

18 Month COVID-19 Summary  
and FY 2021 Annual Report

**TOGETHER,  
MOVING FORWARD**



## COVID Summary

January 1, 2020 to June 30, 2021

Perhaps no other division on campus has been more instrumental in managing the tumult of the period from January 1, 2020 to June 30, 2021 than Institutional Planning and Operations (IP&O).

From the depopulation of Rutgers University, to the maintenance of buildings and grounds, and the care of those remaining on campus, IP&O was there. Our staff not only contributed tremendously to COVID-19 related efforts on our campuses, but also assisted with needs in our communities, helped partners throughout the state, and even provided assistance beyond our state line.

While everyone did something, there was one group of standouts during these 18 months: our uniformed personnel.

These essential employees rose to challenges that none of us could have ever predicted, and they excelled.

This is no surprise; meeting unexpected challenges is a normal part of an IP&O employee's day.







IP&O Executive Vice President, Antonio Calcado, addresses federal, state and Rutgers University top officials as they hold a special meeting to discuss the “Rutgers Experience and Community Response to the Coronavirus”.



## Rutgers Never Closes

Although theoretically we shut down to help flatten the curve of the virus, in truth, Rutgers never shuts down. It was largely our uniformed personnel who stayed on campus and performed an array of essential duties. Public Safety, Environmental Services, Maintenance and Grounds, Environmental Health and Safety, Mail Services, and Warehouse employees, these are our uniformed workers. They are proud Rutgers employees and they carried on tirelessly during a very uncertain time.

Our Rutgers University Emergency Services (RUES) teams, for example, assisted with the transportation of 90 nursing home patients out of one New Jersey facility where a COVID-19 outbreak had occurred, and safely into another.

RUES also assisted with the evacuation of a hospital in Queens, NY. In Edison, where a field medical station was set up to accommodate overflow patients from area hospitals, RUES provided its trailer mounted medical oxygen unit. RUES also disinfected our Public Safety fleet, to ensure that the vehicles were sanitized and safe for all occupants. Then there were the regular medical incidents. RUES responded to no less than four cardiac incidents and myriad other medical emergencies with their usual professionalism despite the specter of COVID that haunts all medical workers.

With seniors clearly at greater risk of contracting this virus, it was another uniform, our Rutgers University Police Department (RUPD), which stepped up to help. The RUPD Newark Division, working with other city agencies, conducted contactless delivery of fresh food to some 1,500 seniors living in city senior buildings, and some 200 needy families.

In addition, the Rutgers Public Safety 9-1-1 Communications Center served as a conduit for internal and county health officials to track COVID-19 positive cases, while the Office of Emergency Management (OEM) coordinated with the state to provide non-congregate sheltering for healthcare workers. RUPD was instrumental in supporting students in crisis by performing wellbeing checks on campus and coordinating with local towns throughout the state to perform off-campus wellbeing checks.

In another incident, when Robert Wood Johnson Medical School suddenly faced a shortage of personal protective equipment (PPE) due to worldwide demand, yet another uniformed team stepped up. Our Rutgers Camden Facilities team—Grounds and Environmental Services employees—gathered up PPEs from the Rutgers Nursing and Science building in Camden and transported the supplies halfway to the RWJMS facility. From that halfway point, an Environmental Services



Left to right: Ana Espinal (Environmental Service Worker), Maria Santana (Environmental Service Worker), Hadi Ali (Supervisor of Environmental Services), Luis Varela (Supervisor of Environmental Services), Harry Crumidy (Environmental Service Worker), Witold Oganiaczuk (Environmental Service Worker), Daryl Dinkins (Supervisor of Environmental Services), Kerwin Rudder (Environmental Service Worker) and Ramoan Haeden (Environmental Service Worker) during COVID-19 pandemic.

supervisor from the Busch Campus picked up the supplies and delivered them to the much needed and much appreciated RWJMS health professionals.

### Cleaning and Sanitizing

For the first several weeks of the shutdown, all eyes turned to cleanliness and sanitization. IP&O's Environmental Services group quickly changed cleaning protocols and purchased new products. They focused on sanitizing every door handle, stair railing, seating area, in fact, every touch point in the university. Our personnel increased sanitization efforts in common areas, restrooms, and even in research laboratories where COVID related work was ongoing.

Coincidentally, just prior to the pandemic, Environmental Services procured new hand soap and hand sanitizer dispensers in an effort to standardize these items across the university. These new products could not have come at a better time. The dispensers are designed to accommodate a messaging placard. IP&O's Communications team worked with Environmental Services to design placards that contain information about hand washing and sanitizing, especially during cold and flu season. Just weeks after these were mounted in restrooms and common areas throughout the university, the importance of hand washing and sanitizing was being broadcast far and wide, and with great urgency. These new dispensers were





Harry Crumidy (left), Environmental Service Worker and Hadi Ali, Suopervisor of Environmental Services, use a specialized misting wand to clean a conference room during the pandemic.

timed perfectly, and the work of our Environmental Services group was ramping up and taking on even greater importance.

Our Environmental Services team continues to prove their dedication daily.

### Aiding Research and Testing

In the midst of all of this, personnel from Rutgers Environmental, Health and Safety (REHS), in addition to their regular duties, responded to COVID-related regulatory complaints and inspections, and developed and implemented COVID training for numerous groups, schools, and units, throughout the university. In addition, they conducted over 10,000 respiratory fit tests, conducted

respiratory protection training, site assessments, inspected PPE donations and purchases, developed PPEs, reviewed departmental contingency plans, and reviewed disinfectant products.

REHS also managed those students who remained on campus, and who tested positive for COVID and would need isolation. Working with Residence Life, Student Affairs, Student Health, and Recreation Services, REHS developed protocols on how to address COVID positive students, isolation procedures, and how to transport those students lacking their own means of transportation. Once apartments were identified as a place for students

to quarantine or isolate, IP&O's REHS personnel transported the COVID positive students.

In addition, working closely with our IP&O IT team, REHS created a university-wide symptom tracker, QR codes for test kits, and touchless printers.

REHS personnel also sat on numerous university committees, conducted site assessments, contributed to the *Return to Rutgers* document, reviewed more than 50 departmental COVID plans, and participated in grievances with the Office of Labor Relations. In addition, REHS conducted wastewater sampling on all campuses, assisted in the conversion of the School of Dental Medicine dental facility into a surge hospital space, and assisted in the placement of the Regional Mortuary Operations in Newark.

With our research labs shifting their focus to COVID, REHS personnel conducted COVID Biosafety protocol review and risk assessments, developed SARS2 Laboratory Research Guidelines, participated in site development for vaccine trials and facilities, conducted N95 HPV disinfection concept and validation for reuse, reviewed COVID related grants, and conducted shutdown inspections in all laboratories.

Our Business Services groups also contributed greatly to research and testing efforts. Rutgers Biomedical Health Sciences (RBHS) requested PPE's from the Business Services warehouse for its laboratory personnel. This resulted in the

procurement of 5 million pieces of PPEs, which, prior to procurement, had to be cleared by REHS to ensure the proper PPEs were purchased.

Initially, because of the urgency of the crisis, each of these products was manually inventoried and charged back by the warehouse team, and then distributed to research personnel in six different buildings. As the initial flurry of activity began to ebb, Business Services worked with Marketplace to create a new tile of eight essential PPEs. Initially, this tile was open only to research personnel, and then, eventually, to the entire university. The warehouse also ensured a steady supply chain of critical items including floor decals, hand sanitizer dispensers, acrylic dividers, signs, and tape stanchions.

Business Services' Materials and Logistical Services group was asked to provide testing-site drop boxes, vending machines, computers, and phones. The group worked with various research labs to determine the logistics, and our Business Services' mailroom provided the drop boxes to each location, and obtained and distributed phones and computers, as well.

In addition, because students vacated their dorm rooms hurried and unexpectedly without packing their personal items, our Business Services groups also had to remove student items from dorms to free up space if needed for medical personnel. Each student's items were removed from the room,





Entrance to Old Queens with posted regulations pertaining to COVID-19 pandemic.





inventoried, palletized, and then shipped to the warehouse. The warehouse worked with Residence Life to return the belongings to each student.

## Supporting the Campus Community

With a reduced workforce on campus, and unaffiliated guests discouraged from entering university facilities to mitigate the spread of COVID-19, Identity and Access Management temporarily disabled the automated schedules for building and classroom door openings. In an effort to enhance the safety of those who remained on campus throughout the pandemic, the university operated under a “card access only” model requiring the use of RU ID cards for entry.

The security division staffed the university’s first vaccination sites and provided security services to all medical facilities during the pandemic in order to ensure that COVID-19 protocols were followed. RUES’ Fire Safety and Fire Systems bureaus continued to provide code-mandated inspections, testing, and maintenance services to ensure a fire safe campus and uninterrupted service delivery.

Since March 2020, Public Safety personnel supported the Rutgers COVID-19 Task Force by receiving, triaging, and coordinating responses to thousands of COVID related inquiries submitted through the university’s centralized coronavirus website.

In response to concerns about safety of in-person crime reporting during the pandemic, the RUPD launched the Rutgers Internet Police Reporting System, enabling members of the community to report minor crimes and incidents via any internet-enabled device. Public Safety also created a system-wide COVID observation reporting platform used as a mechanism to report concerns, observations, and perceived violations of the university's COVID safety guidelines for follow-up and corrective action.

The contributions of our uniformed personnel are enormous.

### Supporting the Infrastructure

As telecommuting policies kicked in, IP&O's IT group deployed 350 laptop computers to IP&O users for remote work, including assisting University Human Resources and the Newark Chancellor's office. IT also ensured that the 1,200 IP&O employees working remotely were successfully configured for remote work. In addition, this group processed housing adjustments and refunds, adjusted mail service feeds, and integrated the new furlough and COVID codes into the Kronos timekeeping system.

### Preparing a Return to Rutgers

As some IP&O groups did their part to make the university accessible and safe for the population that remained on campus, and others saw to the needs of the telecommuting population, other groups prepared for repopulating the

university, and focused on how the eventual return to campus would unfold.

Realizing that we had to address employee comfort and concerns for the subsequent return to Rutgers, IP&O quickly created Facilities Assessment Special Teams (FAST) to assist departments across the university to prepare their spaces for the return to our campuses. FAST responds to COVID related questions and assessments including evaluating space and occupancy needs, temporary signage, furniture placement, social distancing room diagrams, the installation of plexi-glass dividers, and environmental health and safety matters.

Planning, Development, and Design assisted with 117 FAST response requests related to space planning, social distancing, and occupancy calculations. Existing conditions of spaces were surveyed and documented to develop social distancing room diagrams that were used in the *Returning to Rutgers* guide and by the end users of the spaces. Planning, Development, and Design also coordinated with IP&O's Maintenance staff and FAST Response requestors to provide guidance on using proper signage, as well as reconfiguring furniture to comply with New Jersey Executive Orders, CDC Guidelines, and *Returning to Rutgers* protocols. Planning, Development, and Design also collaborated with Strategic Services and Business Services on the design, fabrication, and installation of the COVID-19 signage campaign.





Environmental Services RBHS Newark quality control supervisor Emily Reid inspects facilities in the Stanley Bergen Building.

Strategic Services' Communications and Marketing team created campus-wide signage and table-top cards emphasizing the three W's: Wear a mask; Watch your distance; Wash your hands. In addition, Communications and Marketing produced 12 Returning to Rutgers video announcements to provide safety protocols for all faculty and staff returning to campus, but also to show that our uniformed workers were here, on campus, cleaning, sanitizing, and protecting the university community in numerous ways.

Communications and Marketing also produced marketing materials for the COVID-19 saliva test, as well as the

*Return to Rutgers* condensed document, and other *Return to Rutgers* PDFs. Our Training Group oversaw the translation of essential communications into Spanish and Mandarin.

### HVAC Preventive Maintenance

Throughout this period, IP&O handled many questions about the university's Heating, Ventilation, and Air Conditioning (HVAC). The filtration function of these systems were of concern to those returning to campus. While this is one of the most important, routine preventive maintenance procedures performed by our Facilities Operations team, this routine



maintenance became even more critical under the cloud of COVID.

Extra attention was given to our HVAC systems by our Mechanical Maintenance group who performed filter changes, coil cleaning, all electric motor, fan, and damper maintenance on the air handling units. In preparation for the repopulation of our campuses, Mechanical Maintenance crews checked all HVAC systems to ensure each unit's operational standards and that each unit provides the appropriate indoor air quality for the occupancy level of each space. Our Mechanical Maintenance teams also checked local exhaust ventilation fans and provided maintenance where required to ensure full functionality.

Facilities Operations also disabled demand-controlled ventilation (DCV) and reset the HVAC systems so that the fans run continuously even when heating and air conditioning is not needed. Occupancy modes are currently enabled two hours prior to a building's opening to increase outside airflow to the building prior to actual occupancy.







From left: Anulfo Paulino, Special Service Grounds Group Leader, Facilities; Rosa Krampert, Health Safety Specialist, RBHS; Seargent Bryant Myers, RUPD.



# ANNUAL REPORT

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## FY21

Despite COVID-19 projects diverting many resources and putting demands on a large portion of our workforce, other, critical projects continued and were completed during FY21.







Construction continued on the Gary and Barbara Rodkin Academic Success Center during the Covid-19 pandemic.

## University Facilities

### Construction Continued with Enhanced Safety Protocols

With some construction deemed essential, our projects continued with safety protocols emphasized.

Among the many requirements, nonessential visitors were prohibited from entering the work site. Proper social distancing measures were employed when picking up or delivering equipment or materials. Work site meetings, inductions, and group meetings were limited to ten people. When possible, work start up and stop times were staggered.

At each site, congested and high-risk areas such as lunchrooms, break rooms, portable rest rooms, and elevators were identified and procedures employed to minimize congestion. Break times were staggered, and the least number of people possible utilized. Facemasks and gloves were required.

Infection control practices, such as regular hand-washing, coughing and sneezing etiquette, and proper tissue usage and disposal were enforced at the sites, as well as limited sharing of tools, equipment, and machinery.

For sites without running water, portable washing stations with soap and/or alcohol-based hand sanitizers were used. High touch areas--restrooms, break

rooms, equipment, and machinery-- were frequently sanitized. Signage placed at entrances of and within the worksites detailed these mandates

These major renovations and capital construction projects were safely completed or neared completion during fiscal 21:

- Busch Livingston Co-Generation Plant Upgrades
- Olson Hall Chiller Plant
- Legacy Newark Turf Field
- The Gary & Barbara Rodkin Academic Success Center
- Athletic RAC Renovations
- CINJ Joint Commission Clinic Renovations
- Student Services One-Stop - New Brunswick
- Rutgers Center for Adult Autism Services
- Honors Living Learning Community
- John Cotton / Dana Library Renovations Phase I
- RBHS Co-Generation Plant Upgrades
- UBHC-P Inpatient Psychiatric Unit Renovations
- SDM D-Level South Clinic Renovations





Groundbreaking ceremony for the Rutgers Center for Adult Autism Services.

## Renovations Projects

Multiple renovation projects were also completed in FY21. Our Project Services group established, coordinated, and managed the FAST response program responding to 384 requests. This group was the program manager for Subchapter 4 fire code violations, setting up a tracking system and assigned responsibilities to enable fire safety improvements including the upgrade of existing systems, providing new infrastructure, and abating conditions that were not meeting current code. The team also served as program manager for ADA projects.

Project Services demolished 40,000 square feet of old housing (Old Gibbons)

and prepared for the demolition of 63,000 gross square feet (ASB annexes, tennis center, Records Hall). In addition, Project Services completed these major projects in FY21:

## Power Plant Upgrades and Utilities Maintenance

Three power plants-- Busch, Camden, and Newark--conducted their scheduled outages and all three completed major upgrades. The Busch central plant completed the refurbishment of two large boilers and startup of three power generating turbines.

The Camden Cogeneration plant received a series of upgrades to increase its efficiency. A recently completed





John Briggs, (left) and Melvin Gullede tend to the grounds on the Camden Campus.

Variable Frequency Drive upgrade reduced the pressure on the pumps which deliver Medium Temperature Water (MTW) throughout the campus. The critical upgrade protects the MTW loops throughout the campus. The upgrade has resulted in an annual savings of \$70,000.

A labeling and tagging of all Camden power plant systems will better track aging utilities, and a new dual water reclamation system reclaims wastewater from both cooling and heating. It is similar to one installed in the RBHS power plant, which has resulted in substantial savings in water costs for that campus.

## Newark Cogen Upgrades and Modernization

The RBHS Newark Campus cogeneration plant was shut down in March 2020 to begin a \$48 million modernization project that drew to near completion by the end of FY21. The Cogeneration plant is a critical structure, not only for the high temperature hot water and electricity it supplies to the RBHS campus, but it also supplies University Hospital, a Trauma 1 hospital.

Most of the equipment in the plant was about 30 years old, and had reached the end of its useful life. It was also falling short of current compliance guidelines, making it potentially vulnerable should a natural disaster like Super-Storm Sandy again hit the area.



Partially grant funded, the plant was fit with new turbines that will produce 17.1 Megawatts of natural gas, which is an increase of 7.2 Milligrams. The new turbines are natural gas fired and new duct burners and heat recovery equipment will improve heat output of the plant. The new equipment also means reduced emissions, and significantly reduced water consumption. It will now have black start capability so that the plant can serve as a back-up and operate in 'Island Mode' during a Super Storm Sandy type event. In addition, the plant-generated electricity will be less costly than that purchased from the major utility company.

A heat and hot water boiler and a generator were rented at the onset of the project to ensure no disruptions would occur to the RBHS campus or University Hospital, especially during this critical time for healthcare.

## Utilities Projects/Initiatives

In addition to power plant maintenance and upgrades, our Utilities group contributed to the Climate Action Plan document, developing text and data related to Facilities operations, carbon emissions, and energy use. They initiated a program for energy audits and an equipment replacement program, which will be partially funded by PSEG through energy bills. Utilities also planned for other energy/carbon emission reduction efforts such as the Solar Power purchase agreement. Our utilities teams also completed a Department of Environmental Protection (DEP) storm drain cleaning, and helped rebuild the Cook College sanitary lift station, including re-piping of the system.



Erica Leonard prepares the grounds in front of the Chemistry and Chemical Biology Building on Busch Campus.



# PLANNING, DEVELOPMENT, AND DESIGN

## Master Planning

The planning group continues to steward and support the advancement of the Rutgers 2030 Physical Master Plan and to this end reviews capital projects across all areas of the university to ensure consistency with the long-range vision. In addition, efforts continued on a number of planning initiatives, including the College Avenue Quad / Community Commons and the College Avenue Utility Plant relocation, which together lay the groundwork for the redevelopment of the heart of the Rutgers-New Brunswick Campus. The recent completion of Proctor Hall and the One Stop Student Services operation has allowed Records Hall to be vacated and readied for demolition. With plans advancing on the site of a new central utility plant, the existing one adjoining Records Hall will at some point in the future also be cleared, setting the stage for a major redevelopment of the core of College Avenue that is focused on new student-centric facilities.

The planning group also expended significant effort helping Intercollegiate Athletics to develop a benchmark study against BIG10 peer institutions, and update its long-range master plan for facilities. Working in conjunction with AECOM, the consultant hired for this planning effort, a vision for enhanced

facilities for all sports is in development. Deliverables to be provided by the consultant include renderings, video animations, and materials that will assist in fundraising efforts.

## Real Estate Office

The Real Estate office has been extremely busy during FY21. In addition to the routine, but time consuming, annual process to compile and submit property tax exemption filings to municipalities for the university's property portfolio, there has been a noted increase in leasing activity driven by the need for off-campus clinic space by RBHS. Furthermore, a recent change in accounting standards, brought forth by the issuance of Statement No. 87 by the Governmental Accounting Standards Board (GASB) has resulted in increased responsibilities for the Real Estate staff going forward. In order for the university to be in compliance with the new GASB87 accounting standard, the Real Estate office must now coordinate and work closely with University Finance staff to ensure that all leases are properly reviewed, vetted, approved, summarized, and analyzed to determine financial impact to the university's balance sheet.





Aerial photo of the Plant Science Research and Extension Station in Adelphia, New Jersey, where Monmouth County is undertaking a major project to realign Halls Mill Road and reconstruct a dam that is owned by Rutgers and is a critical irrigation source for the farm.

### Monitoring/ Coordination with External Agencies

Staff continue to monitor major infrastructure projects implemented by outside agencies that impact university-owned property. These include roadway and utilities projects that impact the campus and outlying properties. Monitoring and overseeing this work ensures that university property and interests are protected, in addition to minimizing impact on university operations while such work is being completed:

- PSEG's replacement of lattice towers and upgrade of high voltage electrical transmission lines along Route 1 on the Cook campus.
- Somerset County's widening of Amwell Road in Franklin Township adjoining Hutcheson Memorial Forest
- New warehouse construction by a private developer along Cedar Lane in Edison.
- Staff continue to monitor significant construction activity at the Plant Science Research and Extension Station in Adelphia, where Monmouth County is undertaking a major project to realign Halls Mill Road and reconstruct a dam that is owned by Rutgers and is a critical irrigation source for the farm.

## Wayfinding Maps

Three years ago, IP&O's Planning, Development, and Design group unveiled a new interactive campus map system based on Geographic Information Systems (GIS) technology, thus greatly modernizing the campus map and wayfinding system. This team rolled out the year three enhancements during FY21. These new enhancements provide additional resources for students, faculty, staff, or visitors to Rutgers campuses. The year three enhancements include upgrades to the public facing map system. Enhancements also include the addition of campus features such as trees, light posts, fences, walls, and bus shelters. Users can also toggle between road and aerial images and will find imagery displays at a higher resolution than Google maps.

A new net ID login-protected section allows users to access the layout and key attributes of the university's utility systems. This is a welcome addition that has already proven to be highly useful in construction planning.

The addition of the university's complex utility system meant converting volumes of existing CAD data. A comprehensive color-coded legend loads quickly. Detailed information about specific features, for example, a generator, display clearly when simply clicking on the item. The map system, including the utility section, is mobile friendly

## Lease Module

In addition to providing regular reports and floor plans to departments as needed, the Space Management Group implemented a new Lease Module to provide accessible, comprehensive information regarding leased space at the university. This data was formerly only available by calling the University Real Estate Office. Lease data is now available online to all Chancellor Office space reps and specific Central Administrative staff. The Space Management Group continues to make modifications to drawings and data to accommodate a new occupancy feature that will eventually allow departments to track employees on a floor plan.

## Grant Applications

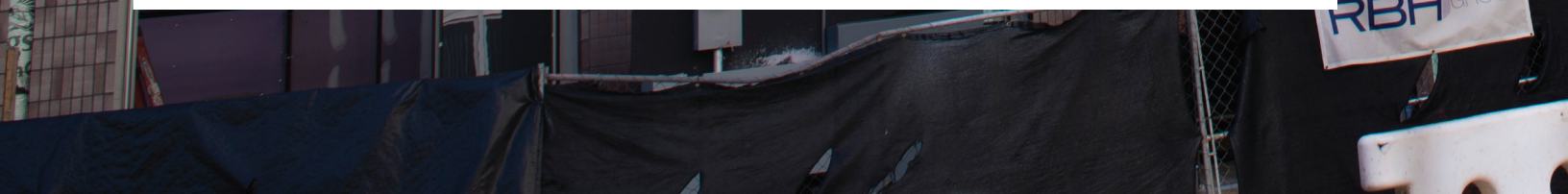
During FY21, Planning, Development, and Design supported an influx of C06 Research Facility Construction Programs grant applications. Staff architects and engineers collaborated with RBHS Principal Investigators and Administrators to provide facilities assessments, concept designs, and cost estimates required for the grant submissions. If awarded, these grants will fund facility improvements to critical research space at the university.





Zaydie Chadwick of the FAST Team installs plexiglass window in the USBII building, which houses University Human Resources.









## Garnering Awards

While work continued on campus throughout the pandemic, our work also continued to be recognized among our peers. Three distinct Rutgers University capital projects garnered the New Jersey Historic Preservation Award, which recognizes exemplary and innovative projects that contribute significantly to advancing the field of historic preservation and that produce livable communities in New Jersey.

The recently completed Honors Living-Learning Community at Rutgers University- Newark, in particular, was recognized for Archeological Resource Management. Initial research on the project site indicated that the Halsey Street Methodist Cemetery and its affiliated church once occupied the area. An archeological firm was retained to investigate what might be underground. During the first phase of the archeological survey the team identified human remains.

This was followed by phase 2 and 3. In all, the multi-phase archeological investigation took two years to complete and yielded over 300 sets of human remains and 52 boxes of artifacts. The complex dig resulted in a two-volume, 700-page report along with digital photos and detailed burial recordation sheets. The artifacts from the cemetery and adjoining homes numbered over 20,000. All of the remains were taken to Hollywood Cemetery in Union and re-interred there.

Extraordinary steps were taken not only to ensure that all remains were found and removed, but were also treated with appropriate dignity and respect.

## BUSINESS SERVICES

### Supporting the Academic Mission

Our First Day program expanded rapidly during FY21. This digital delivery method of course materials greatly lowers the cost of these materials for enrolled students. Barnes and Noble College (BNC) partners with Rutgers to deliver course materials digitally through the Canvas LMS platform on, or just prior to, the student's first day for immediate access. The cost appears on the student's term bill. Students can exercise an "opt out" option, if desired, which removes the digital book fee and closes access to the digital materials, enabling students to purchase required materials elsewhere. The First Day program pilot began in fall 2019 in New Brunswick with just ten courses and resulted in a savings of \$300,000 for students. By the beginning of FY21, 13 courses were available in New Brunswick and by mid FY21, 24 courses. First Day has since expanded to Newark and a pilot is underway in Camden. Year to date savings: \$1.7 million for students.

In addition, a new Adoptions and Insights Portal app (AIP) which debuted with a soft launch during FY21, is available for all faculty on the MyRutgers portal. AIP facilitates communication regarding course materials between faculty and the BNC bookstore. This helps Rutgers to comply with federal HEOA requirements, with the bookstore website listing required course materials. In addition,

the AIP platform allows faculty to see exactly what they have used in the past, what they are using today, as well as what their peers across the country are using. It also enables faculty to research new material for future use. Under the AIP platform, faculty can research low cost Open Educational Resource (OER) solutions. Additionally, it reports how many courses are using and/or require OER materials. The AIP adoption rate has been slow due to COVID, but more growth is anticipated in the months ahead.

In FY21, Business Services also successfully simplified and streamlined BNC product announcements and rollouts, which in the past were cumbersome and not standardized across the campuses. A reorganization of a new BNC single management team for all campuses, speeds communications and ensures consistent messaging concerning all BNC products and services across all campuses.

### Mail Services, Warehouse, Records Management, and Material and Logistical Services

Among this group's FY21 initiatives, was a loading dock decentralization, a remnant from the 2012 merger with the former University of Medicine and Dentistry of New Jersey (UMDNJ). Under UMDNJ, loading docks were centralized





Mail Clerk Christina Pender prepares packages for delivery at the Rutgers Mail Service office on ASBII.

and schools that owned the buildings did not have control of their loading docks. Each loading dock has now been transferred back to the schools giving these entities control of their own loading docks.

IP&O's Records Management group, which offers sophisticated shredding services to the university worked with departments that still utilize outside vendors for shredding. Records Management was able to offer these departments better pricing and bring the shredding services in-house. This initiative will continue into FY22.

In partnership with UHR, and because very few people were on campus the past 18 months, many OneSource tickets were not being closed out properly, and confidentially. Because this group frequently handles confidential matters, they were given this project to help UHR close out their OneSource tickets.

### Timekeeping and Payroll Enhancements

Business Services successfully implemented a new timekeeping system powered by artificial intelligence and the latest technology. UKG Dimensions is designed to function as an easy to use app with no loss of functionality across





Records Management archive located at 7 Kilmer Road. Records Management assists departments with these decisions and provides effective solutions for the proper retention of university records, special collections and university archives.

all devices including smartphones, PCs, laptops and tablets. Managers have the ability to personalize their home page to include data that is most meaningful to them, individually. The system's mobile functionality enables users to manage timecards and employee requests on the go. The business structure in the system aligns with the organizational structure of IP&O which is an integral component of the real-time built-in analytics functionality. Enhanced data analytics enables the division to leverage the robust data in the system to monitor and maintain equity and compliance, system-wide. Business Services is currently hosting 14 external departments on our UKG Dimensions platform with growing interest from several other external departments.

## IT Helpdesk and Infrastructure Enhancements

With the implementation of the ServiceNow ticketing system in FY21, IP&O's IT group can better track key performance indicators (KPI) and increase service efficiencies for the division, as well as for groups and units IT assists across the university. The new ticketing system allows for deeper tracking of problems and helps with trouble shooting. The addition of a Verizon Call Center for the Service Desk allows for service calls to be received in order, wherever the technician is, at the desk, or in the field. It increases response time and allows for a greater number of calls to be handled during the course of the day.

IT also migrated over 500 workstations to the Rutgers Active Directory under OIT, and provided tech support to the Busch and RBHS Newark plant upgrades, as well as Public Safety's body camera replacements.

A strategic plan to improve the parking system finances and operations is underway and will be complete by early FY22.

### **Parking System Assessment**

Assessment of the university's parking system commenced in FY21, examining operations, assets, policies, practices, and structure.

Cost saving and operational alignment measures during FY21 included changing all faculty/staff permit purchases from June to July to align with the fiscal year. In addition, all in person functions were moved to online only. The Newark parking office was closed and its staff moved to New Brunswick. The cashiering area in New Brunswick was closed and all staff was moved to the main parking offices.

FY21 also brought novel products to Rutgers including the very popular E-scooter program and the implementation of Barnacle, which provides a safer and better way to enforce towable vehicles. Camera installs were completed at the parking decks in Newark and in Pharmacy/Psychology on the Busch Campus, and payment Kiosks were installed at RBHS Newark. All service calls are now triaged through the University Facilities call center.



## ECONOMIC DEVELOPMENT

At the beginning of FY21, kite+key's newly revamped ecommerce site launched. The Rutgers Tech Store had already adapted their business practices to accommodate changes due to the pandemic. kite+key staff facilitated the deployment of devices and accessories for student, faculty, and staff to ensure a smooth remote learning experience. The store reopened in July 2020 with curbside pickups, reservation options, virtual orientations, and direct shipping to end users. Its repair services unit, TeKCheK never closed and continued repairing devices.

Rutgers Cinema reopened in October 2020 with reduced occupancy and without concessions or arcade. Staggered show times reduced traffic flow in the lobby and "work teams" were utilized to reduce guest and staff exposure. Despite the shutdown and tapered reopening, FY21 Produced excellent results for the cinema which continues to price competitively and deliver the most popular cinema offerings.

### DEI Initiatives

Business Services started an initiative to increase our commitment and awareness to diversity, equity and inclusion. Initially it began by involving staff leaders to share ideas from their departments on how these goals could be accomplished. These objectives were then used to

create committees that meet regularly to explore ideas such as biases, cultural diversity and more. A DEI workplace survey was sent to all of the Business Services employees which provided feedback on the workplace climate. Rutgers Cinema curated and sold out a series of seven classic films that celebrate diversity, equity and inclusion. Films such as *42*, the story of Jackie Robinson, *On the Basis of Sex*, featuring Ruth Bader Ginsburg's famous US Court of Appeals case that overturned a century of sex discrimination, and *Booksmart*, a film exclusively written and directed by women were some of the Saturday night films that proved extremely popular.



The Rutgers Cinema remains a popular destination due to its competitive pricing and its ability to deliver the most popular film offerings.



# **PUBLIC SAFETY**

## **Emergency Notification System**

In partnership with the Office of Information Technology and University Communications and Marketing, Public Safety worked diligently to decommission the university's antiquated emergency notification system (ENS) and replace it with an enhanced RU Alert system. RU Alert is used to communicate information regarding incidents that pose an immediate threat to the campus community. It informs students, faculty, and staff about unscheduled and immediate university closures and/or evacuations, as well as other critical geographic-specific information. The team also rolled out a new mobile safety app. It provides seamless integration into the university's ENS and allows users to request assistance via a real-time chat feature, receive on- and off-campus crime alerts, and access important campus safety phone numbers and online resources.

## **Certifications and Accreditations**

In FY21 RUPD added to its certifications as it began the process of being only the second agency within the State of New Jersey to be certified as an Active Bystandership for Law Enforcement (ABLE) Project Agency. The ABLE project recognizes that law enforcement officers are frequently faced with high-stress, high-stakes decisions. ABLE believes it is the responsibility of every officer to act

to prevent mistakes, prevent misconduct, and promote their fellow officers' health and wellbeing. Because it is harder to successfully intervene than many think, training can make the difference between a successful and unsuccessful intervention by an active bystander. Active bystandership has proven effective in reducing harm in the medical profession, in the airline industry, and on college and university campuses. The tools of active bystandership can help prevent unnecessary harm in this context, as well.

The Rutgers University Police Department's Shared Services Communications Center achieved Communications Accreditation through the Commission on Accreditation (CALEA) for Law Enforcement Agencies. As a result, the Rutgers University Police Department's Communications Bureau became only the fourth Communications Center in the State of New Jersey to achieve CALEA Communications Accreditation. Additionally, it became only the fifth such center to achieve this level of recognition at a University/ College Law Enforcement Agency.



Public Safety security officer Andrew Santos patrols an empty College Avenue on a three wheel Segway.





RUPD police officer Steven Sarna patrols Livingston campus during the COVID-19 pandemic.

## New Rutgers Police Mission Statement

The RUPD established a committee with system-wide representation, including student leaders, to create a mission statement that clearly describes RUPD's purpose in service to the community. Nearly 1,800 university community members participated in the process and provided their valuable feedback and insight. The following mission statement was developed and shared with members of the department:

*The mission of the dedicated members of the Rutgers Police Department is to protect, defend and serve the proudly diverse university community in a manner that is fair, unbiased, transparent and consistent. In furtherance of that mission, the police department will strive to balance the voice of community members without compromising safety to preserve and promote respect, trust and unity. We take pride in establishing lasting community partnerships to deter crime, solve problems and support the mission of the university. Our officers will carry out their duties with empathy, compassion and professionalism while administering applicable laws over which the agency has jurisdiction.*





# RUTGERS

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# ENVIRONMENTAL

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# HEALTH AND SAFETY

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## Stars Program

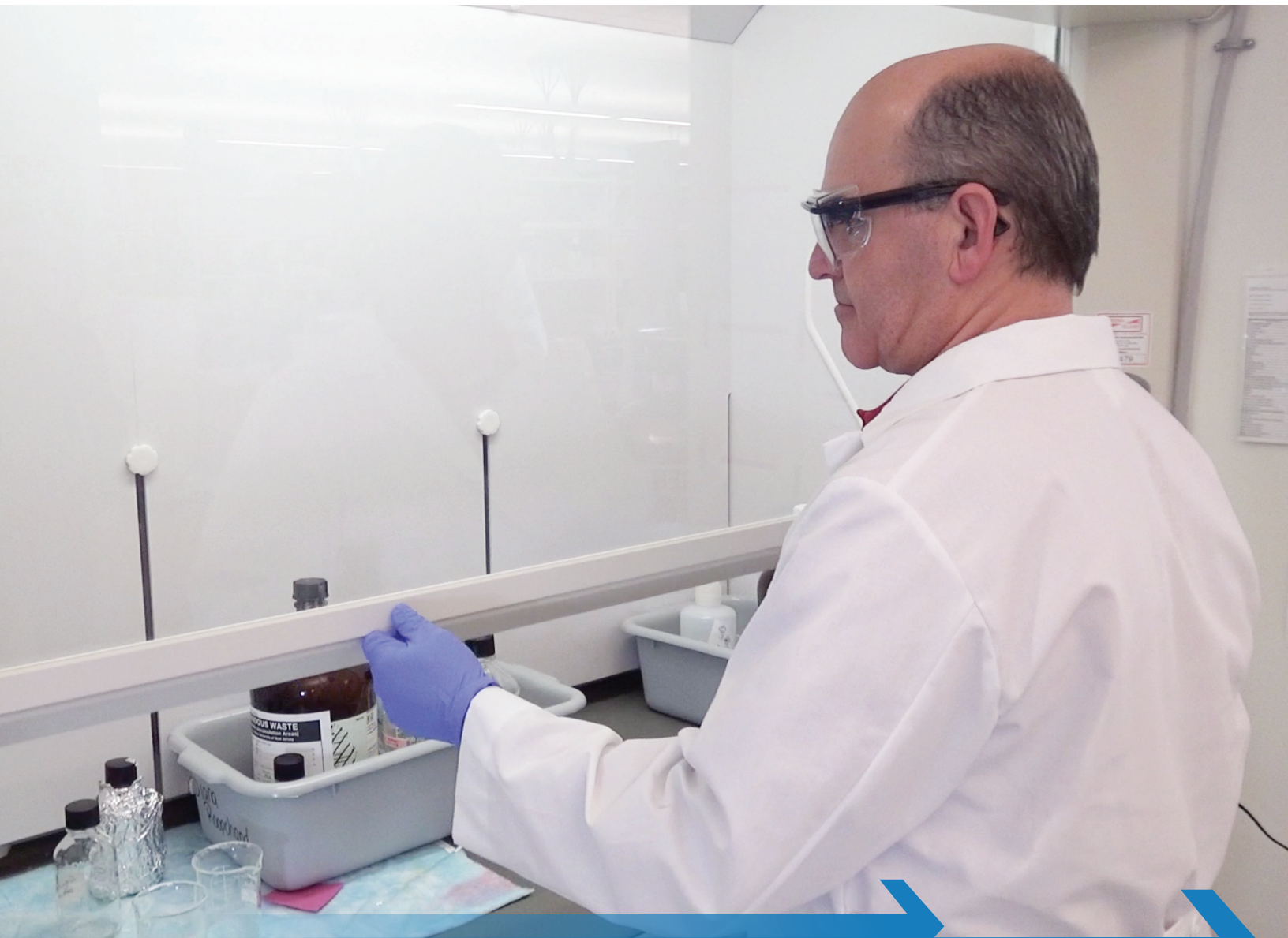
Despite being heavily involved with COVID-related activities, REHS completed other critical work during FY21. Eighty-four IP&O employees completed IP&O's STARS training program during FY21 and are eligible to take the certification examination to become a Safety Trained Supervisor (STS). The objective of the STARS program is to invest in the professional development of our employees and enhance our culture of safety, improve performance, and promote compliance. Participants in the STARS Program will be prepared to qualify and successfully obtain their certification as an STS. The STS is internationally recognized certification awarded through examination by the Board of Certified Safety Professionals (BCSP) and intended for leaders at all levels of an organization, as all employees have responsibilities for a safe work environment.

## Contamination Testing

Survey work was completed for the Camden Radioactive Materials License Termination. REHS personnel performed thousands of fixed surveys and wipe tests and detected no contamination in buildings. Documentation was submitted to NJDEP for "unrestricted release" of site. A release date is pending.

## DEI Initiatives

Diversity, Equity and Inclusion - All REHS staff members completed DEI Learning Paths. DEI is a component of all job opportunities (advancement/postings). Female employees are encouraged to participate in ASSP's Women in Safety Excellence.



REHS Certified Industrial Hygienist Bob Cappabianca demonstrates proper use of a fume hood.



# STRATEGIC SERVICES

## Communications and Marketing

IP&O's Communications and Marketing group not only provides valuable assistance to the division, but also to groups and units around the university who reach out for photographs, video, and drone footage.

Once it became clear that the shutdown would endure far longer than originally anticipated, the Communications and Marketing group introduced *This Week in IP&O*, a podcast series that helped to keep staff connected and informed. Podcast guests included Rutgers colleagues and alumni. Topics were as varied as mental health advice during stressful times, to chasing down a black bear on campus. Over 40 episodes have been released.

With design and construction projects continuing despite the pandemic, IP&O's Planning, Development, and Design group had to develop novel ways to do consultant walk-throughs for the Request for Proposal (RFP) process. Communications and Marketing made this possible by using our video and drone equipment to film projects at the Tuckerton Marine Station and at our Newark RBHS campus. Thus, the bidding process was able to resume virtually. In addition, the Newark project marked the first time Communications and Marketing was able to obtain FAA permission to fly its drone in Newark air space. Due to the

proximity of the airport, drone flights in Newark are not always possible. The group released over 60 public facing videos for both COVID related and general university information content. Videos and drone footage are used by countless university groups throughout the year.

In a partnership with University Human Resources, our Marketing and Communications group created the New Employee Toolkit, a walkthrough of the UHR onboarding process for new employees and managers of new employees at Rutgers. Featuring a timeline for completing various tasks as well as instruction on how to complete the tasks, the toolkit acts as a "getting started at Rutgers" instructional course.

Communications and Marketing also integrated the UHR Wellness initiative into the Rutgers app. The UHR Wellness section offers mental and physical health tips and guidance via a library of curated articles. The articles can be updated via the UHR website, which automatically and seamlessly feeds them to the Rutgers App.

## Integrated Work Management System

The implementation of a new Integrated Work Management System (IWMS) has been ongoing in FY21. Two committees,



This week in IP&O podcast kept employees connected through the shutdown and provides useful information for employees.

each consisting of several core team members, participated in the evaluations and selection of products. Due to the shutdown, evaluations became virtual in March 2020. Despite that, the IWMS administration team kept the schedule on pace, and in FY21 eBuilder was selected as the new Capital Planning and Project Management software, under IWMS. Implementation has begun including system configurations, user acceptance testing and training, and a go live date will occur by the second quarter of FY22.

Vendor demonstrations for the new Rutgers' Computerized Work Order Management System (CWMS) were just about complete at the end of FY21.

A product selection will occur by the first quarter of FY22.

Ultimately, these new systems will synchronize and modernize operations, optimize productivity across the entire division, and improve data management and reporting.

### Facilities Condition Analysis

At the onset of the pandemic, the Facilities Condition Analysis group was unable to conduct their routine field work. Remote work turned to the task of updating the group's extensive database. The group validated all existing data, corrected errors, and removed assets no longer in place. The work was essential



as we prepare to move into the new work management system and subsequent data migration. From January 2020 through mid-March 2020, over 3,500 assets were removed, updated, or tagged and added to the system. During this time, without the benefit of architectural drawings and/or equipment schedules, the FCA group was able to inventory the assets of the International Center for Public Health building. Data cleanup continued into June 2020 with 629 component assets added, 383 new assets created, 3,821 assets inactivated, and 5,272 locations updated. From July 2020 through June 30, 2021, the group was able to inventory Rutgers Center for Adult Autism Services and the Camden Administrative Building. In all it was a productive period:

- 12,625 Assets removed, updated, tagged, and added to the database
- 229 Component assets added
- 280 New assets created
- 363 Assets inactivated
- 3,113 Locations updated
- 11 Site visits

## Training

IP&O's Strategic Services Training group has brought course specific, role-based training to our employees to improve skills and bring efficiencies to their workday. The Training group has helped supervisors and planner estimators learn how to create and manage daily assignments to ensure that our mechanics have work orders ascribed

to them every day. This group has also assisted our mechanics in acquiring the skills to manage, edit, and update work orders from an iPad.

This group quickly adapted to virtual services, and there were no lapses in service throughout the pandemic.

The Training group developed Web-based Training sessions (WBT) that were completed over 95 times internally and facilitated WBT developed by outside vendors that were completed over 9,500 times. Virtual Instructor-led Trainings (ILT) were completed nearly 100 times over the course of some 30 interactive sessions.

WBT is an industry standard method that the Training group utilized pre-pandemic, but the ILT morphed into virtual sessions. The group successfully maximized engagement by giving participants control of the mouse to simulate the steps in the systems in which they were being trained.

During FY21, the Training group continued to offer custom training materials, like such as guides, email templates, WBT, etc. for our internal groups, including IP&O's Surplus Operations team and its Office of Codes and Standards, as well as clients across Rutgers University, including University Human Resources, and Procurement.



Instructional Course Designer Elizabeth Hopta gives a one-on-one training session to Oral Elliot, a Senior Maintenance Mechanic. Training sessions have proved highly effective in employee development initiatives. Training can be done in groups or one to one depending on the immediate needs of those being trained.



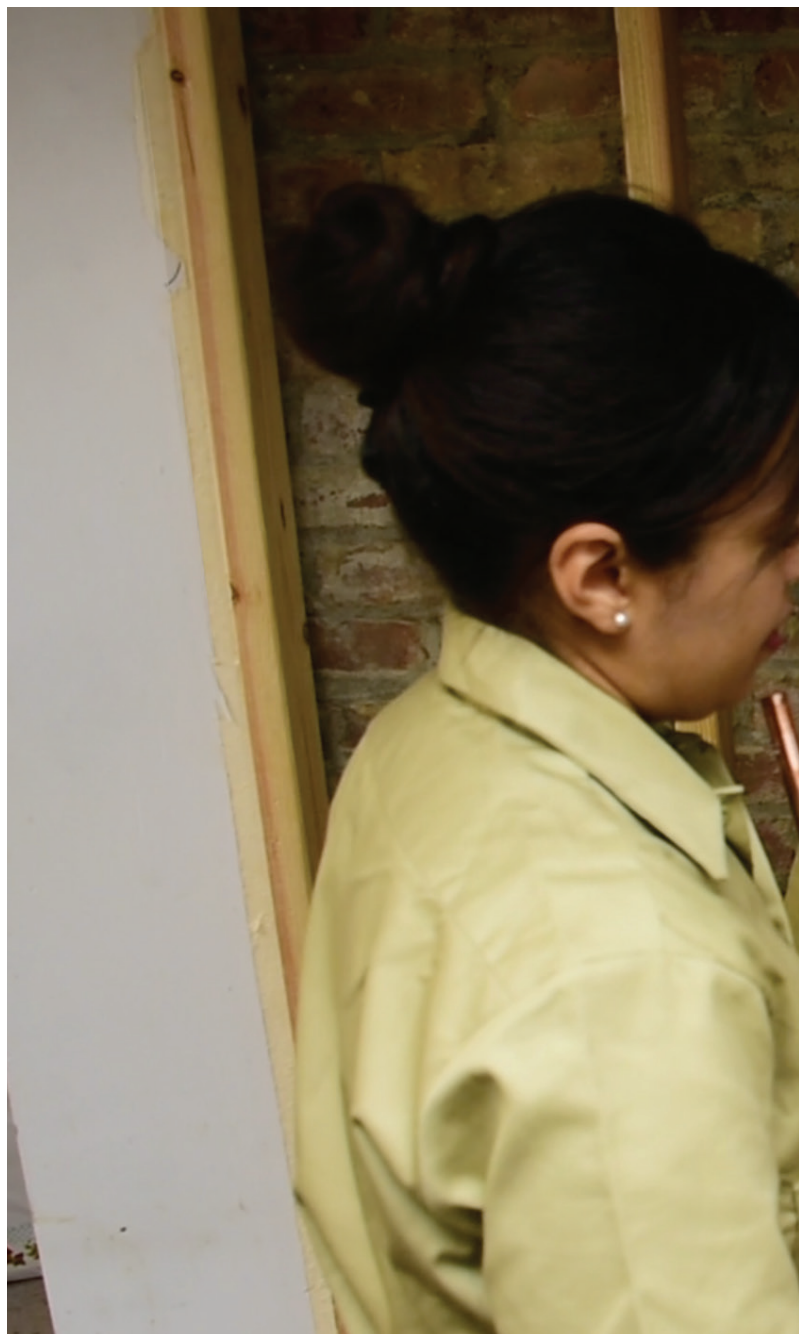
## myPath: Creating Opportunities and Growth for All

In the process of working with our IP&O staff, our Training group realized that many of our employees are lacking critical tools to help them excel and actually build a satisfying career at Rutgers.

Strategic Services took the initiative to address this gap and rolled out the myPath program at the end of FY21. This employee development initiative is open to all IP&O employees and is designed to enhance an individual's ability to excel in one's current role, or to advance into another role. myPath will provide several programs and support personnel to deliver practical, job-related training and tools, and the resources and guidance our employees need to achieve.

In the first stage of the rollout, Strategic Services introduced the myPath resume builder. This tool is for internal candidates who may not have a formal resume. More programs will be announced in FY22. Although the seed for the program began before the President announced his DEI initiatives, this program will easily meet those goals, as well.

IP&O wants our employees to grow and succeed. Having a formalized program in place will provide an excellent foundation for our employees to meet their career aspirations.





Najia Boumahdi (left) gets on-the-job training from Senior Pumber and Maintanance Mechnic Roman Duffy, as part of the Craft Trainee Program.



# UNIVERSITY-WIDE SERVICES

## Environmental Health and Safety

Accident Investigations	256
Training Sessions	164
On-line Students	35,525
In-person	1,799
Emergency Response (Non-COVID)	127
Laboratory Hood Audits	1,967
Regulatory Inspections	25
<b>Hazardous Waste Processed</b>	
Medical Waste (lbs)	680,000
Hazardous Waste (lbs)	230,905
Radioactive Waste (lbs)	3,200
Radioactive Liquid Waste (gal)	380
Recycled, Reused, Reclaimed Materials (lbs)	85,294
<b>Radiation Safety</b>	
Assistance with clinical procedures in UH	146
Radiation Dosimeters Issued	20,324
Radiation Producing Machine Inspections	426
Lab Inspections	773
Conducted Lead Apron Inspections	1,329
Calibrated radiation detection instruments	557
Processed/delivered radioactive materials (vials)	390
<b>Asbestos</b>	
Abatement Projects	132
Total Cost	\$1,997,709
<b>Environmental</b>	
Site remediation activities	6
Completed annual deed notices/certifications	11
Assessed prospective property purchases	4
Stormwater Inspections	127
USTs Removed	3

## Shredding Services

Boxes Shredded from 7 Kilmer	4,546
Boxes Shredded from University Offices	941
Project Shredding Barrels Serviced	481
Scheduled Shredding Service	9,213
Total Amount of Paper Shredded (lbs.)	711,321

## Identity and Access Management

Card Readers	5,568
Total ID Cards Printed	31,901
Photos Approved	35,148
Add Access Requests	30,101
Remove Access Requests	41,050
Scheduling Requests	2,139
Add Users to the Database Requests	372

## Material and Logistical Services

Moves (Variety of Sizes)	140
IP&O Warehouse Services	13,573
Surplus requests completed	962
Surplus Assets Received	29,191
Total Vehicles Maintained with GPS	699
Total Uniform Orders Placed	4,358
GovDeal Auction Sales Count	894
GovDeal Auction Sales Total	\$268,129
Fleet Services Work orders/PM Repairs	3,760

## Mail Services

Packages Delivered	272,081
Processed Regular Incoming Mail	2,835,482
Walk-Up Customers/Window Services	11,353
Outgoing Metered Mail	1,555,972
UPS Packages Sent Out for Students	2,639
Email Inquiries	14,072

## Public Safety

Emergency Response Calls for Services	15,431
Emergency Medical Service Calls for Service	1,574
Psychiatric/Medical Related Incidents	141
Fire Systems Bureau	20,094
Fire Inspections Bureau	18,062
Defensive Driving & CPR Trainings	746
ESO Life Safety Inspections	6,555
Emergency Response Major Incidents	622

## Communications Center Statistics

9-1-1 Emergency Calls	56,185
Non-Emergency Line Calls	376,012
Alarm Signals Logged	729,818
Non-Emergency Texts	471
Text to 9-1-1	345
Computer Aided Dispatch Calls for Service	236,362

## Protection of Minors

Programs Involving Minors Registered	53
Protection of Minors Training Completions	6,873
Background Checks Processed	2,123
Sex Offender Registry Checks Processed	4,614

## Transportation Services

Stalls	35,336
Annual Parking Permissions	47,064
Bus Budget	\$23,700,000
Annual Parking Tickets	45,656

## Records Management

New Boxes Received	6,501
Records Requests	4,512
File Returns	1,119
Flat Box/Barcode Label Requests	6,560
Total Boxes Stored in 7 Kilmer	170,221

## Codes and Standards

Permits Issued	392
Permit Fees	\$642,850.00
Inspections	2,070
Plan Review Fees	\$470,154.00
Number of Elevators	425
Elevator Inspection Fees	\$276,250.00
Elevator Inspections	850
Total Project Costs	\$49,421,546.00





## CAMDEN

### Housing

<b>Number of Beds</b>	<b>824</b>
Spring 2020	789
Fall 2020	201
Spring 2021	174

### Occupancy

Spring 2020	96%
Fall 2020	24.4%
Spring 2021	21.12%

### Work Orders

Work Orders	5,907
Service Calls	417
Total	6,324

### Police

Calls for Service	42,742
Community Education	1,807
Community Education	9
Police Incident Reports	916

### Utility Infrastructure

Current Replacement Value	\$126,648,195
Current Deferred Maintenance Liability	\$27,666,387

### Waste Management

Total Waste (tons)	669
Municipal Solid Waste (tons)	279
Recycling (tons)	390

### Buildings and Maintenance

Total Number of Buildings	48
< 10,000 GSF	26
10,001 - 25,000 GSF	7
25,001 - 50,000 GSF	2
> 50,000 GSF	13
Total Gross Square Footage	1,621,047
Total Acreage	30
Current Replacement Value	\$1,507,376,963
Current Deferred Maintenance Liability	\$331,769,223



## NEW BRUNSWICK

### Housing

<b>Number of Beds</b>	<b>15,862</b>
Spring 2020	15,055
Fall 2020	852
Spring 2021	2,122
<b>Occupancy</b>	
Spring 2020	95%
Fall 2020	5.37%
Spring 2021	13.38%

### Work Orders

Work Orders	65,695
Service Calls	19,607
Total	85,302

### Police

Calls for Service	32,406
Community Education	7,643
Community Education	11
Police Incident Reports	2,346

### Utility Infrastructure

Current Replacement Value	\$1,965,163,740
Current Deferred Maintenance Liability	\$566,325,087

### Waste Management

Total Waste (tons)	20,855
Municipal Solid Waste (tons)	7,071
Recycling (tons)	13,784

### Buildings and Maintenance

Total Number of Buildings	658
< 10,000 GSF	371
10,001 - 25,000 GSF	116
25,001 - 50,000 GSF	81
> 50,000 GSF	90
Total Gross Square Footage	17,982,239
Total Acreage	5,910
Current Replacement Value	\$17,967,452,491
Current Deferred Maintenance Liability	\$3,768,048,381





## NEWARK

### Housing

**Number of Beds** **1,985**

Spring 2020 1,484

Fall 2020 399

Spring 2021 427

#### Occupancy

Spring 2020 94%

Fall 2020 20.1%

Spring 2021 21.51%

### Work Orders

Work Orders 8,196

Service Calls 3,536

Total 11,732

### Police

Calls for Service 13,918

Community Education 2,803

Community Education 32

Police Incident Reports 776

### Utility Infrastructure

Current Replacement Value \$145,500,129

Current Deferred Maintenance Liability \$37,731,231

### Waste Management

Total Waste (tons) 625

Municipal Solid Waste (tons) 438

Recycling (tons) 187

### Buildings and Maintenance

Total Number of Buildings 42

< 10,000 GSF 13

10,001 - 25,000 GSF 3

25,001 - 50,000 GSF 1

> 50,000 GSF 25

Total Gross Square Footage 3,584,447

Total Acreage 39

Current Replacement Value \$3,126,162,115

Current Deferred Maintenance Liability \$590,337,831



## RBHS

### Housing

<b>Number of Beds</b>	<b>459</b>
Spring 2020	433
Fall 2020	256
Spring 2021	246
<b>Occupancy</b>	
Spring 2020	94%
Fall 2020	55.8%
Spring 2021	53.6%

### Work Orders

Work Orders	26,989
Service Calls	15,516
Total	42,505

### Police

Calls for Service	20,878
Community Education	4,204
Community Education	49
Police Incident Reports	776

### Utility Infrastructure

Current Replacement Value	\$574,202,706
Current Deferred Maintenance Liability	\$107,434,125

### Waste Mangement

Total Waste (tons)	5,387
Municipal Solid Waste (tons)	1,176
Recycling (tons)	3,611

### Buildings and Maintenance

Total Number of Buildings	50
< 10,000 GSF	7
10,001 - 25,000 GSF	13
25,001 - 50,000 GSF	4
> 50,000 GSF	26
Total Gross Square Footage	6,423,815
Total Acreage	137
Current Replacement Value	\$7,807,619,623
Current Deferred Maintenance Liability	\$1,288,214,079



# ACCREDITATIONS, CERTIFICATIONS, AND LICENSES

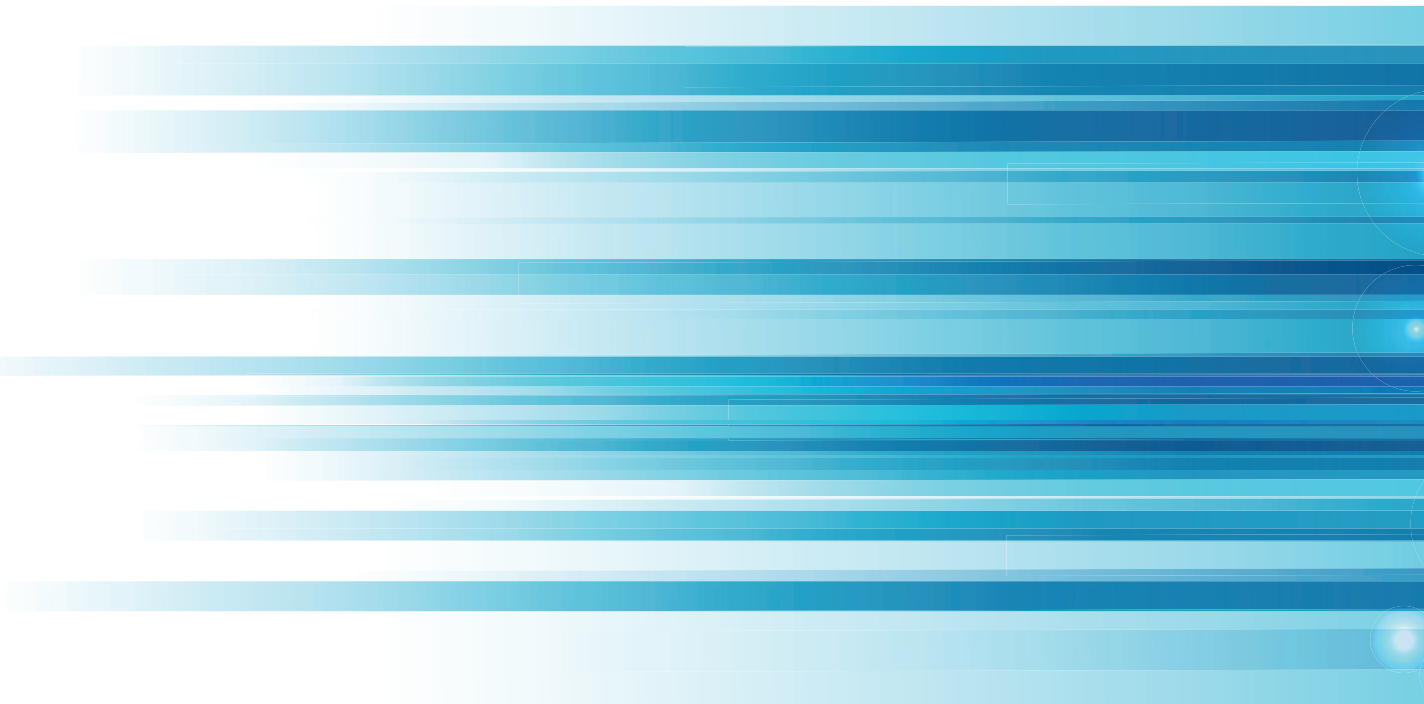
9-1-1 Instructor  
A+ - PC Repairs and Maintenance  
Accident Investigation Dynamic  
Accident Investigation I, II, III  
Accreditation Assessor  
Advanced Cardiac Life Support (ACLS)  
Advanced Course on The Reid Technique  
Advanced Engineering for Police Traffic Officers  
Advanced Instructional Designer  
Alcotest Operator  
American Inst. of Cert. Planners  
ASME-IX- Cert. Pipe Welders  
Asbestos Hazard Inspector  
Backflow Device Tester  
Backflow Preventer Lic.  
Basic Course for Police Officers  
Basic Drug Recognition Expert  
Black, Blue, Red and Gold Boiler Operators Lic.  
Bleeding Control for the Injured  
Blue Seal Stationary Engineer's Lic.  
Building Insp.–Highrise-Hazardous Specialist  
Building Insp.–Industrial and Comm Specialist  
Building Insp.–Residential and Small Comm Specialist  
Building Subcode Lic.  
CALEA  
CPR, AED  
Certified Biological Safety Professional  
Certified Emergency Manager  
Certified Energy Manager  
Certified Financial Planner  
Certified Hazardous Materials Manager  
Certified Information Technology Professional  
Certified Protection Professional  
Certified Public Accountant  
Civil Disturbance Riot Planning  
Commercial Driver Lic.  
Commercial Driver's Lic. with Hazardous Materials  
Confined Space Cert.  
Construction Mgt and Building Construction Cert.  
Construction Official  
Crime Prevention through Environmental Design (CPTED)  
Crime Scene Technician  
Criminal Investigator  
Criminal Interdiction and Proactive Patrol  
Crisis Prevention Intervention Trainer (CPI)  
DWI Enforcement and Standardized Field Sobriety Testing  
Educational Facility Manager Cert.  
Environmental Field Sampling & Data Collection  
Environmental, Safety & Health Trainer  
Project Mgt. in Building Design and Construction  
Electrical Contractors Lic.  
Electrical Inspector–Highrise-Hazardous Specialist  
Electrical Journeyman Lic.  
Emergency Mgt.  
Emergency Medical Dispatch  
Emergency Response  
EMT  
Enhanced Sports and Special Event Incident Management  
EPA/HUD Lead Paint Renovation Cert.  
FAA Certified Drone Pilot  
Field Training Officer  
Fire Inspector  
Fire Sub Code Official  
Firearms Instructor  
First Aid Instructor  
Front Line and High Impact Supervision  
Health Physicist (CHP)  
Historic Preservation Architect  
Homeland Security Exercise and Evaluation Program (FEMA)  
IACLEA  
IATA Shipping of Dangerous Goods Cert.  
Incident Command Instructor (ICS-449)  
Incident Command System - 100, 200, 300, 400  
Industrial Hygienist  
Journey Level Pipefitters Cert.

LEED Accredited Professional  
Lic. Landscape Architect  
Lic. NJ Real Estate Salesperson  
Lic. Professional Engineer  
Lift and Forklift Cert.  
Methods of Instruction  
NAEMT Tactical Casualty Care  
NJ Accredited Asbestos Safety Tech.  
NJ Accredited Lead Insp.  
NJ Licensed Sewer Operator  
NICET Lvl II Insp & Testing Water-Based Systems  
NJ Code Enforcement Inspector  
NJSACOP  
NJ DFS Incident Management 1, 2, 3  
NJ DFS Live Burn Instructor  
NJ DFS SCBA Instructor  
NJ Mobile Intensive Care Paramedic  
Nonviolent Crisis Intervention  
Instructor Cert. Program  
OSHA 10 Hour Construction Cert.  
OSHA 24 Hour Hazardous Materials Technician  
OSHA 40 Hour Hazardous Waste Operations and  
Emergency Response  
OSHA 40 Hour HAZMAT Cert.  
Prehospital Trauma Life Support Prof Engineer  
Professional Human Resources  
Professional Planner  
Radar Instructor  
Radar Operator  
Rape Aggression Defense (RAD) Instructor  
RCI Registered Roof Observer (RRO)  
Real Estate Professional  
Registered Architect  
Registered Biological Safety Professional  
REID Interview and Interrogation  
Response to Radiological Threats Cert.  
Risk Assessment  
Safety Management Specialist  
Safety Professional  
Society Human Resources Management, Certified  
Professional  
Soil Erosion and Sediment Control Cert.  
Spill Prevention Control Containment  
State of New Jersey DCA Fire Insp.  
State of New Jersey Locksmith Lic.  
Stormwater Management and Low Impact Dev.  
Threat and Hazard Identification and Risk  
Assessment (FEMA)  
WMD Radiological/Nuclear Haz/Mat Tech.  
Zoning Official Cert.

## Thank You, IP&O Employees

We appreciate and are proud of the work of all of our employees. Many of them dealing with personal issues, such as having school age children learning from home, dealing with illness among family and friends, and in some cases death. Throughout the pandemic, our employees kept their focus despite personal hurdles and traumas. We salute their professionalism.





**RUTGERS**  
Institutional Planning  
and Operations