



# *Service Level Agreement*

University  
Advancement

Jul 2017 – Jun 2018

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<b>SLA Contact Information</b>	
<b>SLA Doc Contacts:</b> Jan Wildman	<b>Email:</b> <a href="mailto:jan.wildman@ucr.edu">jan.wildman@ucr.edu</a>
<b>Department &amp; Services Directory</b>	<a href="http://advancement.ucr.edu/">http://advancement.ucr.edu/</a>

<b>FY 16-17 [Unit Name] SLA Summary of Costs (section 3.0)</b>		
<b>Total Service Costs</b>	<b>Total Overhead Costs</b>	<b>Total Unit Cost</b>
<b>\$17,251,338</b>	<b>\$3,159,460</b>	<b>\$20,410,798</b>

**1.0 SERVICE SUMMARY**

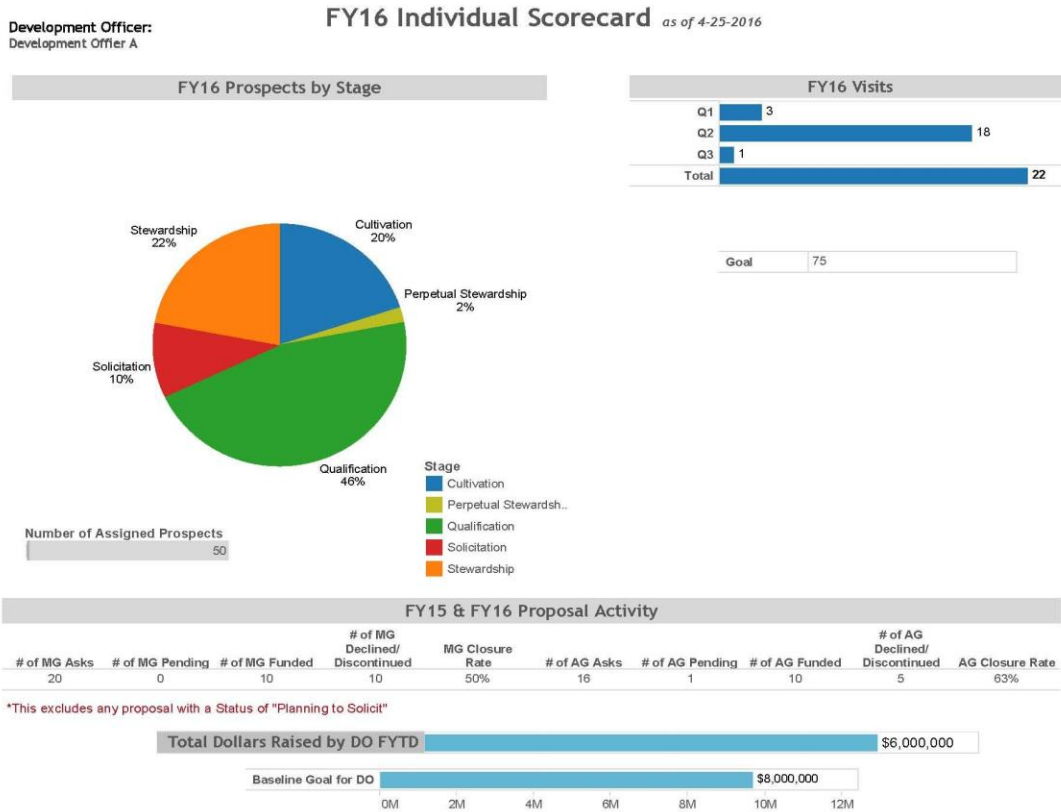
[This section will be used to list the various service lines or functions of the unit with tables below the summary for details on each service]

Service Line Summary				
Unit Service	Level of Service			Page #
	Core Service	Premium Service	Recharge Service	
<b>Service 1 - Fundraising</b>	X			
Raise \$300 million in private support for Living the Promise: The Campaign for UC Riverside by December 31, 2020)				
Increase UCR's endowment (Regents + UCR Foundation) to \$300 million by 2020		X		
Increase number of endowed chairs to 75 by 2020	X			
<b>Service 2 - Alumni Engagement</b>	X			
Increase alumni engagement and philanthropy using a quantitative scoring system.				
<b>Service 3 -Constituent Management &amp; Technology</b>	X			
Increase donor data security and reporting capacity by moving to cloud computing environment by 2019				
<b>Service 4 - Strategic Communications (Branding)</b>	X			
Increase active public engagement with UCR brand vehicles, using a range of affirmative metrics				

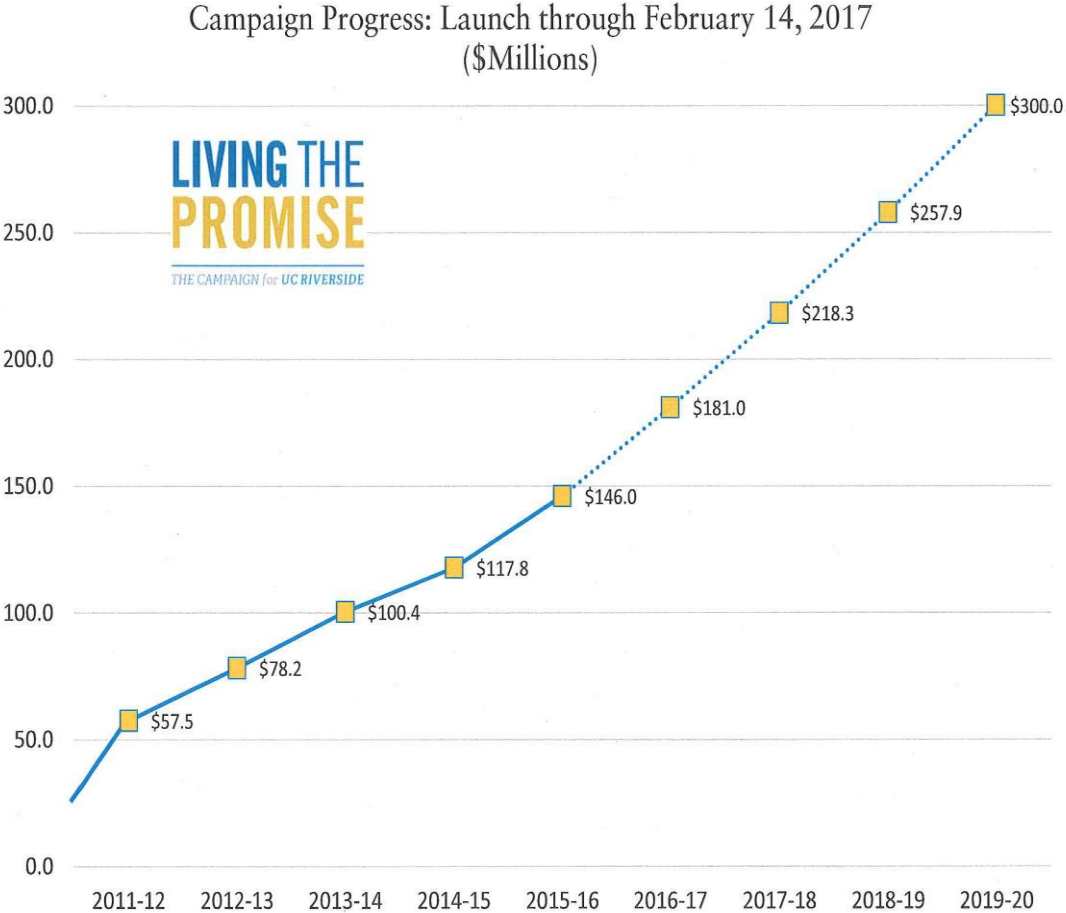
## 2.0 STATISTICS AND FACTS RELEVANT TO 1.0 SERVICE SUMMARY

[This section will be used to provide an overview of the statistics relevant to the unit – bullet format Statistics and facts need to be relevant to business operations. *For example, it's relevant to know that physical plant maintains x million square feet, as this affects service.* Do not include benchmarks here.]

### Service 1 - Fundraising



Campaign fundraising by year		
	Raised	Goal
2011/2012	57,198,226	57,198,226
2012/2013	20,768,717	20,768,717
2013/2014	22,167,422	22,167,422
2014/2015	17,396,914	17,396,914
2015/2016	28,255,228	28,255,228
YTD 2016/2017	22,931,817	35,000,000 full year goal
	<u>\$ 168,718,325</u>	<u>\$ 180,786,507</u>



**Fundraising-Increase Endowment****University of California, Riverside  
Fifteen+ Year Historical Market Values as of FYE 2016**Interesting Fact: UCR Total Endowment as of 6/30/89 was \$2,088,840

<u>Fiscal Year</u>	<u>Total *</u> <u>(in thousands of dollars)</u>	<u>% Change</u>
2016/17 thru 12/31/2016	212,910	11.86%
2015/16	190,331	2.70%
2014/15	185,335	3.15%
2013/14	179,669	20.76%
2012/13	148,777	7.18%
2011/12	138,816	-1.22%
2010/11	140,528	27.72%
2009/10	110,032	15.64%
2008/09	95,148	-22.39%
2007/08	122,590	1.70%
2006/07	120,541	26.02%
2005/06	95,652	13.95%
2004/05	83,944	9.46%
2003/04	76,691	20.04%
2002/03	63,886	-3.03%
2001/02	65,881	

\* Totals reported in the UC Annual Endowment Reports

**Fundraising-Increase number of Endowed Chairs**

University of California, Riverside  
 FY 2016/17 as of June 30, 2016  
 Endowed Chairs, Distinguished Professorships and Similar Programs

Total number of chairs: 55

Filled (Y)  
 Disestablished (D)  
 or Reallocated (R)

Chair Name	Academic Unit/ Department	Code for Discipline	Year Approved	Fiduciary (R or F)	Pledged Amount	Duration Vacant (V)
Endowed Dear's Chair School of Medicine	School of Medicine	M	2016	F	2,500,000+	Y
Helmcamp Endowed Founder's Chair in Chemistry (George K.)	CNAS	P	2016	F	1,500,000	V - New
Johnson Endowed Founder's Chair in Chemistry (Harry W. , Jr.)	CNAS	P	2016	F	1,500,000	V - New
Sawyer Endowed Founder's Chair in Chemistry (Donald T.)	CNAS	P	2016	F	1,500,000	Y
Schmidt Endowed Founder's Chair in Chemistry (Hartland)	CNAS	P	2016	F	1,500,000	V - New
A. Gary Anderson Family Foundation Presidential Chair in Business Administration I	SOBA	B	2015	F/R	1,000,000***	V
A. Gary Anderson Family Foundation Presidential Chair in Business Administration II	SOBA	B	2015	F/R	1,000,000***	V
A. Gary Anderson Family Foundation Presidential Chair in Business Administration III	SOBA	B	2015	F/R	1,000,000***	V
Bourns Presidential Chair in Engineering (Marlan & Rosemary)	Engineering	E	2015	F/R	1,000,000***	V - Filled 7/1/16
Campbell Presidential Chair for Innovation in Science Education (Neil A. and Rochelle A.)	CNAS	P	2015	F/R	2,000,000***	Y
Dutton Endowed Presidential Chair for Education Policy and Politics (Ted and Jo)	GSOE	B	2015	R	1,000,000***	Y
Givaudan Citrus Variety Collection Endowed Chair	CNAS	A	2015	F	1,000,000	Y
Logistics Team Presidential Chair in Supply Chain Management Fund	SOBA	B	2015	F/R	1,000,000***	V
Maimonides Endowed Chair in Jewish Studies	CHASS	H	2015	F	500,000	Y
Mayhew Endowed Chair in Geo-Ecology (Wilbur W.)	CNAS	P	2015	F	1,500,000	V - Filled 9/1/16
Urban Entomology Endowed Presidential Chair	CNAS/ Entomology	P	2015	F/R	1,000,000***	V
MacArthur Foundation Chair **	GSOE	B	2014	R	1,100,000	Y
MacArthur Foundation Chair **	TBD	X	2014	R	1,100,000	V
Hays Endowed Chair, University Honors Program (Howard H)	Honors Program	X	2012	F		Y
Chung Endowed Term Professorship in Energy Innovation	Engineering	E	2011	F	500,000	Y
Chung Endowed Term Professorship in Sustainability	Engineering	E	2011	F	500,000	V
Early Career Chair in Urban Entomology (Term Chair)	CNAS/ Entomology	P	2011	F	360,000	Y
Poonian, Amrik Singh Chair in Computer Science (Term Chair)	Engineering	E	2011	F	250,000	Y
Furuta, Tokuji and Bettie L. Endowed Chair	CNAS	P	2010	F	1,500,000	V - Filled 7/1/16

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Endowed Dear's Chair School of Medicine	School of Medicine	M	2016	F	2,500,000+	Y
Helmcamp Endowed Founder's Chair in Chemistry (George K.)	CNAS	P	2016	F	1,500,000	V - New
Johnson Endowed Founder's Chair in Chemistry (Harry W. , Jr.)	CNAS	P	2016	F	1,500,000	V - New
Sawyer Endowed Founder's Chair in Chemistry (Donald T.)	CNAS	P	2016	F	1,500,000	Y
Schmidt Endowed Founder's Chair in Chemistry (Hartland)	CNAS	P	2016	F	1,500,000	V - New
A. Gary Anderson Family Foundation Presidential Chair in Business Administration I	SOBA	B	2015	F/R	1,000,000***	V
A. Gary Anderson Family Foundation Presidential Chair in Business Administration II	SOBA	B	2015	F/R	1,000,000***	V
A. Gary Anderson Family Foundation Presidential Chair in Business Administration III	SOBA	B	2015	F/R	1,000,000***	V
Bourms Presidential Chair in Engineering (Marlan & Rosemary)	Engineering	E	2015	F/R	1,000,000***	V - Filled 7/1/16
Campbell Presidential Chair for Innovation in Science Education (Neil A. and Rochelle A.)	CNAS	P	2015	F/R	2,000,000***	Y
Dutton Endowed Presidential Chair for Education Policy and Politics (Ted and Jo)	GSOE	B	2015	R	1,000,000***	Y
Givaudan Citrus Variety Collection Endowed Chair	CNAS	A	2015	F	1,000,000	Y
Logistics Team Presidential Chair in Supply Chain Management Fund	SOBA	B	2015	F/R	1,000,000***	V
Maimonides Endowed Chair in Jewish Studies	CHASS	H	2015	F	500,000	Y
Mayhew Endowed Chair in Geo-Ecology (Wilbur W.)	CNAS	P	2015	F	1,500,000	V - Filled 9/1/16
Urban Entomology Endowed Presidential Chair	CNAS	P	2015	F/R	1,000,000***	V
MacArthur Foundation Chair **	GSOE	B	2014	R	1,100,000	Y
MacArthur Foundation Chair **	TBD	X	2014	R	1,100,000	V
Hays Endowed Chair, University Honors Program (Howard H)	Honors Program	X	2012	F		Y
Chung Endowed Term Professorship in Energy Innovation	Engineering	E	2011	F	500,000	Y
Chung Endowed Term Professorship in Sustainability	Engineering	E	2011	F	500,000	V
Early Career Chair in Urban Entomology (Term Chair)	CNAS/ Entomology	P	2011	F	360,000	Y

University of California, Riverside  
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Chair Name	Academic Unit/ Department	Code for Discipline	Year Approved	Fiduciary (R or F)	Pledged Amount	Duration Vacant (V)
Peloy Chair, Learning Disabilities of Children	GSOE	B	1989	F	350,000	Y
Steffey Chair, Marketing	SOBA/AGSM	B	1989	F	300,000	Y
Jones Chair, Pure Mathematics	CNAS/Mathematics	P	1987	F	400,000	V
Costo Chair, American Indian Affairs	CHASS	S	1986	F	300,000	Y
Boyce Chair, Entomology	CNAS/ Entomology	P	1984	F/R	350,000	Y
Boyd Chair, Finance	SOBA/AGSM	B	1983	F	300,000	Y
Presidential Chair	Chancellor/Provost	X	1980	R	250,000	Y

Totals

- Discipline Codes:
- Agriculture (A)
  - Engineering (E)
  - Humanities (H)
  - Physical Sciences (P)
  - Social Sciences (S)
  - Professional Schools (B)
  - Health Sciences (M)
  - Multi-disciplinary (X)



**Service 2 - Alumni Engagement**

Annual Giving Scorecard – FY17 YTD  
Through 1/31/17 ~ CAE Standard

**Total through 1/31/17: \$940,259**

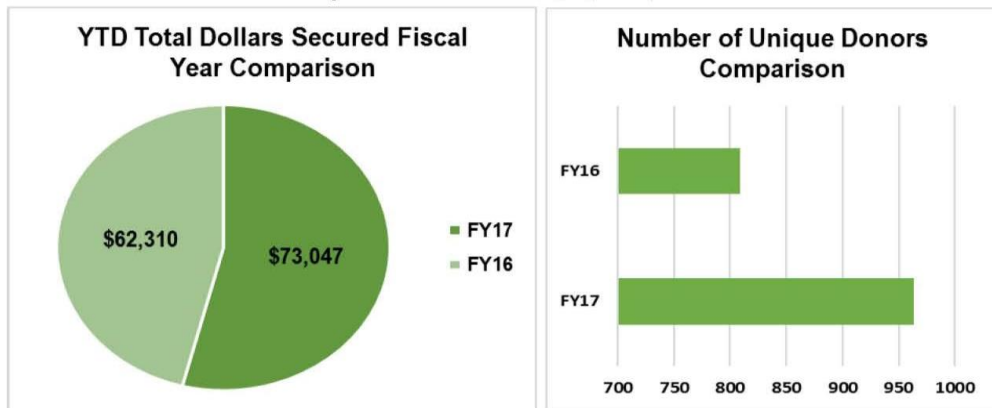
Increase from 12/31/16 Scorecard:

*Dollars* +\$45,878  
*Donors* +209  
*Gifts* +110

Fiscal Year	Number of Donors	Number of Gifts	Average Gift	Total Dollars
FY17 YTD	2,796	4,390	\$213.79	\$940,259
FY16 YTD	2,231	2,852	\$296.79	\$848,227
FY15 YTD	2,521	4,004	\$168.65	\$681,504



**Year over Year Channel Comparison: Telefund** (through 1/31/17)



- **Most popular funds supported via Telefund donors:** Living the Promise-266, Guardian Scholars Youth Fund-59, UCR Food Pantry Fund-52, and the retired UCR Fund-45
- **Constituency Breakdown of Telefund donors:** Alumni Degreed-540, Current Parent-310, Former Parent-36, Friend-34, Alumni/Extension-14, Alumni/non-degreed-11, and various others-10.

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University of California, Riverside - Development

**US News Alumni Counts**  
**(Membership Gifts Included)**  
**Run Date: 1/16/2017**

Fiscal Year	Undergraduate Living Alumni of Record (Contactable) as of July 1 This Fiscal Year	Undergraduate Alumni Donors Current Fiscal Year-to-Date	Alumni Giving Rate Current Fiscal Year-to-Date
2017	89,354	1,674	1.9%

Fiscal Year	Undergraduate Living Alumni of Record (Contactable) as of July 1 Last Fiscal Year	Undergraduate Alumni Donors Last Fiscal Year-to-Date	Alumni Giving Rate Last Fiscal Year-to-Date
2016	85,731	1,444	1.7%

Notes:  
 The detailed list of records for each of the above alumni counts can be found on the following pages.

Undergraduate Living Alumni of Record (Contactable) are selected by the following criteria:

- Constituent Code: Alumni - Degreed
- Class Year: Less than or equal to 2017
- Degree: BA, BS, --, or is Blank
- Education record marked "Graduated" or is Blank
- Deceased: No, or deceased date 7/1/2016 or later
- Has a valid phone OR email OR No Valid Address = No

Undergraduate Alumni Solicited are selected by the following criteria:

- Constituent Code: Alumni - Degreed
- Class Year: Less than or equal to 2017
- Degree: BA, BS, --, or is Blank
- Education record marked "Graduated" or is Blank
- Deceased: No, or deceased date 7/1/2016 or later
- Assigned Appeal Date or Prospect Proposal Date Asked between 7/1/2016 and 1/16/2017
- Spousal Counting:
  - Non-solicited Alumni who have a solicited non-alumni spouse count as one solicited alumni
  - Solicited Alumni who have a non-alumni spouse (solicited or not) count as one solicited alumni
  - Solicited Alumni who have a solicited Alumni spouse count as two solicited alumni (i.e., count each as one solicited alumni even if one spouse does not have an appeal or proposal)

Undergraduate Alumni Donors are selected by the following criteria:

- Constituent Code: Alumni - Degreed
- Class Year: Less than or equal to 2017
- Degree: BA, BS, --, or is Blank
- Education record marked "Graduated" or is Blank
- Deceased: No, or deceased date 7/1/2016 or later
- Alumni or their spouses have made a Hard Credit (CAE Standard) gift between 7/1/2016 and 1/16/2017
- Receipt Amount of the gift is greater than \$0
- Gifts to Benefit is excluded, Membership is included.
- 2017 Graduating Senior is included.
- Spousal Counting:
  - Alumni non-donors who have a non-alumni spouse donor count as one donor
  - Alumni donors who have a non-alumni spouse (donor or not) count as one donor
  - Alumni donors who have an Alumni spouse count as two donors (i.e., count each as one donor even if one spouse does not have a hard-credit gift)

The report was run 1/16/2017 8:00 AM.  
 This is a Development report created by Advancement Services (CMT).

University of California, Riverside

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University of California, Riverside - Development

**US News Advanced Degreed Alumni Counts  
(Membership Gifts Included)  
Run Date: 1/16/2017**

Fiscal Year	Graduate Living Alumni of Record (Contactable) as of July 1 This Fiscal Year	Graduate Alumni Donors Current Fiscal Year-to-Date	Alumni Giving Rate Current Fiscal Year-to-Date
2017	11,615	329	2.8%

Fiscal Year	Graduate Living Alumni of Record (Contactable) as of July 1 Last Fiscal Year	Graduate Alumni Donors Last Fiscal Year-to-Date	Alumni Giving Rate Last Fiscal Year-to-Date
2016	11,265	299	2.7%

Notes:  
The detailed list of records for each of the above alumni counts can be found on the following pages.

Graduate Living Alumni of Record (Contactable) are selected by the following criteria:

- Constituent Code: Alumni - Degreed
- Class Year: Less than or equal to 2017
- Degree: MA, MPA, MED, MFA, MADM, PHD, MBA, MS, MFin
- Education record marked "Graduated" or is Blank
- Deceased: No, or deceased date 7/1/2016 or later
- Has a valid phone OR email OR No Valid Address = No
- Excluded anyone who had earned a bachelor degree.

Graduate Alumni Donors are selected by the following criteria:

- Constituent Code: Alumni - Degreed
- Class Year: Less than or equal to 2017
- Degree: MA, MPA, MED, MFA, MADM, PHD, MBA, MS, MFin
- Education record marked "Graduated" or is Blank
- Deceased: No, or deceased date 7/1/2016 or later
- Alumni or their spouses have made a Hard Credit (CAE Standard) gift between 7/1/2016 and 1/16/2017
- Receipt Amount of the gift is greater than \$0
- Gifts to Benefit is excluded, Membership is included.
- 2017 Graduating Senior is included.

Spousal Counting:

- Alumni non-donors who have a non-alumni spouse donor count as one donor
- Alumni donors who have a non-alumni spouse (donor or not) count as one donor
- Alumni donors who have an Alumni spouse count as two donors (i.e., count each as one donor even if one spouse does not have a hard-credit gift)

The report was run 1/16/2017 8:49 AM.  
This is a Development report created by Advancement Services (CMT).

**University of California, Riverside**

**Service 3 - Constituent Management & Technologies (CMT)**

- Upgrade Raiser's Edge donor database & Financial Edge accounting system to cloud environment for increased security of donor and financial data. Blackbaud's unique secure open cloud platform integrates core solutions and can be extended for the specific needs of nonprofits.

**Service 4 - Strategic Communications (Branding)**

- Creative Design/UCR Brand Management-Customer feedback, quality control
- Social Media-Facebook shares & comments. YouTube video views; Instagram followers, comments; Twitter retweets, etc (plus emerging ones)
- UCR Publications-On-time delivery of UCR Magazine, Inside UCR, brochures; quality of publications and alignment with institutional goals
- Media Relations-News media hits; number of press releases; number of journalists asking for UCR faculty subject matter experts

**3.0 COST SUMMARY TABLE**

Service Cost Summary Table						
(A) Service Cost	FTE to Provide Service	Total Cost Driver per Total Academic & Student FTE* (FTE=\$21,420.88)	Total Cost from Fund 19900	Total Cost from Recharge and Premiums	Total Cost from Other Fund Sources	Total Service Cost
<b>Service 1- Fundraising</b> (Development)	63	\$21.14	\$452,819		\$9,833,794	\$10,286,613
<b>Service 2 - Alumni Engagement</b> (Alumni & Constituent Relations)	17	\$82.43	\$1,765,793		\$342,772	\$2,108,565
<b>Service 3 - Constituent Management &amp; Technology</b> (CMT)	7	\$29.81	\$638,452		\$421,946	\$1,060,397
<b>Service 4 - Branding</b> (Strategic Communications)	26	\$156.94	\$3,361,809		\$433,954	\$3,795,763
<b>Total</b>	113	\$290.82	\$6,218,873		\$11,032,465	\$17,251,338
Overhead Cost Summary Table						
(B) Overhead Cost	FTE	Total Cost Driver per Total Academic & Student FTE* (FTE=\$21,420.88)	Total Cost from Fund 19900	Total Cost from Recharge and Premiums	Total Cost from Other Fund Sources	Total Overhead Cost
<b>Admin / Overhead</b>	10	\$120.46	\$2,580,381		\$579,079	\$3,159,460
<b>Total</b>	10	\$120.46	\$2,580,381		\$579,079	\$3,159,460

\*The driver for unit costs are Student and Academic FTE. Academic FTE includes Faculty, Lecturers, and Other Academic Appointments. Student Academic Appointments are not included in Academic FTE, so as not to duplicate them with the Student FTE. The base FTE as of October 2015 for the cost driver is 21,420.88.

**4.0 SERVICE LINE DETAIL**

<b>Name of Service:</b>	<b>Service 1 - Fundraising</b>
<b>Brief Description of Service:</b>	<ul style="list-style-type: none"> <li>● Raise \$300 million in private support for Living the Promise: The Campaign for UC Riverside by December 31, 2020</li> <li>● Increase UCR's endowment (Regents + UCR Foundation) to \$300 million by 2020</li> <li>● Increase number of endowed chairs to 75 by 2020</li> </ul>
<b>Web Address</b>	<a href="http://advancement.ucr.edu/development.html">http://advancement.ucr.edu/development.html</a> <a href="http://www.ucr.edu/giving/">http://www.ucr.edu/giving/</a>
<b>Service Level Agreement Specifics/Requirements of Service:</b>	<p><b>Development</b> establishes relationships with thousands of donors and potential donors to raise private support for students and faculty. The staff strives to match donor passions to faculty scholarship, student success, and programmatic initiatives prioritized by the UCR 2020 vision. Through the generosity of donations, the quality of the UCR educational experience is enhanced and students attain the skills and knowledge needed to succeed and lead in the 21st century. Development works closely with the deans and other campus leaders to execute activities according to campus priorities and advance the needs of the academy.</p>
<b>Staffing Requirements</b>	<ul style="list-style-type: none"> <li>● 63 full time FTE</li> <li>● 30-35 student callers</li> </ul>
<b>Recharge Services</b>	[List of recharge services, if any.] n/a
<b>Premium Services</b>	[List of available premium services, if any.] n/a
<b>List units that do not pay to use services</b>	[Provide a list of units that do not pay to use services] n/a

<b>Name of Service:</b>	<b>Service 2 - Alumni Engagement</b>
<b>Brief Description of Service:</b>	Increase alumni engagement and philanthropy using a quantitative scoring system.
<b>Web Address</b>	<a href="http://advancement.ucr.edu/alumni_relations.html">http://advancement.ucr.edu/alumni_relations.html</a>
<b>Service Level Agreement Specifics/Requirements of Service:</b>	<b>Alumni and Constituent Relations (A&amp;CR)</b> promotes and manages relationships between and among UCR, its alumni, current students, parents, and other external supporters. Through its various services, programs, and communications, the office engages constituencies to advance the university and its tradition of excellence. A&CR organizes campus-wide events such as convocation, homecoming, and commencements every year, works with Government & Community Relations to advocate at the state and federal levels, and reaches out to the living alumni in various formats. Deliberate efforts build and reinforce a culture of philanthropy among students – past, present, and future – so they will continue support for their alma mater long after they have moved on in their lives.
<b>Staffing Requirements</b>	<ul style="list-style-type: none"> <li>● 17 full time FTE</li> <li>● 2-3 students</li> </ul>
<b>Recharge Services</b>	[List of recharge services, if any.] n/a
<b>Premium Services</b>	[List of available premium services, if any.] n/a
<b>Service Cost Exclusions</b>	[Provide a list of units that do not pay to use services] n/a

<b>Name of Service:</b>	<b>Service 3 - Constituent Management &amp; Technologies (CMT)</b>
<b>Brief Description of Service:</b>	Increase donor data security and reporting capacity by moving to cloud computing environment by 2019
<b>Web Address</b>	http://advancement.ucr.edu/cmt.html
<b>Service Level Agreement Specifics/Requirements of Service:</b>	<b>CMT</b> has deployed various systems, tools, and processes to secure UA's network while guarding the privacy and confidentiality of donor/alumni information.
<b>Staffing Requirements</b>	<ul style="list-style-type: none"> <li>● 7 full time FTE</li> <li>● 1 student worker</li> </ul>
<b>Recharge Services</b>	[List of recharge services, if any.] n/a
<b>Premium Services</b>	[List of available premium services, if any.] n/a
<b>Service Cost Exclusions</b>	[Provide a list of units that do not pay to use services] n/a



<b>Name of Service:</b>	<b>Service 4 - Strategic Communications (Branding)</b>
<b>Brief Description of Service:</b>	Increase active public engagement with UCR brand vehicles, using a range of affirmative metrics
<b>Web Address</b>	<a href="http://advancement.ucr.edu/osc.html">http://advancement.ucr.edu/osc.html</a>
<b>Service Level Agreement Specifics/Requirements of Service:</b>	<b>Strategic Communication</b> is responsible for UCR’s public image and brand. This unit guides and creates programs that publicize and support the university's mission of teaching, research and service to audiences worldwide through first-person communication, programs, digital/social networks, and publications. Working closely with the Development and A&CR teams, Strategic Communications raises awareness of UCR’s brand with consistent messaging. The overarching goal is to inform and excite our external audiences about our awe-inspiring internal activities.
<b>Staffing Requirements</b>	<ul style="list-style-type: none"> <li>● 26 full time FTE</li> <li>● 6-8 students</li> </ul>
<b>Recharge Services</b>	[List of recharge services, if any.] n/a
<b>Premium Services</b>	[List of available premium services, if any.] n/a
<b>Service Cost Exclusions</b>	[Provide a list of units that do not pay to use services] n/a