized every home football game. Presently, some of the property that was utilized from 2010-2012 is now under construction for new student housing and a hotel that will reduce the total number of available spaces downtown.

Some of the new demand for parking was satisfied in 2012 with the construction of the East Commuter lot behind Child Development. This new parking lot opened up an additional 524 parking spaces on the east side of campus to utilize on game day and for special events.

In 2013, we will attempt to direct more traffic to the Tuscaloosa Magnet School on Campus Drive East for parking on game day. Their parking lot has been under-utilized over the past few seasons, but we have begun a marketing and signage plan to direct more traffic to the school which is within walking distance of a Crimson Ride shuttle stop.

For the 2014 season, we must utilize the Bryce campus property to maximize the new parking and tailgating space we will need for game day due to the continued loss of grass parking as a result of new construction on campus. New bus and traffic routes will need to be developed for the north and east sides of campus will need to be developed that will accommodate and enhance the availability of the Crimson Ride transit system. Developing this area will be costly, and the Crimson Ride fleet is at service capacity on game days. More buses will be required in order to run a new route on the north side of campus to service fans on gameday.
Off-campus Leasing

With growth of enrollment, space for use for academic needs has required the movement of administrative functions out of the core campus. Back office functions such as purchasing, accounting and other business services have been moved to the periphery of the campus or, in some cases, off-campus. The need to move these functions will increase as enrollment grows. As the Bryce campus slowly redevelops, some space will be found there. However, departments with traffic that is mostly non-student will probably continue to be relocated further from the core. In that light, and with the expense of purchasing adjacent property, the leasing of off-campus office space has become a short-term solution to immediate and/or pressing needs. The leasing of off-campus space is likely to continue until possible adjacent development property is found.
FINANCIAL AFFAIRS BUSINESS ACTIVITIES

Business Administration

Purchasing and Purchasing Cards

With the continued growth on campus, material and supply orders that support the Construction Administration, Facilities, and Grounds and Planning areas continue to increase. Thorough audits of daily processes continue to be a primary focus. In Fiscal Year 2011-2012, the Business Office processed more than 1,900 purchase orders for a total of approximately $19.6M for Construction Administration and Facilities and Grounds. The Business Office also reconciled and reviewed more than 51,600 purchasing card transactions for a total of approximately $5.5M for the areas of Construction Administration, Facilities and Grounds, Logistical Support Services, and Financial Affairs Administration. Additional processes and procedures have been put into place to make the purchasing card process more efficient and to provide more information for audit purposes.

Utilities

The utility accounting area took a leading role in researching product offerings for utility operations and is working with Financial Affairs IT for technical assistance and Energy Management for operational expertise and is in the final stages of transitioning to a new utility software program to manage all accounting functions related to utilities. This includes the proper handling and application of credits, billings and reporting. The system offers various audit functions which do not exist in the system that is currently being used. As the responsibility for accounting services for utilities in more locations continues to increase, it is important that the Business Office has the proper tools. The new software will support the growth, and thus complexity, of the university where utilities are concerned and will offer valuable analyses for proper planning.

The new software is currently being tested to ensure that set up of all properties and accounts are complete and accurate. The goal is to run parallel with the current system for a period to verify that functionality and reporting are correct.

The University currently has more than 1,070 active meters, which include commercial and substation meters. For Fiscal Year 2011-2012, the Business Office processed approximately $19.2M in utility invoices and charged out approximately $6M to university departments.

Miscellaneous

The Office of Business Administration will continue to support the Facilities area by participating in the annual review of benchmark data done by Sightlines. The Business Office's responsibilities include presenting data for Facilities and Grounds such as operating expenses, material expenses and FTE reports.

The annual budget preparation process continues to grow. The Business Office currently supports the budgets of Central Utilities, Facilities and Grounds, Construction Administration, Financial Affairs IT, Logistical Support Services, Contract Administration, Risk Management, Payroll,
Healthcare Administration, University Planning, and the Business Office. As campus growth continues and resources are reallocated to support the growth, the budgeting process becomes even more important.

The Office of Business Administration currently processes invoices for billable services to external entities on campus. This function has grown tremendously over the past year with the transfer of utilities for sororities and fraternities to the University’s distribution system. The billing process is currently being reviewed and audited to determine the most efficient and effective ways to monitor and maintain this process.

**Accounting Support for Construction**

Because of the continued growth in the Construction Administration and Facilities Operation areas, Business Administration for Construction and Physical Plant (BACPP) has devoted a significant amount of time and energy to developing policies and procedures for this area. BACPP has been involved in or has helped write the following policies: Establishing Construction Projects Policy, Project Completion and Closeout Policy, Cost Allocation Policy, and Policy for Unallowable Items for Construction Projects. The development and documentation of many of the BACPP procedures for daily work have also been a priority. Documented procedures for such processes as encumbering contracts and PM fees, material summary entry, contractor payment entry, and encumbrance adjustments are a few of the procedures being revised and documented.

BACPP has developed an internal project review procedure to document and review all open work order and construction projects. This new procedure gives project accountants and project managers a tool with which to communicate and review all ongoing open projects. This review process helps ensure that all expenses within a project are coded to the proper account code, are allowable on a project and within contract terms, and that all information is accurate.

With the current staffing levels, one Project Accountant supports approximately five Project Managers and has responsibility for, on average, 87 construction projects. The main indications of growth for the accounting area are the number of projects, the dollar budget amounts of projects, the number of material summaries processed, the number of contractor payments processed, the number of original and revised Project Approval Forms (PAFs) processed and the number of contracts reviewed. This information is provided for Fiscal Year 2007-Fiscal Year 2012.

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No. of Projects</strong></td>
<td>98 projects</td>
<td>188 projects</td>
<td>190 projects</td>
<td>236 projects</td>
<td>333 projects</td>
<td>348 projects</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$339,124,625</td>
<td>$492,568,430</td>
<td>$45,076,446</td>
<td>$547,999,759</td>
<td>$961,049,802</td>
<td>$1,003,433,941</td>
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<tr>
<td><strong>Material Summaries</strong></td>
<td>6,945</td>
<td>6,081</td>
<td>6,767</td>
<td>12,748</td>
<td>25,624</td>
<td>23,636</td>
</tr>
<tr>
<td><strong>Contract Payments</strong></td>
<td>735</td>
<td>887</td>
<td>1,080</td>
<td>845</td>
<td>1,925</td>
<td>1,531</td>
</tr>
<tr>
<td><strong>PAF Revisions</strong></td>
<td>256</td>
<td>206</td>
<td>250</td>
<td>381</td>
<td>712</td>
<td>477</td>
</tr>
<tr>
<td><strong>Contract Reviews</strong></td>
<td>255</td>
<td>188</td>
<td>249</td>
<td>337</td>
<td>714</td>
<td>483</td>
</tr>
</tbody>
</table>

- 50 -
Processing these documents requires various levels of activity:

- Material summaries and contract payments involve document review, data input, review and approval, journal entry to adjust encumbrances and filing.

- PAF revisions involve document review, journal entry to create and/or adjust Banner budget.

- Contract reviews include document review and Banner budget review.

To further point to increased growth, Project Management Fee recoveries are variable from quarter to quarter. However, the 2013 first quarter recovery of over $830,000 exceeds the previous maximum quarterly recovery (approximately $550,000 in first quarter of 2012) by over $280,000. Additionally, annual recoveries from 2010 through 2012 were respectively, $1.72M, $2.2M and $2.23M.

Deferred Maintenance – The Fiscal Year 2012-2013 Recurring Deferred Maintenance Budget was $5M. Thirty-three projects have been funded to date.

Deferred Maintenance – The University received $26,736,000 from APSCA Series2007 bonds which provided funds for construction of the new School of Nursing and Lloyd Hall renovation. Approximately $850,000 of those funds are still in the process of being spent on Deferred Maintenance projects including campus elevator upgrades, campus life safety upgrades, and handicap accessibility upgrades. The amount of time required to process PSCA pay requests through the State of Alabama is substantial compared to our normal payments. There are 22 projects that have PSCA funding. The Business Office will continue to support the Facilities and Construction Administration areas with accounting support as it relates to deferred maintenance.

Projects Closed – As projects are completed, the Project Accountants work with the Project Managers to verify that the projects should be closed, then work with Financial Accounting to close the projects in the accounting system. The number of projects closed in project years is shown below:

- 2010 – 85
- 2011 – 166
- 2012 - 233

**Housing Financial Administration**

Housing Financial Administration partners with Housing and Residential Communities in the Division of Student Affairs to address funding needs for the housing system. In Fiscal Year 2013, Housing Financial Administration funded $5.1M in building renovations and capital projects for Paty Hall, Tutwiler Hall, Mary Burke Hall, Riverside and Highlands. New housing assignments software and an annual benchmarking study were also included in this funding. Renovations and
capital projects for Fiscal Year 2014 are projected to total $4.3M. In 2013, $2.0M was transferred into Housing Reserves and $2.0M is projected to be transferred in 2014.

Housing Financial Administration will continue to closely manage the operating expenses of Ridgecrest Student Housing and work with Financial Accounting to ensure that the debt coverage ratio is properly maintained.

Presidential I opened during Fiscal Year 2012, adding 971 beds to the system. Rose Towers was demolished in July 2012 to prepare for the construction of Presidential II, which is slated to open in fall, 2014. Presidential II will add another 241 beds to the housing stock. This will complete the Presidential Village complex.

Master lease agreements have been established with three separate off-campus apartment complexes over the past five years to provide additional bed spaces as older buildings have been razed and new residence halls constructed. Housing Financial Administration has assisted with these lease agreements by managing the submission of the monthly lease payments to Accounts Payable for processing and by managing the budgets for these leased spaces.

In addition, Housing and Residential Communities has recently been charged with managing several Greek houses as swing space while new Greek houses are constructed. Housing Financial Administration assists with budget responsibility for these swing spaces, partners with Student Receivables to bill monthly rent, utilities and miscellaneous expenses to the groups, and records the monthly transfer to the retirement of indebtedness fund for the groups currently occupying the houses.

As enrollment grows, additional student housing may be constructed to meet the growing need. In addition, older housing stock may be razed as these new facilities are brought online. Housing Financial Administration will collaborate with Housing and Residential Communities, Construction Administration, and other departments to provide financial projections to the Administration for potential new residences halls. Housing Financial Administration will also provide reporting for the financial impact to the housing system for the loss of older buildings. In anticipation of the new Presidential II facility, Housing Financial Administration has provided funding for furniture and equipment for this new facility.

Since 2010, Housing and Residential Communities has contracted with Sightlines, LLC to benchmark campus housing against peer institutions. Housing Financial Administration has assisted with the collection, submission, and review of financial data for the housing system and Ridgecrest Student Housing each year of this benchmarking study.

Public Safety Financial Management

Financial Affairs Business Activities (FABA) partners with the Department of Public Safety to provide assistance with all financial and human resources-related responsibilities, including budget management, accounting oversight, purchasing procedures, payroll and human resources procedures. In Fiscal Year 2013, FABA began the process of transitioning the areas within Public Safety to bill on-campus departments for services in AiM, and the process will be completed for all
of Public Safety in Fiscal Year 2014. This transition ensures timely collection of all revenues due for the Department of Public Safety and a complete reconciliation of actual and budgeted recoveries.

University of Alabama Police Department

Financial Affairs Business Activities (FABA) partners with the Police Department (UAPD) to provide assistance with all financial and human resources-related responsibilities, including budget management, accounting oversight, purchasing procedures, payroll, and human resources procedures. In Fiscal Year 2013, FABA began assisting with internal billing of on-campus departments for security services. In Fiscal Year 2014, bi-weekly FUPLOADs will be processed to bill internal clients (with the exception of Athletics), which will ensure timely collection of all revenues due UAPD and a complete reconciliation of actual and budgeted recoveries.

Capstone Village

Financial Affairs Business Activities (FABA) works in conjunction with Capstone Village to provide daily support to Capstone Village through budget management and accounting oversight, assistance with purchasing procedures, aid with payroll and human resources procedures, and the coordination of facilities requests and other areas related to the daily operations of the facility.

During Fiscal Year 2013, an internal audit of Capstone Village was performed to evaluate for adequate controls of receipts and disbursements. The auditors reviewed transactions from Fiscal Year 2012 and procedures in place at the time of the audit. The auditors felt that the manual controls that were in place were adequate to detect significant errors or inappropriate transactions within a reasonable timeframe. The auditors were complimentary of the improvements implemented since the acquisition of Capstone Village in March 2010. All recommendations discussed with management during the audit were already in process or implemented immediately after recommendation. FABA will work with Capstone Village to ensure that all processes and procedures are followed as established to help reduce the risk of errors or fraud.

In May 2013, Financial Affairs Business Activities coordinated the implementation of a new point of sale (POS) module for Capstone Village. This POS module is part of the Answers on Demand (AOD) software system currently in use by Capstone Village to manage Marketing, Admissions and Census, Resident Billing, and now their Point-of-Sale and Medical Records and is therefore fully integrated. Full integration allows for the appropriate staff to obtain all the necessary information to be able to care for the residents holistically. In addition to capturing all sales in the Dining Room at Capstone Village, the new POS captures all transactions in the Beauty Salon and at the Concierge desk. The new POS replaces paper-based recording of transactions for beauty salon services, products and tips; transportation services; guest suite accommodations; resident activities and products; and wellness services. Additional reporting options with greater detail are available with this software, which can improve the efficiency and accounting for dining services at Capstone Village.
Information is no longer being kept in multiple locations resulting in exhausting time and effort to put together a comprehensive concept of care. The medical records module of Answers on Demand was also implemented in late July 2013. The Healthcare department is in the beginning stages of transitioning to this new software.

The Medical Records module will assist the staff in tracking Care Plans and incidents to prevent episodes and improve service. The integrated Point-of-Sale module eliminates error and omissions with transferring data between two systems as well as allowing residents to obtain up-to-date information in regard to their bill. Financial Affairs Business Activities will continue to support the operation of the new POS module by assisting with daily, weekly and monthly procedures, by working with Capstone Village staff to answer questions and troubleshoot problems, and by applying software updates to the POS system as they become available.

Financial Affairs Business Activities assists with all business activities at Capstone Village. Among those is the deposit of Capstone Village funds received. Due to a limited financial staff at Capstone Village and to ensure appropriate separation of duties, FABA deposits funds into Banner through Student Receivables, post funds received to resident accounts in Answers on Demand and reconciles Banner to AOD each month.

All purchase requests are reviewed for adherence to Alabama bid laws before any purchases are made. The purchasing cards of all six Capstone Village cardholders are reconciled each month by Financial Affairs Business Activities' employees. In addition, assistance with card balance inquiries and increase requests (as needed) is provided.

Financial Affairs Business Activities will continue to support Capstone Village in the daily management of its budget, with accounting and purchasing oversight and with the preparation of internal monthly financial reports.

The Division of Community Affairs

As the University continues to grow, its influence in the community will also continue to grow. To support the growth in this direction, The Division of Financial Affairs has partnered with the Division of Community Affairs to provide leadership, administrative, financial and system support. The staff of the Assistant Vice President for Financial Affairs Business Activities supports the Vice President of Community Affairs with strategic planning for various outreach efforts including an annual Engaged Scholar Conference, numerous local events including the annual Dr. Martin Luther King, Jr. Realizing the Dream banquet and concert, Parent Leadership Academy, and the Saving Lives Initiative.

Financial Affairs Business Activities has partnered with the Division of Community Affairs to facilitate the distribution of several Community Based Partnership Seed Funding Awards that are granted to outstanding engaged scholarship initiatives. The area also partners with Community Affairs to provide assistance with financial and human resources-related responsibilities including budget management, accounting oversight, purchasing policies, payroll and HR procedures, the coordination of IT and facilities requests, and other areas related to the daily operations of the
division. Several policies and procedures have been or are in the process of being developed for the following areas:

- Outreach Spending
  - Working with the area of Finance, Financial Affairs Business Activities developed a model whereby expenses are evaluated and a determination made as to the proper funding stream. Outreach efforts are encouraged and are properly accounted for.

- Seed Funding Financial Guidelines
  - A process that guides the application process, award, expenditure of funds and reporting has been developed and communicated to relevant parties.

- Guidelines for the awarding of Graduate Assistantships
  - The work of graduate assistants is critical to the success of the division. A process to manage the awarding of assistantships is currently being developed.

- Guidelines for Information Technology Requests
  - By December 2012, staff in the Office of the Assistant Vice President, Financial Affairs Business Activities will work with central OIT to develop a technology plan for Community Affairs.

- Guidelines for Facility-Related Requests
  - A dedicated staff member in Financial Affairs Business Activities has been assigned to work with the leadership of Community Affairs and to develop a facility plan for the facilities in the division.