Executive Summary ........................................................... 2

About Us:

Leadership Team ......................................................... 4
Major Accomplishments ............................................. 5
Headcount Comparison ................................................. 6
Budget History ............................................................... 8
Productivity Measure ................................................... 10

Department Updates:

Bookstore ................................................................. 12
Campus Environmental Services ................................. 14
Design & Construction ................................................ 18
Engineering & Operations ........................................... 22
Occupational Health & Safety ..................................... 26
Parking Operations ...................................................... 30
Police Department ....................................................... 34
Technology Services & Support ................................. 38

Appendices:

A. List of Real Estate Owned ................................. 42
B. Square Footage of Buildings on Main
   Little Rock Campus ................................................. 43
C. StEP Plan ................................................................. 44
September 30, 2013

Once again the Campus Operations (CO) team has provided a high quality of service with low first quartile staffing metrics. Campus Operations ended FY2013 within budget having accomplished our goals and most of our stretch goals. This level of performance is a show of support for the many financial concerns we face today. To achieve success with minimal resources the team developed very unique and complex solutions to many of the daily work processes. Service Level agreements are in place with all customer groups to assure we can meet and exceed expectations. It was an exciting year and the next few years hold even more promise.

The CO team continued to develop relationships with UALR and UAF by sponsoring three senior projects from the Industrial Engineering department at Fayetteville and five summer interns from both universities. Working with our Performance Excellence team, the students were able to develop solutions for projects including patient flow improvements and warehouse/distribution systems. These interns were part of a nationwide education initiative sponsored by the American Society of Healthcare Engineering (ASHE) of the American Hospital Association (AHA). The interns were able to attend the ASHE annual conference and trade show in Atlanta, and network with health facilities professionals across the nation and world. As these students enter the healthcare workforce they will be prepared to contribute from the first day of their employment.

UAMS is meeting the challenges of a changing business environment with proactive solutions to revenue growth and expense control. Performance Excellence (PEx) is the brand selected to identify and address the UAMS performance improvement initiatives. Campus Operations has worked with the Executive Committee to develop the PEx plan and training rollout. Holly Naramore, Director of Technology Services and Support (TSS), was chosen from the Campus Operations team, to lead this initiative. As Executive Sponsor, I will assist the team by chairing the Oversight Committee and working with the Executive Committee to assure the process is successful. The chancellor met with multiple teams during town hall meetings so they would fully understand the implications of our current financial position and how health care reform in Arkansas is impacting our ability to provide mission products and services. By creating a culture of change where work units have the tools and the competencies to make immediate improvements at their working level, the PEx process will transform the way UAMS manages important challenges and change.
As with every good strategy, great outcomes are the result of great planning, hard work and ownership of the implementation. Your Campus Operations’ teams continue to dedicate themselves to these activities, while maintaining their work volume, accepting the responsibilities of an expanding campus and have revised their metrics in every category. CO continues to hold the line on financial obligations to assure that resources can be allocated for more strategic purposes.

Sincerely,

Mark Kenneday MBA, CHFM, FASHE
Vice Chancellor, Campus Operations
University of Arkansas for Medical Sciences
LEADERSHIP TEAM

Vice Chancellor
Mark Kenneday

Assistant Vice Chancellor
Phil McNeill

Executive Assistant
Debra L. Smith

Fiscal Manager
Angela Finney

Interim Director, Bookstore
Paige Colclasure

Executive Director, Design & Construction
Brian Cotten

Director, Occupational Health & Safety
Carol Price

Assistant Vice Chancellor,
Operations & Maintenance
Robert Ray

   Director, Utilities
   Marlon Joiner

   Director, Campus Environmental Services
   Sherie Brown

Director, Parking Operations
Karen Jackson

Director, Police Department
(UAMS Police Chief)
Carroll Alberson

Director, Technology Services & Support
Holly Naramore
Major Accomplishments

Cost Savings

• Another successful year providing services and controlling costs in our 111 Budget Departments (Actual Expenses were $300K below Budget)
• Service and Auxiliary Departments achieved record margins (over $1.1M)
• Year-end headcount was 340 FTEs; which was 24 FTEs below budget.
• Reduced campus Telecom costs by implementation of a UAMS-wide centralized-cell-phone plan ($543K annual savings).
• Negotiated lower long distance rates and eliminated fees that resulted in $102K annual savings.

Property Transactions

• Purchased a building for Regional Programs in Texarkana; it will be converted into a family medicine clinic and area health education center offices.

Energy/Sustainability

• Implemented a Strategic Energy Plan to meet requirements of Arkansas Act 1494, and to provide a guide for future energy-savings projects.
• Reduced the Campus Utilities budget by $5M (actual costs for the year were slightly over budget).
• Continued to grow the Sustainability program.
• Significantly reduced Solid Waste costs by increasing recycling and better managing dumpster hauls (by use of compactors and technology).
• Over the last two years, reduced solid waste going to landfills by 50% (the annual expense reduction was $180K).

Operations

• We completed several major construction projects, including the NWA Walker Education, Regional Health Center in Magnolia, Central Energy Plant System Modification, 8th floor of the Cancer Institute for Myeloma and Phase II of the Campus Lockdown Project.
• Updated Campus Facilities Master Plan to align with current strategic initiatives of the Institution.
• Participated with three student “student senior project” teams from the University of Arkansas. The students were Industrial Engineering majors from the College of Engineering. We coordinated the effort and helped identify projects. Two of the projects involved patient care improvements.
• Participated in Big Rock Thunder, a major community-wide emergency management drill with the FBI and other agencies. UAMS was used as the target of a terrorist attack, and the participating agencies were the respondents.
• Negotiated contracts for Pouring rights with the Coca-Cola Company for the entire LR campus.

Support of UAMS Mission

• Savings from the new Energy Plant were pledged as the sole payment source for the most recent UAMS bond issue. This $53M bond funded a project that provides utility savings which will be used for servicing the entire bond debt that was used for multiple projects around the campus. Those projects include, 9th Floor Hospital, 2E surgical suite upgrade, Ray Winder Field purchase and parking lot construction, and 8th floor Cancer Institute.
• Upgraded the 2E surgery suite by expanding both preoperative and post-operative beds, and provide updates for five surgery suites.
• Spear-headed the Campus Performance Excellence (PEx) Initiative designed to create a single, scalable problem solving method that enables an extraordinary patient and student experience built upon excellence in clinical performance, health professions education and research. The PEx goals are to improve the UAMS experience for patients, students and employees, Improve financial performance, Implement improvement processes across the enterprise, and Build an organizational structure that will enable UAMS to excel.
• Supported Project Search, an internship program for individuals with disabilities, by employing interns to work in the Mail Room and Campus Environmental Services. The Project Search program provides young people with significant disabilities the opportunity to contribute to their communities and to society at large by providing the necessary supports to work and receive minimum or prevailing wage.
## HUMAN RESOURCES

### Year-End Headcount
Expressed as Full-Time Equivalent Employees (FTEs)

<table>
<thead>
<tr>
<th>Department</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Bookstore</td>
<td>6.0</td>
<td>5.0</td>
<td>3.3</td>
</tr>
<tr>
<td>Campus Environmental Svcs</td>
<td>59.8</td>
<td>78.3</td>
<td>77.3</td>
</tr>
<tr>
<td>Design &amp; Construction</td>
<td>30.0</td>
<td>30.0</td>
<td>29.8</td>
</tr>
<tr>
<td>Engineering &amp; Operations</td>
<td>119.0</td>
<td>106.0</td>
<td>101.0</td>
</tr>
<tr>
<td>Occupational Health &amp; Safety</td>
<td>18.0</td>
<td>17.5</td>
<td>17.5</td>
</tr>
<tr>
<td>Parking Operations</td>
<td>24.0</td>
<td>21.3</td>
<td>23.0</td>
</tr>
<tr>
<td>Police Department</td>
<td>50.0</td>
<td>43.0</td>
<td>48.0</td>
</tr>
<tr>
<td>Rental Property</td>
<td>1.0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technology Svcs &amp; Support</td>
<td>38.5</td>
<td>41.0</td>
<td>36.0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>350.3</strong></td>
<td><strong>346.0</strong></td>
<td><strong>339.9</strong></td>
</tr>
</tbody>
</table>

**NOTE:** Headcount above does not include the summer interns from the 12-week program that we have hosted for the past three years; 5-8 interns per summer.
## FINANCIAL RESOURCES

### Operating Budget History
(Amounts in thousands)

<table>
<thead>
<tr>
<th>Service</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$537</td>
<td>$554</td>
<td>$554</td>
</tr>
<tr>
<td>Bookstore / Café</td>
<td>$976</td>
<td>$952</td>
<td>$775</td>
</tr>
<tr>
<td>Campus Environmental Svcs (1)</td>
<td>$2,477</td>
<td>$2,518</td>
<td>$2,664</td>
</tr>
<tr>
<td>Design &amp; Construction</td>
<td>$1,536</td>
<td>$1,532</td>
<td>$1,525</td>
</tr>
<tr>
<td>Engineering &amp; Operations</td>
<td>$7,361</td>
<td>$7,566</td>
<td>$7,318</td>
</tr>
<tr>
<td>Occupational Health &amp; Safety</td>
<td>$1,074</td>
<td>$1,123</td>
<td>$1,152</td>
</tr>
<tr>
<td>Parking Operations</td>
<td>$3,363</td>
<td>$3,500</td>
<td>$4,445</td>
</tr>
<tr>
<td>Police Department (2)</td>
<td>$1,918</td>
<td>$1,806</td>
<td>$2,084</td>
</tr>
<tr>
<td>Rental Property</td>
<td>$95</td>
<td>$96</td>
<td>$101</td>
</tr>
<tr>
<td>Technology Services &amp; Support (2)</td>
<td>$6,471</td>
<td>$6,471</td>
<td>$5,707</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$25,808</strong></td>
<td><strong>$25,810</strong></td>
<td><strong>$26,325</strong></td>
</tr>
</tbody>
</table>

| Campus Utilities Budget                       | $17,353 | $12,334 | $12,809 |

1) Increase in FY13 budget due to reorganization of cost centers. The Vehicle cost center moved from Engineering & Operations to Parking.

2) Increase in FY13 due to reorganization of cost centers. The ESAC cost center moved from Technology Services & Support to the Police Department.
### PRODUCTIVITY MEASURE

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Thousand Sq. Feet</th>
<th>Number of FTEs</th>
<th>Service Area per Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>2,718</td>
<td>315</td>
<td>8,683</td>
</tr>
<tr>
<td>2007</td>
<td>2,741</td>
<td>328</td>
<td>8,361</td>
</tr>
<tr>
<td>2008</td>
<td>2,802</td>
<td>339</td>
<td>8,262</td>
</tr>
<tr>
<td>2009</td>
<td>3,529</td>
<td>334</td>
<td>10,571</td>
</tr>
<tr>
<td>2010</td>
<td>3,830</td>
<td>339</td>
<td>11,298</td>
</tr>
<tr>
<td>2011</td>
<td>3,843</td>
<td>350</td>
<td>10,980</td>
</tr>
<tr>
<td>2012</td>
<td>3,903</td>
<td>346</td>
<td>11,280</td>
</tr>
<tr>
<td>2013</td>
<td>3,907</td>
<td>340</td>
<td>11,492</td>
</tr>
</tbody>
</table>

**Building Square Feet per Campus Ops Employee**
BOOKSTORE

Mission

The Bookstore provides textbooks, supplies, medical equipment and other items to meet the needs of all UAMS students, faculty and staff. Our goal is to provide excellent customer service with the highest urgency, efficiency, and professionalism possible!

Primary Services

The Bookstore provides textbooks and medical equipment to all UAMS students, faculty, and staff. We also carry a large selection of apparel, accessories, and gift items with the UAMS logo as well as a large selection of scrubs. Students and employees receive a 10% discount on all UAMS merchandise and scrubs.

We also carry a wide range of convenience items such as candy, cold beverages, over-the-counter medications, stamps, and the Arkansas Democrat-Gazette. Our in-house Café offers a wide variety of coffee, specialty drinks, and ice cold smoothies.

Major Accomplishments

- Increased efficiency and productivity by reducing bookstore staff to three FTE’s while maintaining the same level of excellent and expedient customer service.
- Worked with the COP Project and Events Coordinator, to facilitate the purchase of lab coats and monogramming for the COP students.
- Through collaboration with the College of Health Professions (CHP) faculty the Bookstore facilitated the purchase of required supplies and equipment for 37 Dental Hygiene students and 45 Laboratory Science students.
- Increased selection of scrubs and launched “The UAMS Bookstore Scrub Club” to provide incentives to participants who purchase multiple sets of scrubs. Due to increased selection and promotion, scrub sales increased 55% in FY 13. Introduced a similar program for tee-shirts.
- Implemented a Facebook page that provides an additional online presence and enables the bookstore to better communicate to students, faculty, and staff information on product updates, special sales, and announcements.
- Boosted Bookstore exposure by submitting more frequent advertisements in UAMS Announcements.
- Implemented aggressive discounts to successfully sell old merchandise, including some old textbooks that were virtually unsellable (at retail prices) due to being either out of print or having new editions available.
- Organized the first Bookstore Advisory Committee Meeting to promote better relationships with the various colleges and Academic Affairs personnel.

Future Goals

- Adjust bookstore business model to adapt to changing bookstore industry.
- Implement system to allow UAMS employees to use ID Badge purchase option.
- Conduct sales at various locations around campus to increase Bookstore exposure.
- Complete upgrade of Booklog software.
- Update Bookstore website to allow customers to make online purchases.

Telephone: (501) 686-6160 local or (877) 266-5550 toll free
Fax: (501) 686-7209
Email: uamsbookstore@uams.edu
Website: www.uamsbookstore.com

Left to Right: Paige Colclasure, Ginny Deuschle, Robert Saylor, Ardell Stephenson, Kenneth Martin
Mission Statement

Campus Environmental Services is a team consisting of 84 associates that cover two shifts and is responsible for cleaning 2.5 million square feet throughout 28 buildings. We are committed to meeting the needs and expectations of UAMS by showing that we care through the jobs performed daily. Our mission is to provide a hygienic and germ-free environment that supports national cleaning standards and the goals and objectives of UAMS by warranting a clean facility for students, faculty, administration, staff, patients, and visitors.

Our vision: CEVS plans to lead the way in environmental cleanliness locally and throughout the nation by implementing the National APPA Metric Quality Assurance program to ensure optimal cleaning practices and developing an effective training program that educate our staff to become “Self-reliant Workers” who certify a clean facility.

Leadership Team

Front: Sherie Brown
Middle Row: Mario Wallace, Al Withers, Christi Irwin, Anton Williams
Back Row: Philip White, William Gregory, Laura Luce, Charles Hardy Jr.

Primary Services

- Housekeeping for non-clinical areas on the campus
- Post-Construction Cleanup
- Event Set-ups
- Floor Care (Carpet Cleaning, Stripping and Refinishing)
- Floor-mat Services
- Pest Control
- Window Cleaning (indoor and outdoor)

Outcomes/Major Accomplishments

- Introduced a Total Production Maintenance Program for equipment tracking.
- Developed “While You Were Out Cards”; closing the gap in communication with our customers. These cards also serve as a delighter for customers when special services are rendered without been requested.
- Incorporated lean philosophies into departmental processes which resulted in improved Customer Satisfaction.
- Performed “Value-Streamed Mapping” process for supply delivery and efficient practices.
- Instituted on-line training programs for employees to measure information retention and competencies as regulated by the facility, government, and industry.
- Continued outreach collaboration with “Our House” serving as a bridge for teaching residents on hygienic processes. This collaborative effort also rendered experience to residents through the usage of chemicals, cleaning methods, and assisted them in potential employment opportunities with UAMS Campus Environmental Services department.
- Continued just-in-time Monthly Reviews with associates that cover proper cleaning procedures, improving customer service skills, developing opportunities for positive self-image, effective time management, acknowledgment of job responsibility.
- Re-defined Service Level Agreements (SLAs), which created positive outputs and met our customer’s expectations.
- Renegotiated vendor contracts, advancing efficient practices through with better pricing options, and quality assurance follow-up.
- Implemented an Employee of The Month “Blazing Star” Program. This on-line voting program allows customers and co-workers to recognize outstanding service from their favorite co-worker or area housekeeper.
Future Goals

- Effective collaboration with internal and external departments
- To enhance customers education on housekeeping practices, germs, equipment usage and vendors obligations to our facility.
- Improve response time to trouble calls
- Increase customer survey scores in carpet vacuuming, and dusting.
- Continue to increase quality assurance scores to meet the APPA standards.
- Create an “On-The-Spot” Campus Environmental Services Application that reinforces / provides continuous training / education to employees that furthers the concept of each employee becoming an independent contractor.

Metrics/Measures of Success

The metrics shown below exemplify cleaning performances based on a linear scale response provided by customer surveys and internal quality assurance.

![Customer Satisfaction Survey Results](image)

Figure 1: This year’s goal was to score at least 3 in all areas. Results indicate that we met our mission and exceeded expectations.
Figure 2: This year’s goal was to score at least 3 in all areas. Results indicate that we met our mission and exceeded expectations.
Mission Statement
To properly program, design, and utilize space for the success of all UAMS programs in education, research, and healthcare by providing project and space management services. This is accomplished by utilizing our specialized expertise in programming, design, real estate, architecture, engineering, interior planning, space planning, and construction management.

Primary Services
Management of all aspects related to construction projects. This includes space assignments, off campus lease management, project conception, contract negotiations, planning, interior design, life safety, institution standards, and construction management for either renovation or new construction.

Outcomes/Major Accomplishments
- Highlight of projects completed: NWA Walker Education, Regional Health Center Magnolia, Kitchen Renovation, New LINAC units in Radiology Oncology, Active Learning Center, phase 1 of the Dental Education Area, Central Energy Plant System Modification, 8th floor Cancer Institute for Myeloma, PRI Garden, and Ray Winder.
- Using Deferred Maintenance Funds we completed several major repairs/projects to extend the useful life of existing facilities, projects included: Distribution Center structural and leaking roof, EDII tunnel leaks, broken windows in Shorey, new roofs at VA Bridge, 7C, 5D, EDII Penthouse, and Westmark, cooling tower drains and sewer line repair, sink holes, and Westmark elevators.
- Developed a process for off-site file storage with a single UAMS administrator. We have completed 2 audits so far and saved $8,000 per year, this will greatly reduce the use of offsite space in the future and expenses to UAMS.
- Developed off-site building standards (Guide to Consultants & Contractors).

Use of Existing Resources
- Created a project queuing system which eliminated overloading project coordinators and reduced workplace stress.

2013 Year Goals Reviewed
- Completed the development of off-campus standards for UAMS facilities.
- 90% completion with the eBuilder Software integration with SAP, implementation expected in September 2013.
- Continue to expand the intern process and potential projects with UALR construction management majors.
- Testing new process with eBuilder’s Plan Room and tablets to allow data entry or approvals from the renovation/construction site or meetings to reduce duplication of effort and lessen errors in final products.

Future Goals
- Purchase and implement e-Builder’s submittal process module.
- Require each Architect and Engineering firm working with UAMS to purchase one e-Builder license to simplify the submittal process, RFI’s, and document review. Looking at a new license structure to allow unlimited users.
**DESIGN & CONSTRUCTION**

**Metrics/Measures of Success**

**Project closing status**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Design &amp; Construction Projects</td>
<td>547</td>
<td>497</td>
<td>448</td>
<td>366</td>
<td>329</td>
</tr>
<tr>
<td>Total Deferred Maintenance Projects</td>
<td>125</td>
<td>112</td>
<td>94</td>
<td>89</td>
<td>89</td>
</tr>
<tr>
<td>Projects not managed by Design &amp; Construction</td>
<td>69</td>
<td>67</td>
<td>66</td>
<td>58</td>
<td>54</td>
</tr>
<tr>
<td>Total Projects</td>
<td>741</td>
<td>676</td>
<td>608</td>
<td>513</td>
<td>472</td>
</tr>
<tr>
<td>Total DC &amp; DM Projects</td>
<td>672</td>
<td>609</td>
<td>542</td>
<td>455</td>
<td>418</td>
</tr>
<tr>
<td>FY Funded projects added (DC &amp; DM)</td>
<td>63</td>
<td>67</td>
<td>87</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Project Status</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Underway or in Planning</td>
<td>52</td>
<td>56</td>
<td>57</td>
<td>22</td>
<td>39</td>
</tr>
<tr>
<td>In the process of closing (30 days issued/review/approval)</td>
<td>18</td>
<td>38</td>
<td>42</td>
<td>95</td>
<td>221</td>
</tr>
<tr>
<td>Closed</td>
<td>602</td>
<td>515</td>
<td>443</td>
<td>338</td>
<td>158</td>
</tr>
<tr>
<td>% of DC &amp; DM Managed Projects Closed</td>
<td>89.58%</td>
<td>84.56%</td>
<td>81.73%</td>
<td>74.29%</td>
<td>37.80%</td>
</tr>
<tr>
<td># of projects closed FY</td>
<td>87</td>
<td>72</td>
<td>105</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>Closed Projects vs. Added</td>
<td>24</td>
<td>5</td>
<td>18</td>
<td>143</td>
<td></td>
</tr>
</tbody>
</table>

**Project initiation**

**Project Initiation Statistics**

<table>
<thead>
<tr>
<th>CER - CFA</th>
<th>D&amp;C CFA - Final CFA Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1667</td>
</tr>
<tr>
<td>#Projects</td>
<td>42</td>
</tr>
<tr>
<td>Average Days</td>
<td>40</td>
</tr>
</tbody>
</table>

**GOALS**

<table>
<thead>
<tr>
<th>20-28</th>
<th>40-50</th>
</tr>
</thead>
</table>

Note: The 32 projects for 2013 do not include any projects with grant funding, funding difficulties or projects placed on hold and re-opened at a later date.

**Construction Estimate Request (CER) and Space Request**

**Days From CER to CFA**

<table>
<thead>
<tr>
<th>Division Customer</th>
<th>Avg Days for approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Programs*</td>
<td>151</td>
</tr>
<tr>
<td>COM</td>
<td>41</td>
</tr>
<tr>
<td>Chancellor</td>
<td>3</td>
</tr>
<tr>
<td>Campus OPS</td>
<td>29</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>58</td>
</tr>
<tr>
<td>IT</td>
<td>50</td>
</tr>
</tbody>
</table>
DESIGN & CONSTRUCTION

Future Goals (continued)

- Implement the Automatic Electronic File Transfer process with eBuilder (currently beta testing scheduled to complete in late 2013), purchase access to further streamline document upload into e-Builder.
- Improve the Campus long term capital planning system this will allow better scheduling of work to meet critical deadlines. A process has been drafted and is review with administration.
- Recruit a senior construction estimator to improve campus financial planning.
- Develop an off-campus project management process to improve outcomes.
- Expand LEED certification projects.
- Create a staffing ladder program for project managers that uses customer and performance evaluations to identify high performers.
- Complete master planning for 5 major projects at the OPC, Pine & Cedar Boulevard, Business Village, Molecular Lab, and Cancer Center shell space.
- Begin the planning process to comply with the memo of understanding issued by the state fire marshal regarding high rise compliance on the Central Building.
- Require Architect and Engineering firms to purchase one e-Builder license each to simplify the submittal process, RFI’s, and document review.
- Implement the Automatic Electronic File Transfer process with eBuilder (currently beta testing is scheduled to be complete in late 2012). Also, purchase Access software to further streamline document upload into e-Builder.
- Implement a new process with e-Builder’s Plan Room and tablets to allow data entry or approvals from the renovation/construction site or meetings to reduce duplication of effort and reduce errors.
- Improve long-term capital planning to assist in timely scheduling of work to meet critical deadlines.
Mission

To maintain, repair, and create safe, healthy, and aesthetically pleasing facilities.

Primary Services

Maintain, repair, and operate UAMS facilities and building systems. Services Include: Steam, General Maintenance, Engineering, Grounds, Plumbing, Electrical, HVAC and Sustainability.

Major Accomplishments

• Began Operating East Campus District Energy Loop on December 1st, 2012. Have saved Approximately $1.8 million
• Achieved $195,000 in savings in solid waste costs in FY13 versus 2010 baseline
• Reconditioned public areas on the 1st floor of OPC pharmacy area (replaced carpet and painted walls)
• Reconditioned public restrooms on the 1st floor of the Central Building
• Replaced approximately 50 steam-coil-reheats with hot water Variable-Air-Volume boxes
• Refurbished main electrical feed to the east campus to provide better reliability
• Planted flower bed under the Spine and Neurosciences Center/ Institute on Aging bridge

Future Goals

• Continue to implement the Strategic Energy Plan (StEP) through commissioning efforts to maximize efficiency of existing building infrastructure systems.
• Continue developing the sustainability initiative by increasing the visibility of sustainable activities and working toward becoming a national leader for academic medical centers.
• Reduce the Campus utility cost per SQFT by 3% in the upcoming FY
Metrics/Measures of Success

Campus Utility Cost/Area Comparison

Annual Utility Cost per Square Foot

Campus Operations Annual Report 23
Example of monthly utilities scorecard
Annual Waste Profile

- Regulated Medical Waste: 5%
- Chemical-Pharmaceutical: <1%
- Recycling: 22%
- Compactors-Dumpsters: 63%
- Paper Shredding: 10%

Report Card Scoring for All Shops

4,500 Total Responses | Average Score: 4.6
Mission

Occupational Health and Safety (OH&S) is committed to making UAMS a safe and environmentally responsible facility for patients, faculty, staff, students and the public. Our mission is to improve and protect the health and safety of employees, patients, visitors, students, and the surrounding environment through identification of workplace hazards and the development of appropriate control measures.

Primary Services

OH&S provides regulatory oversight for employee safety, environmental compliance, and provides multiple safety training programs. Safety training topics include fire safety, back safety (lifting), blood borne pathogens, chemical hygiene and laboratory safety, radiation safety for radiology and laboratories, respiratory safety, hazardous waste handling and disposal, and workstation ergonomics. OH&S also manages hazardous waste streams, provides indoor air quality evaluations and investigates incidents and injuries to manage work-related injuries and illnesses.

Major Accomplishments

- Compliance with training requirements continues to improve for new employees. Clinical Programs, Laboratory, and Radiation safety training continued to meet or exceed the 90% goal. Biosafety training is now being benchmarked for research areas; it exceeded 93% during the first year. Improvement was seen in the area of new employee orientation (95.4%) with an 8.2% increase over the previous year. Annual safety training for more than 10,000 UAMS employees reached 91.1%, a 2% increase.

- Radiation Safety began monitoring departments for unreturned radiation dosimeters. Unreturned dosimeters result in unnecessary cost related to late return fees. The Radiation Safety Committee announced an increase in the unreturned dosimeter fee that was implemented 7/1/2012. The change in fee structure resulted in improved compliance of all departments, which resulted in an overall late/unreturned rate of four (4) percent (previous average was 15%).

## UAMS Educational Programs

- Training Groups

![Image of UAMS Educational Programs chart]

### July 2012 - June 2013

**Disometry Badge Return**

- Returned
- Unreturned

- Total: 9251, 96%
In October 2010, secured radioactive materials areas were evaluated for participation in a voluntary federally funded security upgrade process called the Global Threat Reduction Initiative (GTRI). Installation of the upgrades began in January 2012 with system acceptance by our federal partners in September 2012. In December 2012, UAMS OH&S, ESAC and PD staff participated in a one-week security training course in Oak Ridge, TN. In February 2013, UAMS hosted the Big Rock Thunder Table Top Exercise which was jointly sponsored by Department of Energy (DOE) National Nuclear Security Administration’s (NNSA) Office of the Deputy under Secretary for Counterterrorism and the Office of Global Threat Reduction Initiative (GTRI), the FBI and the Clinton School of Public Service. This Table Top was the largest in the thirteen year history of the Silent Thunder Exercise series.

- We trained 1,123 contractors on safety procedures that cover fire and emergency response codes. Contractors are monitored for training violations, 97.1% of contractors were in compliance (722 contractors were checked, 21 violations identified).
- In July 2013, with the acquisition of the Radiation Oncology Center from CARTI, the UAMS Radioactive Materials License was expanded to include the use of an Iridium-192 High Dose Remote After loader (HDR). In addition, the CARTI Particle Accelerator License was transferred to UAMS authorizing operation of the three accelerators. The RSO coordinated with Radiation Oncology Physics staff regarding the de-installation of old equipment, room construction, and installation of three new accelerators.
- The biohazard waste management program continues to monitor waste processed as regulated medical waste. The cost per adjusted patient day was reduced from $0.48 to $0.44. A net savings of $1,391.
- CHEMSHARE program continues to assist researchers in recycling lab ware and chemicals. Cost containment and environmental responsibly is a major emphasis of the program. The program estimates a saving of $ 9,500 for researchers on purchasing of chemicals, glassware and disposal of chemicals during the last two years.
- We have helped reduce the number of chemical spills on campus; the chart below shows they have reduced and continued to remain low for the third consecutive year.

- OSHA recordable injury rate dropped from 2.34 to 2.02 which represent a 13.6% drop in OSHA recordable injuries. Needle stick rates for the campus also dropped from 1.23 to 1.13 per 100 FTEs.
• Re-negotiation of the hazardous chemical disposal contract resulted in a 22% reduction in the cost of hazardous chemical disposal for the campus ($8,800).
• UAMS received the “Pretreatment Excellence Award” from the Little Rock Wastewater Utility in recognition of perfect compliance with the industrial wastewater pretreatment program. This represents the seventh continuous year UAMS has received this award.

## Future Goals

• Work with UAMS Electronic Surveillance and Access Control and UAMS Police Department to develop a more detailed on-site security response plan for radioactive materials of concern and provide the training to UAMS Police Officers.
• Implement quarterly roundtable meetings to continue the expansion of the SAFE Program (Safety Awareness for Employees).
• Implementation of the sharps recycling program for the Hospital (in-patient areas only).
OCCUPATIONAL HEALTH & SAFETY
Mission

Our mission is to provide safe, friendly, and efficient parking services. The guiding principles to fulfill this task are:

- Customer-service focused
- Efficient and fair enforcement
- Safe, clean and well maintained facilities
- Fiscal responsibility and accountability
- Responsive to the needs of diverse customers
- Transparency and open communication with customers

Primary Services

Maintain and operate UAMS parking facilities, oversee enforcement, offer alternative transportation programs, manage the UAMS shuttle, fleet management and administer valet and outside hospitality services.

Outcomes/Major Accomplishments

- Continued process improvement by merging parking and citation databases. This was another step towards a paperless system which streamlines operations by eliminating duplication, improving quality, expediting transactions and enhancing customer experience at the service window
- Opened Ray Winder Lot with 467 additional parking spaces with dedicated Shuttle Service for customer convenience
- Enhanced parking options for special events by offering dedicated shuttle services with special UAMS discount pricing
- Researched parking technology and customer service solutions. Composed and issued an RFP for a significant parking technology upgrade. The upgrade will offer a myriad of benefits to our campus. Implementation will begin in FY 2013/14
- Addressed deferred maintenance items such as post tension cable repairs, improved lighting on several lots, asphalt repairs, upgrade security DVRs, replaced several security cameras, signage replacement and installed canopy on lot 17
- Fleet Management transitioned to Parking Operations. Partnered with Enterprise to meet the daily rental needs on campus. Enterprise is a cost effective alternative to owning and managing a motor pool.
- Transitioned Fleet Credit Card from Voyager to WEX. Communicated and encouraged departmental owners to use the WEX fleet card not only for fuel but also for minor vehicle maintenance. This allows for better management of expenses and alleviates the need for additional purchasing processes. WEX is accepted at over 2,600 fuel sites in AR as well as 45,000 vehicles maintenance locations across the US. WEX offers 24/7 roadside assistance.

Future Goals

- Implement parking technology upgrade with correlated processes to provide revenue integrity and more reliable access and customer convenience. Phase I patient and visitor areas; Phase 2 Employee areas
- Implement automatic upload to HRIPayroll for biweekly and monthly parking fee deductions. This will improve efficiency and quality by eliminating paper and manual processes
- Participate in Performance Excellence initiatives assuring efficient and cost-effective strategies for a growing and diverse campus population

Left to right: Shelli Garcia, Bart Stigall, Karen Jackson, Adam Lallier, and John Stidham
Metrics/Measures of Success

Cleaning Inspection Scores
July 2012 - June 2013

Shuttle Service - Standard
Average Shuttle Travel Time
July 2012 - June 2013

Average Occupancy
July 2012 - June 2013

Waiting List
with no "On-Campus" Assigned Parking
September 2009 - June 2013
PARKING OPERATIONS

Benchmarking Parking Statistics

Future Goals

- Implement parking technology upgrade with correlated processes to provide revenue integrity and more reliable access and customer convenience. Phase I patient and visitor areas; Phase 2 Employee areas
- Implement automatic upload to HR\Payroll for biweekly and monthly parking fee deductions. This will improve efficiency and quality by eliminating paper and manual processes
- Participate in Performance Excellence initiatives assuring efficient and cost-effective strategies for a growing and diverse campus population
POLICE DEPARTMENT

Mission

Our mission is to provide a crime-free environment through the efforts of a team of professional law enforcement officers, security officers, and electronic security personnel trained to work together with the campus community.

Primary Services

The UAMS Police Department is officially recognized as the Law Enforcement Agency of jurisdiction for the University of Arkansas for Medical Sciences. The department operates 24 hours a day, 7 days a week to provide the most comprehensive services for patients, visitors and staff. In addition to law enforcement and security measures, police officers provide a safety escort service to and from Medical Center parking areas and assistance to motorist on campus property. Officers respond to complaints and alarms, customers needing unlocks, calls to secure areas and buildings, and support the medical center’s Emergency Preparedness Policies.

The UAMS Police Department also manages the Electronic Security Department which installs, service, and maintains the video surveillance and access control systems on campus. These systems allow the police department to remotely monitor various areas of the campus from within the police department.

Outcomes / Major Accomplishments

- Detectives’ office solved 20% of cases and recovered 40% of stolen property
- Educated 2,500 employees on Code Black
- Better time management accountability of FTE’s for their performance
- Performed Risk Assessments for 20 departments
- New in car cameras have assisted in DWI cases, officer complaints and other arrests
- Staff training in Big Rock Thunder and Police response to radiator alarm
- Completed the 2nd phase of our customer Service Level Agreements
- Received funding to begin Phase II of the Campus Lock Down which will address 120 exterior doors around campus
-Completed the upgrade and conversion of the Honeywell access control platform to Software House CCure 9000

Measures of Success

Police

Per officer coverage area was 767,197 SF in FY 12; it increased to 829,197 SF in FY 13 (an 8% increase)
Crime statistics

<table>
<thead>
<tr>
<th>Quarterly Averages</th>
<th>1st Quarter Jul-Sep 2012</th>
<th>2nd Quarter Oct-Dec 2012</th>
<th>3rd Quarter Jan-Mar 2013</th>
<th>4th Quarter Apr-Jun 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crimes Against Persons</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Crimes Against Property</td>
<td>3</td>
<td>3</td>
<td>11</td>
<td>12</td>
</tr>
</tbody>
</table>

Reported Crime on Campus

Electronic Security

The Security Division includes a staff consisting of a Manager, Security Systems Administrator, Database Administrator and two Security Technicians. Security systems include approximately 1000 card access doors, 881 surveillance cameras and 165 panic alarms located at the UAMS main campus as well as off campus locations.

We responded to 6,568 Work Order and Trouble Calls during 2013 which included 5,058 requests for door access.
Average/Maximum Time for Completion - Door Access

Reported Crime on Campus Statistical Comparison

11/12 Avg. Calls per Month
12/13 Avg. Calls Per Month
Reported Crimes on Campus

Use of Existing Resources

- Restructured the Police department to aid in maintaining adequate coverage with decreased resources
- Continued use of electric vehicles and bicycles
- Increased support and participation in the campus recycling program
- We expanded our 12 Hour Shifts to include Security Officers and Dispatchers to streamline shift management
- Added University Towers (off-campus) to patrol
- Placed an officer at the information desk in the hospital
- Added a check point 1st floor of New Patient Towers
- Better utilization of the security resources on campus by realigning the Electronic Security Division with the UAMS Police Department

<table>
<thead>
<tr>
<th>Activity</th>
<th>11/12 Calls Per Month</th>
<th>12/13 Calls Per Month</th>
<th>Plus or Minus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Felony Arrests</td>
<td>1.17</td>
<td>1.16</td>
<td>-0.85</td>
</tr>
<tr>
<td>Misdemeanor Arrests</td>
<td>7.50</td>
<td>15.25</td>
<td>+103</td>
</tr>
<tr>
<td>Thefts</td>
<td>19.00</td>
<td>11.25</td>
<td>-41</td>
</tr>
<tr>
<td>Criminal Mischief</td>
<td>2.67</td>
<td>0.22</td>
<td>-92</td>
</tr>
<tr>
<td>Assault/Battery</td>
<td>0.83</td>
<td>0.33</td>
<td>-60</td>
</tr>
<tr>
<td>Domestic Disturbances</td>
<td>0.50</td>
<td>0.33</td>
<td>-34</td>
</tr>
<tr>
<td>Disturbances</td>
<td>2.67</td>
<td>1.25</td>
<td>-53</td>
</tr>
<tr>
<td>Terroristic Threatening</td>
<td>0.92</td>
<td>0.83</td>
<td>-10</td>
</tr>
<tr>
<td>Harassment</td>
<td>1.42</td>
<td>0.75</td>
<td>-48</td>
</tr>
</tbody>
</table>

Future Goals

- Increase resources in training/crime prevention areas (one FTE) to meet demands for new training
- Increase the number of security officers so we can improve utilization of the Police Officers in their core competencies
- All officers to be certified in ALERRT(Active Shooter) Training
- Provide all AHEC’s in the state with Risk Assessment
- All campus employees trained in Code Black
- Have a Active Shooter drill on campus
- Completion of the Phase II Campus Lockdown project
- Campus re-badge project. (Upgrading to class cards)
- Increase the resources of the security technicians by adding one FTE as a senior level technician to meet the demands of the expanded security systems
- Increase the ability of the department to reduce loss that occurs through internal or external theft, inefficient practices, or waste by adding an FTE as a Loss Prevention Manager
Mission Statement
To provide reliable and timely phone service, cabling, radio paging, mail processing, call center assistance, and data support for the CO division.

Primary Services
- Phone service, pagers, voicemail boxes and applications, cable installations, emergency notification systems, overhead paging and cell phone management;
- Mail processing, bulk mail services;
- Web page management and design for Campus Operations, oversee computer hardware and software for CO, provide data management, collection, analysis, and reporting for CO

Outcomes/Major Accomplishments
- Installed phone and data cabling on 27 construction projects; with the largest being 2E
- Installed, in conjunction with IT, new Cat 6 data cables throughout OPC, Jones Eye, Shorey and the 1st floor of the central building to increase data-transfer speeds
- Installed wireless access points in all clinical areas in preparation for the UConnect/Epic go live
- Installed patient tracking monitor cables in the Hospital, OPC and Jones Eye.
- Installed digital signage cabling throughout EdII, the Hospital, OPC and the Central Building
- Adapted mail processing delivery schedules to accommodate the USPS mandated changes without adversely impacting UAMS departments. The process change also reduced the need for a second vehicle and eliminated 72 hours in budgeted delivery driver overtime
- Redesigned and programmed the radiation database in OH&S from Access to a modern SQL language.
- Consolidated and updated most of the Campus Operations websites to meet the current UAMS web standards.
- Created a new training database and website for delivery of all Campus Operations Training. Training is now deliverable all major browsers (Internet Explorer, Safari, Firefox, and Chrome) along with mobile devices.
- Began implementation and training for new CMMS system (TMA) for implementation in the first part of July.
- Implemented a new process to restrict the cell phone equipment purchased and control International cell phone charges, saving UAMS approximately $132,000
- Moved the Longevity, Orthopedics, Rheumatology, Cardiology, Pulmonary, Internal Medicine and GI Clinic users onto the main OPC phone system so they now can share resources.
- Installed the RSI call analysis software which allows the clinics to track call volumes by user.
- Reprogrammed systems to support restructuring and centralized scheduling model.
- Quarterly p.m. work order printing was reduced by 57%. Eliminating the printing of unneeded documents.
- Maintained 158 emergency response scenarios which allow staff quick notification and response to critical events. The system was used over 3,860 times last year.
- The cell phone centralized management program saved UAMS $543,000 dollars this last year.
- Telecommunications - Completed 100% (of 998) work order requests on time, with an accuracy rate of 96%.
- Cable crew - Completed 100% (of 255) work requests within the committed time frame, with an average completion date of 3.6 days.
- Call Center – Answered 48,534 calls for 37 different groups answering with an average answer time of 12 seconds and an abandonment rate of only 11%.
- Call Center – Generated 31,177 work orders and 22,567 PM work orders.
- Mailroom - Delivered 99% of all off-campus mail within the preset 15-minute target window.
- Mailroom processed just over 2 million pieces of mail last year with 69% of the mail ready for pick up or delivery by 1 pm every day.

Front Row: Joey Horton, Paul Williams, Holly Naramore
Center Row: Bill Johnson, Antoinette King, Karen Broadway
Back Row: Blake Clark, Scott McCumpey
Future Goals

- Offering a new service to outpatient administration with daily printing and mailing of patient appointment reminders. Anticipated annual savings is $20,000.
- Complete Implementation of CMMS system in all departments of Campus Operations.
- Complete upgrade of remaining Campus Operations Websites.
- Upgrade Emergency Notification System (ENS) to include fast notification by text messaging of critical information (Code Black, Code Gray) to all enrolled employees.
- Upgrade the overhead paging system to allow for more expansion and programmable features.
- Install a new phone system to support the unique needs of appointment scheduling, the poison control center, and Medicaid drug information groups.
FY13 Transactions

• Purchase Building and Five Acres - 3417 U of A Way, Texarkana, Arkansas

Properties currently used as Rental Properties –
(32 units - 22 single family houses and 5 duplexes)

1. 3900 W. Capitol/420 S. Pine (Duplex)
2. 3904 W. Capitol (Single family)
3. 3906/3908 W. Capitol (duplex)
4. 3912 W. Capitol (Single Family)
5. 201 S. Cedar (Single Family)
6. 205 S. Cedar (Single Family)
7. 209 S. Cedar (Single Family)
8. 301 S. Cedar (Single Family)
9. 311 S. Cedar (Single Family)
10. 313 S. Cedar (Single Family)
11. 315 S. Cedar (Single Family)
12. 317 S. Cedar (Single Family)
13. 601 S. Cedar (Single Family)
14. 605 S. Cedar (Single Family)
15. 615 S. Cedar (Single Family)
16. 621 S. Cedar (Single Family)
17. 204 S. Pine (Single Family)
18. 206A/206B S. Pine (Duplex)
19. 208 S. Pine (Single Family)
20. 314 S. Pine (Single Family)
21. 318 S. Pine (Single Family)
22. 324-A/324-B S. Pine (Duplex)
23. 408 S. Pine (Single Family)
24. 616-A/616-B S. Pine (Duplex)
25. 618 S. Pine (Single Family)
26. 622 S. Pine (Unoccupied – will be demolished)
27. 700 S. Pine (Single Family)

Owned Properties w/ Buildings not on the campus proper
(See Appendix B – “Building Listing” below for buildings on the Little Rock campus)

• 600 South 14th Street, Ft. Smith, Arkansas - Medical Clinic (Regional Programs West)
• 1617 N. Washington Avenue, Magnolia, Arkansas - Building and Land (Regional Programs South)
• 3417 U of A Way, Texarkana, Arkansas - Building and Land (Regional Programs Southwest) – Design underway – Renovations will start in 2014

Other Properties - Raw Land

• ARE-ON land in NLR (purchased for BTOP Grant) – Held for data hub
• Ray Winder Field property (stadium demolished – New parking lot in use)
• West Little Rock land (vacant land at Rodney Parham and Cantrell Road)

Vacant Lots

1. 200 S. Pine
2. 210 S. Pine
3. 320 S. Pine
4. 614 S. Pine
5. 620 S. Pine
6. 321 S. Cedar
<table>
<thead>
<tr>
<th>Facility</th>
<th>Year Built</th>
<th>Floor Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Building (Old Hospital)</td>
<td>1955</td>
<td>459,334</td>
</tr>
<tr>
<td>Shorey</td>
<td>1957</td>
<td>160,820</td>
</tr>
<tr>
<td>Head and Neck Clinic (ENT)</td>
<td>1958</td>
<td>4,024</td>
</tr>
<tr>
<td>Main Central Plant (MCEP)</td>
<td>1959</td>
<td>28,310</td>
</tr>
<tr>
<td>Barton Research</td>
<td>1960</td>
<td>67,143</td>
</tr>
<tr>
<td>Paint / Storage Building</td>
<td>1966</td>
<td>2,895</td>
</tr>
<tr>
<td>Secondary Data Center</td>
<td>1970</td>
<td>9,465</td>
</tr>
<tr>
<td>Westmark Building</td>
<td>1972</td>
<td>24,088</td>
</tr>
<tr>
<td>Education II</td>
<td>1977</td>
<td>230,167</td>
</tr>
<tr>
<td>Outpatient Center</td>
<td>1979,1987</td>
<td>125,109</td>
</tr>
<tr>
<td>Physical Plant Building</td>
<td>1984</td>
<td>23,167</td>
</tr>
<tr>
<td>Family Medical Clinic</td>
<td>1986</td>
<td>26,401</td>
</tr>
<tr>
<td>MRI &amp; Gamma Knife</td>
<td>1986</td>
<td>12,602</td>
</tr>
<tr>
<td>Winthrop P. Rockefeller Cancer Institute</td>
<td>1988,2009</td>
<td>472,103</td>
</tr>
<tr>
<td>Outpatient Diagnostic Clinic</td>
<td>1989</td>
<td>6,463</td>
</tr>
<tr>
<td>Mediplex Apartments</td>
<td>1990</td>
<td>4,047</td>
</tr>
<tr>
<td>Bio-Medical Research I</td>
<td>1993</td>
<td>159,204</td>
</tr>
<tr>
<td>Jones Eye Institute</td>
<td>1993</td>
<td>106,652</td>
</tr>
<tr>
<td>Education III</td>
<td>1993</td>
<td>41,715</td>
</tr>
<tr>
<td>Distribution Center</td>
<td>1994</td>
<td>46,810</td>
</tr>
<tr>
<td>Ward Tower</td>
<td>1997</td>
<td>220,891</td>
</tr>
<tr>
<td>Radiation Oncology Center</td>
<td>1998</td>
<td>32,729</td>
</tr>
<tr>
<td>Institute on Aging</td>
<td>2000,2012</td>
<td>156,919</td>
</tr>
<tr>
<td>Education South (Old KARN Building)</td>
<td>2001</td>
<td>16,526</td>
</tr>
<tr>
<td>Arkansas Bio-Sciences (Bio-Medical Research II)</td>
<td>2003</td>
<td>142,834</td>
</tr>
<tr>
<td>Bio-Technology (Bio-Ventures)</td>
<td>2003</td>
<td>16,676</td>
</tr>
<tr>
<td>College of Public Health</td>
<td>2003</td>
<td>127,383</td>
</tr>
<tr>
<td>Stephens Spine &amp; Neurosciences</td>
<td>2003</td>
<td>204,660</td>
</tr>
<tr>
<td>PET Building</td>
<td>2005</td>
<td>11,228</td>
</tr>
<tr>
<td>Bookstore</td>
<td>2006</td>
<td>3,837</td>
</tr>
<tr>
<td>Residence Hall (Admin, North, South)</td>
<td>2006</td>
<td>89,352</td>
</tr>
<tr>
<td>I. Dodd Wilson Education Building (Ed West)</td>
<td>2007</td>
<td>42,176</td>
</tr>
<tr>
<td>West Central Energy Plant</td>
<td>2007</td>
<td>22,046</td>
</tr>
<tr>
<td>College of Health Professions Buildings 1 - 7</td>
<td>2008</td>
<td>86,891</td>
</tr>
<tr>
<td>Psychiatric Research Institute</td>
<td>2008</td>
<td>109,192</td>
</tr>
<tr>
<td>Patient Tower (New Hospital)</td>
<td>2009</td>
<td>530,551</td>
</tr>
<tr>
<td>Walker Annex</td>
<td>2009</td>
<td>17,106</td>
</tr>
<tr>
<td>Primary Data Center</td>
<td>2010</td>
<td>12,944</td>
</tr>
<tr>
<td>COPH Cottage</td>
<td>2008</td>
<td>1,870</td>
</tr>
<tr>
<td>12th Street Building</td>
<td>2012</td>
<td>4,000</td>
</tr>
<tr>
<td>Freeway Medical Tower</td>
<td>1999</td>
<td>47,001</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>3,907,331</strong></td>
</tr>
</tbody>
</table>
Following are some key excerpts from the StEP:

I. Executive Summary

The University of Arkansas for Medical Sciences (UAMS) has developed a number of ambitious goals through a strategic planning process to further enhance and expand its mission of improving the health, healthcare and well being of Arkansans and of others in the region, nation, and the world. To support this effort, a comprehensive Facilities Strategic Master Plan (FSMP) was developed to align the physical facilities needs and requirements with those of the clinical, research, and educational programs on campus. The purpose of this document is to identify the strategic investments in energy efficiency to align physical facilities and infrastructure with the overall goals of UAMS.

Since 2004, UAMS has invested more than $400 million in the construction of new facilities, expansion projects, and energy efficiency improvements with the emphasis of improving patient care, research, educational programs, and energy efficiency. These improvements have resulted in enhanced core mission programs while reducing energy consumption by approximately 19.1% since fiscal year 2008. Continued investment in energy efficiency is critical to generating the necessary revenue to support the goals and mission of UAMS. This Strategic Energy Plan (StEP) has identified approximately $9,600,000 in future energy efficiency projects that will generate future revenue for the campus to support its core mission. These identified improvements will reduce energy consumption on campus by more than 35% yielding annual energy savings of approximately $1,900,000 per year. Furthermore, these identified energy efficiency improvements will satisfy the necessary requirements associated with state regulatory programs and legislation, including Act 1494 and local utility self-direct energy-efficiency programs.

II. Key Performance Indicators

UAMS has established and maintains a Portfolio Manager Account within the national DOE-sponsored Energy Star program. This resource is a valuable tool in monitoring energy use and key performance indicators from a campus perspective.

The following table provides a summary of the key performance indicators for the UAMS campus for the Baseline Period (Fiscal Year 2008), the Current Period, and Targeted levels associated with local utility self-direct exemption programs and Act 1494. The following information was generated by Energy Star’s Portfolio Manager.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline FY2008</th>
<th>Current (June 2012)</th>
<th>Self-Direct Target</th>
<th>Act 1494 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site EUI (kBtu / SF)</td>
<td>304</td>
<td>246</td>
<td>249</td>
<td>194</td>
</tr>
<tr>
<td>ECI ($ / SF)</td>
<td>$3.77</td>
<td>$2.44</td>
<td>$2.47</td>
<td>$1.93</td>
</tr>
<tr>
<td>Annual Cost ($ / Yr)</td>
<td>$10,806,858</td>
<td>$9,364,403</td>
<td>$9,495,845</td>
<td>$7,389,721</td>
</tr>
</tbody>
</table>
III. Goals and Strategies

UAMS is committed to energy conservation for both its new and existing facilities to further support its core mission and goals.

Sustainability Statement

The objectives are:

• Improve the personal well-being of staff, students, faculty, patients, and community
• Decrease UAMS’ impact on the environment and improve environmental quality
• Maintain fiscal responsibility

Energy Efficiency Goals

UAMS has identified and established the following goals to improve energy efficiency on campus:

• Comply with the requirements established by Act 1494 of the 87th General Assembly Regular Session 2009 to reduce energy consumption by 30% by Fiscal Year 2017 when compared to Fiscal Year 2008.
• Comply with the energy efficiency requirements provided by the Arkansas Public Service Commission for Self-Directed Energy Efficiency Programs.
• Comply with the energy-efficiency requirements associated with funding provided by the Sustainable Building Revolving Loan Fund.