



University of Virginia
Facilities Management
Annual Report
Fiscal Year
2007-2008





Hoo's on the cover:
From top left, counter clockwise:

Brian Gibson, HVAC Installation and Senior Technician, Health System Physical Plant



Berhan Aliji, Finance

Priscilla Beamer, Health System Physical Plant

Christopher Blakey, Energy & Utilities



Jimmy Barlow, Operations & Maintenance

Zeljko (Jake) Bajs and Jason James, Health System Physical Plant



Tiffany Agee, Juanita Reddick, Germain Finch, Operations & Maintenance

Raul Figueroa and Wei Sun, Information Systems

Alia Bakhtiar and her daughter Maria, Operations & Maintenance



Kennedy West, Energy & Utilities

Betty Bowman, Molly Shifflett, Jody London, Kim Breedon, Maria Ragland, Facilities Planning & Construction



Jessica Hurley Smith, Facilities Planning & Construction





Facilities Management's mission is to provide timely, cost effective, quality facilities management for the University of Virginia.

For service, please visit us at <http://www.fm.virginia.edu/RequestService.aspx> or

For service in the Health System
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Foreword

December 2008

Throughout the 2007-2008 fiscal year, Facilities Management employees have demonstrated initiative and dedication in their many roles supporting the University's advancement and leadership in academics, research, patient care and sustainability.

New construction completed and occupied totaled over \$100 million, exceeding the previous year's \$97 million. The McIntire School of Commerce opened Robertson and Rouss Halls for the first day of classes in January 2008. As the fiscal year came to a close, Facilities Planning and Construction was completing the South Chiller Plant Expansion as well as Kellogg House, the Architecture School's Campbell Hall Additions, Studio Art Ruffin Hall, and the Claude Moore Nursing Education Building in time for the start of the Fall semester.

Construction Work-in Place reached \$190 million, surpassing the previous record of \$150 million two years earlier in 2005-2006. Among the landmark projects underway are Bavaro Hall for the Curry School, the South Lawn Project, and the Carter Harrison Medical Research Building.

Organizational change within Facilities Management, most notably within the former Business Management Services and Operations departments, will maximize our employees' skills and resources and enhance our ability to meet customer needs.

Dedicated to safe work practices, the Facilities Management Safety Program continues to increase awareness throughout the workforce with regular inspections and training. Our Landscape Division was recognized by the Professional Grounds Management Society with two Grand Awards and an Honor Award in the 2007 Green Star competition. In addition, the Apprentice Program continues to flourish, being featured in two national publications this year.

Facilities Management is a strong proponent of the University's sustainability efforts and "green" goals. The Recycling Division received its 16th award since 1994 when they received the 2007 SWANA Bronze Award for recycling systems. Also committing to the environment, our Building Services Division completed training to become a "green" cleaning organization.

Facilities Management employees have continued to represent the University well in the community. In September, over 150 volunteered for the annual Laurence E. Richardson Day of Caring. Following that event, they supported local non-profits through their donations to the Combined Virginia Campaign. Many employees donate blood to Virginia Blood Services (VBS) at the quarterly blood drives that are hosted on-site. These donations to VBS provide blood products to the University Hospital, Martha Jefferson, and the Augusta Medical Center.

We thank you for a challenging and rewarding year. Facilities Management's more than 900 employees are proud of "our" University and Hospital. We are committed to your success and we welcome your ideas and involvement.



Donald E. Sundgren
Chief Facilities Officer

FP&C Major Project Highlights



The Architecture School's **Campbell Hall Addition** and Senior Project Manager (PM) Annette Cyphers with Supervisor Senior Construction Administration Manager (CAM) Steve Ratliff.



The **South Chiller Plant Expansion, Phase II** and Project Team (L-R) CAM Charlie Durrer, Project Manager Mike Garascia and Brad Petterson of Affiliated Engineers, Inc.



The **Claude Moore Nursing Education Center** and Project Team (L-R) CAM Bree Knick, Senior PM Mark Stanis and Senior CAM Sean Hole.



Ruffin Hall's Studio Art program's new location and Senior PM Shannon Barras with Senior CAM Steve Ratliff.



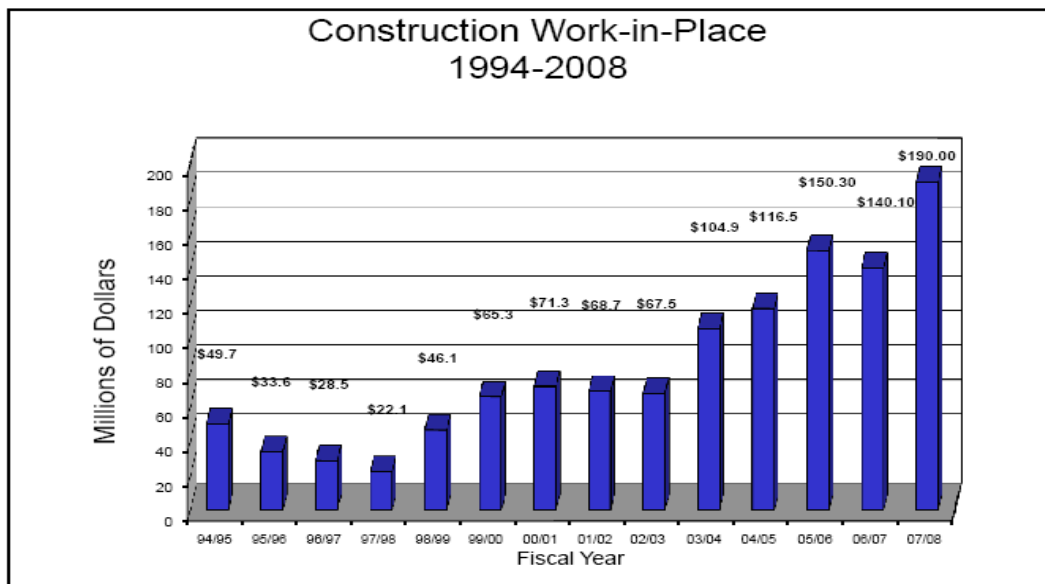
Above: **The South Lawn Project's** "topping off" ceremony April 30 placed the official top beam on the 100,000 sq. ft. addition for Arts and Sciences. Right photo: (L-R) Vice President for Management & Budget Colette Sheehy, FP&C Academic Division Director Earl Ward, Chief Facilities Officer Don Sundgren, Construction Administration Manager (CAM) Jessica Hurley Smith, Senior CAM Randy Porter and Project Director James Kelley.

Accomplishments

Facilities Planning and Construction

Facilities Planning and Construction (FP&C) is responsible for the execution of the University's Capital Project Program, providing management of all design and engineering services, management of all construction services, contract administration for all construction contracts and design/engineering services contracts to the University community. Facilities Planning and Construction accomplishes this mission in close coordination and cooperation with the Office of the Architect for the University.

- FP&C's many significant accomplishments during the 2007-2008 fiscal year include the following:
 - Completed and occupied several new major facilities totalling \$108,033,726, exceeding the previous fiscal year's \$97,210,000.
 - Awarded 149 construction contracts totaling \$192,116,373.
 - Processed 349 professional service contracts and service orders totaling \$27,458,089.
 - Put in place construction with a value of \$190,000,000.



- Design and construction continues on major new facilities totaling \$1,507,760,216.

- Planned and conducted “Design Inforum 2008” open house for architecture and engineering firms to meet the FP&C staff and learn about proposed projects.
- As outlined in the table below, the FP&C Academic Division currently has:
 - 13 capital projects in design for a total of \$335,223,905.
 - 18 capital projects in construction for a total of \$369,758,585.
 - 5 capital projects completed for a total of \$88,497,726.
 - Some are listed below:



Capital Projects in Design	Capital Projects in Construction	Capital Projects Completed
Alderman Road Dorms Phase II	Alderman Road Utilities Infrastructure	Culbreth Road Garage
Aquatic & Fitness Center Chiller Plant	Bavaro Hall	Gilmer Hall 1 st Floor Teaching Labs
Central Grounds Chiller	Campbell Hall Additions	Rouss Hall
College of Arts & Sciences Research Building	Gooch-Dillard Reroofing	Varsity Hall Renovation
Information Technology and Computing (ITC) Building	Kellogg House & Utilities	College at Wise: Chancellor’s House
ITE Building	Law School Faculty Offices	
Law School Caplin Pavilion Renovation	Main Heat Plant Upgrades	
Medium Temperature Hot Water System Upgrades	Monroe Hall Renovation	
Printing & Copying Services Addition	Scott Stadium Waterproofing	
Rugby Administration Building	South Chiller Plant	
Southwest Virginia Higher Education Center Addition	South Lawn	
University Book Store Addition	Studio Art / Ruffin Hall	
College at Wise: Smiddy IT Building	College at Wise: Arts Center	
	College at Wise: Crockett Hall Renovation	



Left photo: Kellogg House Senior Project Manager Annette Cyphers and Construction Administration Manager Richard Sergi note that the star insignia on each floor of the new Kellogg House signifies the connection of all University facilities throughout Grounds.

Right: Bavaro Hall construction began in May for the Curry School of Education.



- The FP&C Health System Division has:
 - 15 capital projects in design for a total of \$435,843,000.
 - 11 capital projects in procurement and construction for a total of \$227,232,000.
 - 17 capital projects completed for a total of \$19,536,000.
 - Some of these are listed below:

Capital Projects In Design	Capital Projects In Construction	Capital Projects Completed
415 R. C. Hunt Dr. Spine, Head & Radiology Renovation / 3 rd Floor	Carter Harrison Medical Research Building No. 6	Davis Wing SOM Grants & Contracts Office Renovation
Clinical Engineering Relocation / Level 0	Claude Moore Medical Education Building	Moser Center Linear Accelerator Replacement
Inpatient Dialysis Suite Relocation /Level 0	Claude Moore Nursing School Building	Newborn Intensive Care Unit Renovation
Inpatient Pharmacy / Level 0	Davis Wing Laboratory Renovation / 3 rd Floor	Old Medical School Anesthesiology Laboratory Renovation
Ivy Translational Research Building	Emily Couric Clinical Cancer Center	Old Medical School Human Immune Therapy Center Renovation
Lee Street Connective Elements	Old Medical School Laboratory Renovations / 3 rd Floor	Old Medical School Neurology Laboratory Renovation
Moser Construction Additional Vault and Support Space	University Hospital 7 Bed Critical Care Unit Renovation / Level 3E	Old Medical School Portico Stair Plaza & Waterproofing
Old Jordan Hall Department of Medicine Refurbishment / 4 th Floor	University Hospital 9 Bed Renovation / Level 8W	Primary Care Center Administration Offices Renovation
Old Jordan Hall HVAC Infrastructure Replacement	University Hospital Emergency Power Infrastructure Upgrade	Stacey Hall Emergency Generator
On Call Suite Consolidation / Level 0	University Hospital Pharmacy Compounding Room Renovation	UH Radiology MRI Equipment Upgrade and Building Ren. / Level I
Primary Care Center Masonry Repair and Roof Replacement	University Hospital Radiology Master Plan, Phase 1B, Clinical & IT Renovation	University Hospital – Labor & Delivery OR Ren. / Level 8 East
University Hospital 1 – Radiology Master Plan, Phase 3A: Ultrasound Suite		University Hospital Expansion Project
University Hospital 1 – Radiology Master Plan, Phase 1D: Patient Prep & Hold Unit & Waiting Room		University Hospital GCRC Renovation / Level 8 W & C
University Hospital Bed Expansion		University Hospital Link Office Renovation / Level 2
University Hospital Heart Center Renovation Phase 1 / Level 2E		University Hospital Radiology Shell Space Fit-Out
		University Hospital Short Stay Unit
		University Hospital OSC Operating Room HVAC Upgrade



Engineering and Design, composed of the Project Management and Design groups, was active in the design and/or execution of over 120 individual projects or other activities in support of University facilities. Some of those projects are:

Project Management Group

<u>In Design During '07 – '08</u>	<u>In Construction During '07 – '08</u>	<u>Completed During '07 – '08</u>
Aerospace Engineering Lab Renovations	1224 West Main Street, FP&C Renovation	HSC Clinical Department Wing – Neurology Conference Room Renovation
Clark Hall Construct New Labs 277 & 277A	Campbell Hall Classroom 153 Renovation	Miller Center Hedge House Residence – Office Conversion
HSC Claude Moore Library Office	Cavalier Computers / Bookstore Renovation	Ophthalmology Library
Newcomb Hall Renovate Orientation Offices	Clark Hall Classroom 107 Renovation	Runk Hall Dining / Green Room 126 Renovation
Slaughter Recreation Roof Replacement	Darden Hall First Floor Restroom Renovation	Shelbourn Hall, KM Suite Renovation
Wilsdorf Hall Lab Room 207 Renovation	Law School, Carpet Replacement	Washington Hall Railings

Design Group

<u>In Design During '07 – '08</u>	<u>In Construction During '07 – '08</u>	<u>Completed During '07 – '08</u>
Aerospace Research Electrical PIR	Carruthers Hall Roof Replacement	Alderman Road Dorms Utility Tunnels Concrete Inspections
Alden House Reroofing	Chemistry – NMR Spectrometry – Install Emergency Generator and Support Equipment	Alderman-Clemmons Library Link Roof Replacement
Aquatics Center (AFC) Climate Control System Modifications	Clemmons Library Terrace Waterproofing and Landscaping	Bice House PTAC Compressors Study
Bayly Museum Renovation / HVAC Upgrades	Culbreth Theatre Smoke Vents	
Campbell Hall – West Masonry Replacement	Gilmer – Roof Replacement Above Library	Chemistry / Physics 5KV Electrical Upgrades
Carruthers Hall – Upper Level Boiler Replacement	JAG School Security Measures – Phase 2	Clark Hall Sewer System Rehabilitation

For a complete documentation of Facilities Planning and Constructions accomplishments during fiscal year 2007-2008, see their annual report at:

<http://www.fm.virginia.edu/fpc/ReportsAndDocuments/FPCAnnualReport2007-2008.pdf>



Operations and Maintenance

This year has been one of organizational change for the Operations and Maintenance Department. The new department now focuses on five “product lines:”

- Work Management
- Project Services
- Facilities Maintenance
- Landscape
- Building Services

Two new positions, Associate Director for Project Services and Associate Director for Facilities Maintenance as well as additional zones are planned to improve response and accountability.

As part of the reorganization, the former Business Management Services Department was divided into the Finance Department and a separate Information Systems group, with Work Management shifting to become part of the Operations and Maintenance Department.

Work Management

- Changes for the Work Management Division, began with Materials Receiving joining the division. Work Management pursues its mission through customer communications, customer service, work reception and authorization, maintenance program management, facility assessment, fleet management, materials receiving, and operations and maintenance budget management.
- Work Management continued to host a fall and spring facility coordinator meeting and the Customer Relations Managers visited customers and facilities every workday seeking ways to make the University an excellent venue for instruction, research, and public service.
- The Facilities Assessment Program is the foundation for the maintenance planning and prioritization program which periodically assesses the conditions of University’s educational and general (E&G) facilities and documents maintenance and repair needs. Facilities Management expended a total of \$32,693,660 for maintenance and repair of the University’s Academic Division E&G buildings and grounds this fiscal year. A comparison of expenditures with prior fiscal years follows.

Expenditures	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004	2002-2003	2001-2002
Maintenance Reserve	\$ 9,324,828	\$ 5,617,012	\$ 5,996,840	\$2,853,076	\$1,512,480	\$1,546,196	\$3,275,947
Maintenance Operating Budget	\$12,436,334	\$11,409,147	\$ 9,960,411	\$9,928,559	\$9,249,346	\$7,695,920	\$8,034,985
Utilities Chiller & Distribution System Maint.	\$3,575,536	\$ 3,439,448	\$ 3,231,326	\$2,025,902	\$1,808,528	\$1,512,159	\$1,794,446
Grounds	\$2,888,394	\$ 2,638,721	\$ 2,632,096	\$2,369,782	\$1,621,107	\$1,620,364	\$1,549,275
BOV Major Maint. Funds	\$4,441,468	\$ 1,460,466	\$ 655,738				
TOTAL	\$32,693,560	\$24,564,794	\$22,476,411	\$17,177,319	\$14,191,461	\$12,374,639	\$14,654,653

Further information on the condition of University facilities is available at:

<http://www.fm.virginia.edu/docs/FacilityConditionReports/FY2008FacilitiesConditionReport.pdf>

Project Services is a newly created division in the Operations and Maintenance Department. This division was previously known as the Renovations Division which performs multi-trades improvements and alterations for departments throughout the University of Virginia. A scheduling and estimating group is also available to

provide cost estimates and construction schedules for the division. Project Services has the capability to perform general carpentry, electrical, masonry, sheet metal, painting, cabinetry, plumbing, signs, and asbestos removal work.

- **Contract Administration** is responsible for developing and administering maintenance service contracts, then coordinating the execution of work via the contracts such as pest control, elevator testing, insulation, carpet, and painting. Major projects for 2007-2008 included:
 - Pavilion VI turn-over, Newcomb Hall exterior painting, and the JAG library entrance and circulation renovation. The year concluded with the Contract Administration group moving into the Project Services group as of July 1, 2008.
- The **Materials Receiving** group provides several important services for Facilities Management, including receipt, inspection and processing of approximately 75 materials deliveries per day and other efforts which contribute to the efficient flow of Facilities Management activities.



Facilities Maintenance, a technically trained and licensed workforce with high standards of customer service, ensures that the University's buildings and their systems are operating properly and providing the optimum physical environment in support of educational, research, and public service activities. The group includes:

- The **Fire Protection Crew**, in addition to performing almost 1,700 fire system inspections, played a critical role in obtaining occupancy for nine new buildings. The crew has accepted responsibility for inspections and/or maintenance for the new fire systems in those buildings which include Campbell Hall Addition, Rouss-Robertson Hall, Arts Grounds Parking Garage, Varsity Hall, South Chiller Plant Addition, Claude Moore Nursing Education, and Ruffin Hall.
- The **Elevator Maintenance Crew** was given responsibility for seven new elevators this year, making a total of 140 elevators, dumbwaiters, chairlifts and material lifts on the University's academic side. A number of upgrades were completed, others are scheduled and approximately five new elevators and 10 modernizations are anticipated.
- The **HVAC Maintenance Division** maintains heating and cooling systems in Academic Division buildings (excluding zones areas). In addition to many significant assignments this year, HVAC will assist Project Services with control work and HVAC work on renovation projects as needed. Accomplishments this year included assisting Renovations/Project Services with the installation of an air handling unit (AHU) at the Old Medical School for the Human Immune Therapy Lab.
- The **Historic Facilities Maintenance** group provides specialized maintenance services to the Academic Village and other historic buildings throughout Grounds. Projects accomplished during 2007–2008 included brick repair for Hotels A, D and the Serpentine Walls as well as repairs on Carr's Hill, Monroe Hill House, and Sunnyside.
- Among the **Lock Shop's** many accomplishments were the keying of the new Rouss-Robertson Building as well as installation of new dead bolts and modifying hardware to meet Emergency Preparedness upgrades. The Shop works closely with project managers to coordinate and install all cylinders for new projects at move in.
- The **Service Call Crew**, a multi-trade shop tasked with responding to small repairs noted by call-ins or inspections in the Academic Division of the University, answered 2,118 trouble calls and 165





minor calls, plus preventive maintenance. They also assisted with larger projects including retrofit of 2400 Old Ivy Road, Alumni and Graduation weekends, and inspection and repair of classrooms.

- **Carpentry Shop's** carpenters, plasterers and masons are responsible for the repairs as necessary on all buildings on the academic portion of the University – except zone areas. Accomplishments for these trades included inspection of balcony rods on the Lawn and extensive planning and support for Graduation 2008.
- The **Roofing Shop** installed a new roof on Pavilion I with hand fabricated “tinplates.”
- The **Plumbing Shop**, in addition to routine maintenance during the past year, completed 1,218 service calls, 1,277 preventive maintenance orders, and renovated labs in the Chemistry Building.
- The **Electrical Shop** accomplishments included using preventive maintenance work orders to maintain 44 emergency generators, 46 fuel tanks and 50 transfer switches as well as emergency and other lighting systems throughout the Academic Division and assisting the Health System Physical Plant (HSPP) with their workload on numerous projects.
- The **North Grounds Maintenance Zone**, including housekeeping, is a multi-trade division, responsible for the maintenance and support of the high visibility buildings at North Grounds. Accomplishments included working with customers preparing the schools for high profile Alumni functions and overseeing contractors’ work for renovation of two major HVAC projects. The Montesano building was added to the North Grounds Zone area and additional staffing has been added to Darden School to meet their housekeeping requirements.
- The **Southwest McCormick Maintenance Zone** is responsible for the maintenance and support of buildings in this research and academic area covering approximately 856,356 GSF. This year alone, the maintenance crew has coordinated 78 utility outages which involve investigating and overseeing work being accomplished in various buildings.
- The **Mountain Lake Biological Station**, near Blacksburg, Virginia, is one of the University of Virginia’s remote research stations. Accomplishments included preventive maintenance on all cabins, smoke detectors and fire extinguishers.



The Landscaping Division provided turf, shrub, tree, and plant management services throughout the University Grounds as well as moving services for projects, construction, disposal actions, office moves, and department relocations. Other accomplishments included:

- Hosting the third annual ACC/Southern Conference Landscape Managers and Landscape Architects conference.





- Winning the Professional Grounds Managers Society's grand award - the Greenstar Award - for commitment and care of the grounds around the Kluge Children's Rehabilitation Center.

Building Services Division provides housekeeping services and contract housekeeping services administration for University academic buildings, medical research buildings, intramural sports facilities and leased buildings. Accomplishments included:

- Implementation of Green Cleaning in the new Rouss-Robertson Hall, and the McIntire School of Commerce building in February 2008.
- Building Services supported the Day of Caring by providing custodial services at Camp Holiday Trails and window cleaning at the Charlottesville Senior Center.



Facilities Management's **Safety Program** is managed by two employees whose responsibility it is to communicate regulatory requirements to Facilities Management's cost centers and assist the cost centers with compliance of these requirements. They perform routine level safety inspections of assigned spaces, investigate every accident to determine severity and cause, and make recommendations to prevent future accidents of its nature. As a result, in the 2007-2008 fiscal year, Facilities Management had only 78 accidents as compared to 115 the previous year.



The complete 2007-2008 Operations and Maintenance annual report is available on-line at:
<http://www.fm.virginia.edu/opsmaint.aspx>

Finance

- The Fiscal Operations staff handled over 30,000 invoices while working with nearly 3,000 vendors to process \$352 million in external payments.
- As part of the Facilities Management restructuring announced in December 2007, Business Management Services was dissolved. Fiscal Operations joined FP&C Finance and Budget and Energy & Utilities Financial Analysis Support.
- The Fiscal Operations Team has begun a cross training initiative to ensure a consistent level of service.
- A new program entitled “Learning Projects” is underway within Fiscal Operations to give staff members exposure to new skills on a voluntary basis.
- Several members of Fiscal Operations have teamed with FP&C, forming a Process Improvement task force for the receipting and payment process.
- Thirty year employee, Joyce Chewning, was awarded the United Way *Heart and Soul* award for her long and loyal support of United Way’s Day of Caring and Combined Virginia Campaign.



Facilities Management Financial Summary Fiscal Year 2007/08

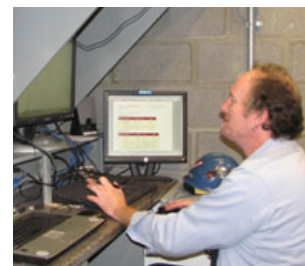
<u>Major Expenditure Categories</u>	<u>\$M</u>
<i>Contracted Services (Construction, Repair, Maintenance, Architectural & Engineering Services)</i>	220.6
<i>Salaries & Benefits</i>	50.1
<i>Utilities</i>	50.3
<i>Materials & Supplies</i>	26.4
<i>Other</i>	4.3
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<i>Total Facilities Management Expenditures</i>	351.7

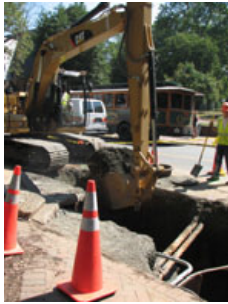
Energy and Utilities

The Energy & Utilities (E&U) Department's many accomplishments included winning the 2007 SWANA Bronze Award for Recycling Systems, bringing the total number of awards garnered by the University for its recycling program to sixteen since 1994.

Again this fiscal year, E&U avoided significant expense using central plants to produce energy, implementing significant energy conservation initiatives, and recycling as follows:

- A calculated \$5.1 million this year alone through halting the rate of electrical growth per square foot from that of the 1980's.
- At least \$3.1 million by using central chiller plants to produce chilled water instead of stand-alone building systems.
- A calculated \$2 million this year by being able to use 22% coal to produce steam at the Main Heating Plant instead of 100% natural gas. The cost difference between 100% natural gas and 100% coal is \$11.2 million.
- At least \$3.2 million (up from last fiscal year's \$2.9 million) through aggregating our power supply through substations rather than having direct drops from Dominion Virginia Power.
- A calculated \$1 million through halting the rate of heating energy use per square foot from that of the 1980's. The environmental benefit of this is an avoidance of 45,500 tons of carbon emissions based on the fuel use combination this year.
- A calculated \$258,000 in avoided fuel costs by exceeding the Main Heat Plant efficiency goal by 1.7%.
- Achieved a recycling rate of almost 39% and a calculated \$183,000 by recycling 3,838 tons of materials instead of disposing of them in a landfill.
- Received a sewer credit refund from the City of Charlottesville of more than \$348,000 for metering water used in irrigation or lost through evaporation in cooling towers.
- Completed numerous energy projects yielding a calculated annualized reduction in energy usage of 39,324 MMBtu and \$1,091,752 in avoided expense.
- Accomplished a significant amount of personal, professional, and technical training.
- Made substantial progress in replacing, upgrading, expanding, or enhancing utilities systems and programs in accordance with the twenty year Utilities Infrastructure Funding Plan.





More information is available from the complete E&U Annual Report for FY 2007-2008 at <http://utilities.fm.virginia.edu/UtilityDocuments/general/pdf/Anrpt0708.pdf>

Information Systems

The mission of Facilities Management Information Systems (IS) is to provide and support the necessary hardware and software for a highly integrated state-of-the-art office automation system and critical business applications in the Facilities Management organization.

During the 2007-2008 fiscal year, Information Systems reorganized to better accomplish its mission by focusing on three major lines of business: Information Technology (IT) Support, IT Infrastructure (Network/Servers/Security), and Business Systems & Databases Development.

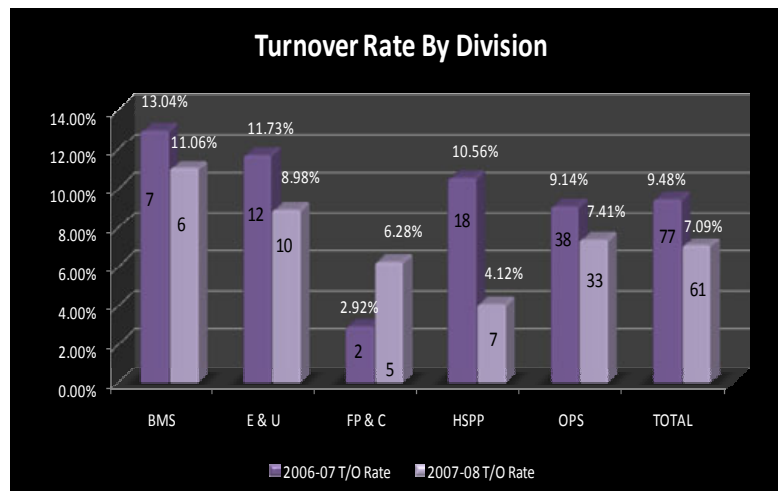
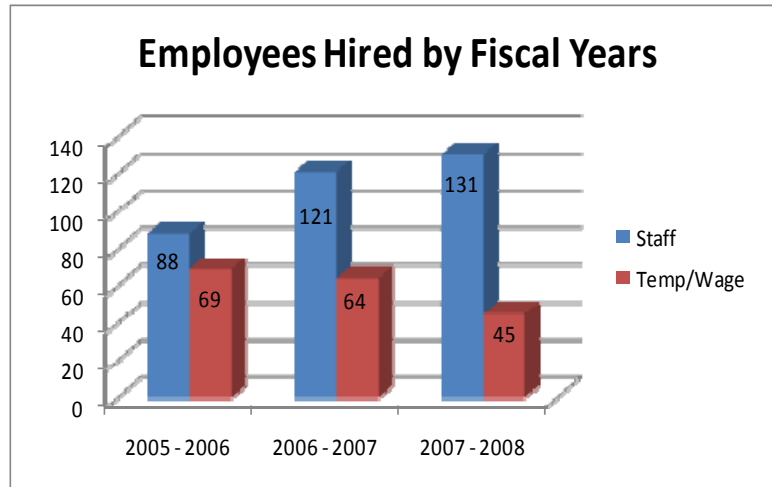
Information Systems' significant accomplishments for the 2007-2008 fiscal year included:

- To comply with the University of Virginia's new policy on the Protection of Social Security Numbers (SSN) requiring that a plan be in place by June 2009 to either remediate or protect SSN data, every FM computer was inventoried for SSNs.
- IS worked with Operations and Maintenance to enhance the Facility Inspection application to include a component for linking deferred maintenance deficiencies to work orders in the Work Order system. These links allow Operations and Maintenance management to more accurately track the total dollar amount of deficiencies. This allows calculation of a building's Facility Condition Index with greater accuracy and significantly helps with the management of the maintenance reserve program.
- IS provided a developer to work with the University Budget Office on the development of a web-based application to automate the University's Project Initiate Form, a web application that allows users to enter requests for capital projects at the University and stores the data in a database. This data can then be analyzed and reported on for budget planning purposes.
- FM IS software development staff continued to support the cost recovery process for Finance. The recovery application processes 15-20 million dollars worth of charges per month.



Human Resources and Training

The Human Resources and Training (HR&T) staff supports Facilities Management's ability to recruit, hire and retain a highly qualified workforce. During the 2007-2008 fiscal year, 176 new employees were hired.



The Rewards and Recognition Program recognized 319 recipients with a total of \$58,138 in awards.



The HR&T staff has supported University Human Resources (UHR) in several new initiatives:

- Jobs@UVa, the new web-based recruitment and position classification tool allows supervisors real-time access to candidate applications since it was activated July 31.
- Pay Action 7, a new tool for improving objectivity of the In Band Adjustment process, is continuing to evolve. Position matching to surveyed market positions assisted in the development of new market-based pay ranges.
- As the University began developing new policies and employment practices available under the Commonwealth's Restructured Higher Education Financial and Administrative Operations Act, the HR&T Director and the HR Analyst served on two of the Policy and Career Path Committees.

Other HR&T accomplishments included:

- In conjuncture with new state regulations that came into effect January 2008, Facilities Management Human Resources began an initiative to offer code update classes for employees who hold electrician, gasfitter, HVAC, and plumber trades licenses. Since the start of the year, six different classes have provided recertification training to 170 participants.
- Participation in three well attended career/job fairs sponsored by the Charlottesville Albemarle Technical Education Center, Piedmont Virginia Community College and University Human Resources increased our applicant pool as well as the community's awareness of the mission, benefits and opportunities at Facilities Management.
- Apprentice Program events brought 11 new apprentices into the Program, increasing our minority and female representatives. We also recognized seven graduates. The Apprentice Program was featured in two national publications, *Inside Higher Education* at <http://www.insidehighered.com/news/2007/11/09/apprentice> and APPA's *Facilities Manager*.



- The 2008 Leadership Forum was sponsored by the Office of the Chief Facilities Officer with support from HR&T. Activities and discussion were designed to teach supervisors and managers communication skills to overcome conflict while establishing mutual respect among staff. Supervisors later shared the concepts they learned with their staff..

- Training initiatives for employees pursuing GED diplomas resulted in three new graduates while English as a Second Language (ESL) classes again resulted in FM staff being recognized at the Virginia Festival of the Book. At the annual Training Recognition Ceremony which highlights the fiscal year's accomplishments, HR&T also recognized two other employees who completed graduation requirements from PVCC.



More information is available in the complete HR&T 2007-2008 annual report on-line at: <http://www.fm.virginia.edu/fmhome/departments/human/HRTAnnualReport2007-2008.pdf>

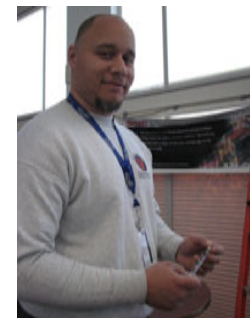
Health System Physical Plant

To maintain excellence in service and operations Health System Physical Plant (HSPP) employs well-established programs for preventive maintenance, corrective maintenance, major maintenance, and maintenance reserve. Operations are divided into four maintenance zones and a Minor Projects Group. Accomplishments for the fiscal year included the following:

- HSPP increased preventive maintenance (PM) timely completion rate by 20% and continues use of virtual private network and Secure Network operations for critical utility operations.
- Code compliance and Life Safety regulations remain one of HSPP's top priorities. HSPP Fire Inspection Services worked with staff to conduct and assess fire drills. HSPP continued to improve upon and carry out inspections, assessments and programming established previously.
- The labor crew supports special events set ups, surplus pick up, and office relocation support. The three employees responded to approximately 1,000 requests for service, including the annual Surplus Amnesty event.
- The Health System Physical Plant elevator crew maintains 117 elevators/lifting devices throughout Health System facilities. The Elevator crew responded to 820 calls, a decrease from last fiscal year's 1,000. Seven new elevators were added to the crew's area of responsibility.
- The project management team oversees roofing work, outage requests, HVAC replacements, and numerous other projects. Accomplishments during 2007-2008 included:
 - Chiller replaced at 1222 JPA Medical Office Building.
 - Exterior brick finish repair at Multistory and Old Medical School Building.
 - Moser roof replacement.
 - Replace McLeod Hall's auditorium seating.
- The Renovations Group is organized to provide full construction services throughout the Health System. Requests are distributed to employees in the plumbing, electrical, carpentry, mason/plaster, and welding shops. Projects included:
 - Extensive carpentry work for all Patient Rooms, Day Rooms, and Lounges in University Hospital.
 - Patient room mason/plastering upgrades and new floor and ceiling tile on multiple projects.
 - Repair glass piping at the expense of \$400,000 in the Old Jordan Hall project.
 - Installed insulation valves in hot water system for the McLeod Hall.
 - Completed a \$80,000 project in replacement of electrical panels in the West Complex.
 - Completed painting of Operating Room corridors and Emergency Department corridors.



- Zone 1 employees strive continuously to provide and maintain a safe, pleasant environment for patients, staff, and visitors. Accomplishments included:
 - Completion of the first phase of the Hospital's Emergency Power Upgrade.
 - New touch-screens enable immediate and accurate access to all generator functions and controls.
 - The hospital's largest (and oldest) vacuum system was upgraded to digital controls.
 - Two new buildings (1224 Jefferson Park Avenue and 1018 West Main Street) were added to the maintenance schedule.
- Zone 2's 17 buildings now have a total of 2,170,239 square feet. In addition to preventive and corrective maintenance, Zone 2 performs and oversees the replacement of major HVAC and mechanical systems within the designated area. Accomplishments include:
 - Energy savings accomplished in MR4.
 - Equipment replacements in Stacey Hall.
 - Call back reductions in Zone 2.
- Zone 3's work is primarily routine maintenance requests and utility outages. However, the following significant projects were among the year's accomplishments:
 - Second new air handling unit installed to supply east end of 3rd floor of McKim Hall.
 - Old Medical School 3rd floor HITC Lab completed and turned over to maintenance.
 - Accepted maintenance responsibility of new equipment on the 5th floor of Davis Grants and Contracts.
- Zone 4 once again successfully handled the unique challenges of maintaining numerous outlying facilities such as Stuarts Draft Family Practice, Orange Medical Center, and Zion Crossroads Dialysis Center. New responsibilities and accomplishments included:
 - Acceptance of maintenance responsibilities for the 88,500 GSF Snyder Building at Fontaine Research Park, and the Kirtley office building and warehouse.
 - Painting of all inpatient rooms at Kluge Children's Rehabilitation Center (KCRC).
 - Replacement of major components of the HVAC system in the KCRC Patient Wing.
- A Utilities Management Plan, developed by HSPP and vital for maintaining Joint Commission accreditation, establishes guidelines and procedures for maintaining and operating all utilities within the Medical Center. As part of established procedures, the Hospital Engineer tracks elevator entrapments and critical utility preventive maintenance completion rates. New regulatory standards have, and will continue to require management plan revisions and updates. Significant accomplishments this year included:
 - Preventive maintenance completion rates improved to an average of 97% monthly.
 - Installation of computer monitoring of the tube system and establishment of a contract for maintenance of the system.
 - Revised policies to meet new Joint Commission generator testing requirements.
- In keeping with the University of Virginia Medical Center's commitment to quality care, HSPP has an ongoing Performance Improvement Program designed to systematically evaluate and improve HSPP staff performance as well as an active Value Improvement Program that is the basis for the performance improvement initiative mandated by the Joint Commission.



- HSPP employees are required to complete annual Mandatory Training & Competency Programs as part of working in the Health System environment.

- The Engineering Office worked throughout the year to fine tune operations. Accomplishments included:

- Assisted in planning for building infrastructure and maintenance replacement schedules and projects.
- Planned replacement of major utilities in the hospital.
- Implemented electronic documentation procedures to comply with Joint Commissions on-line Statement of Conditions.

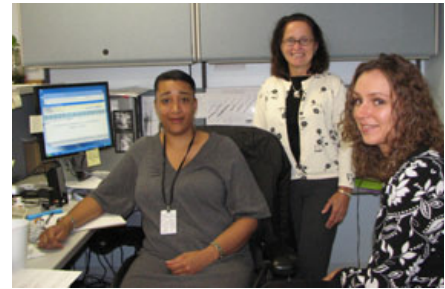


- Fire Inspection Services provide on-site continuous inspections to ensure that all Health System facilities meet required life safety/fire safety codes. Accomplishments included:

- Inspections on major projects for Labor and Delivery, Operating Room, Radiology's reading room, GCRC, Medical Surgery, ICU, Dialysis Waiting room, and Old Medical School 3rd floor Laboratory.
- Review, approval and final inspections for Project Permit requests; over 800 permits were issued.

- During the 2007-2008 fiscal year, Work Management's Customer Service Representatives received over 32,650 service calls and issued 67,800 work orders. Other accomplishments included:

- Streamlined workflow processes to improve efficiency.
- Increased use of new technology.



- The HSPP Storeroom handles daily transactions in support of HSPP's material needs. Accomplishments this year included:

- Increased and improved inventory which now includes approximately \$20K in parts and supplies.
- Ordering of all materials on-line with UVA Marketplace.
- Electronic approval of implemented purchases.



The complete HSPP annual report is on-line at:

<http://www.fm.virginia.edu/docs/AnnualReports-HSPP/2007-2008AnnualReport-HSPP.pdf>



Congratulations to Our Long-time Employees...



2008 50 Year Club

David L. Bishop
March 1958



2008 35 Year Club

Wallace W. Wells, Joseph L. Ragland, Virgil Jay Coleman, James F. Thurston, Marcellus Dent, Jr., Charles E. Pugh and Ellis R. Deane. Unavailable for this photo were Joseph L. Fitzgerald, Jr., Clyde L. (Butch) Catlett, Connie C. Jones, and Larry N. Deane.



2008 55 Year Club

Lindsey J. Baker with his wife Murble Jean Baker also of Facilities Management since September 1969



Mary J. Johnson
February 1966



Bobby Schafer
February 1967



Walter Rogers
June 1967



Betsy Daniel
December 1967



Larry Brooks
February 1969



Eddie Kidd
August 1969



Eddie Morris
March 1970



Walter L. Wright
July 1970



Hollis H. Lawson
June 1971



Alexander L. Browning
April 1971

Also in the 35+ Year Club are
John A. Briggs—February 1968
Patricia D. Clifton—May 1971
Alice E. Dowell—1972
Since 1973 Joseph L. Fitzgerald,
Clyde L. (Butch) Catlett,
Connie C. Jones, and Larry N. Deane.



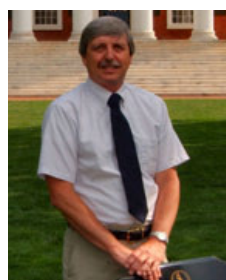
Vivian T. Walls
November 1971



Franklin L. Payne
November 1971



Jerry W. Ross
January 1972



W. Steve Dorrier
June 1972



Louise A. Toliver
February 1972



E. Boyd Anderson
February 1972



2008 30 Year Club

Michael A. Flowers, Evelyn L. Watkins, Thomas Lee Benson III, Franklin R. Hill. Unavailable for the photo were Scott Buck, Donald W. Watson, Jannie S. Fincham, Jeanne P. Steppe, Bernard C. Farish, Richard L. Critzer, Tony D. Thomas, Maxine Maupin, Eugene F. Bellomy, Braddish C. Wood, Thomas Sidney Taylor, Wiley David Reed, Leon Morris, Kelly W. Branch, Jr., Everett B. Simmons and Sherwood W. Gibson, Jr.



2008 25 Year Club

Victor Brown, Richard Reuschling, Charlotte Kidd and Donnie Hackney. Unavailable for the photo were David W. Booth, Charles E. Durrer, Florence Buchholz, Timothy M. Gilmer and Gordon T. (Happy) Durham.

30 Years

CFO Office

Gloria Maxine Maupin

Operations & Maint.

Thomas Lee Benson III
Theodore Scott Buck
Donald Wayne Watson
Evelyn L. Watkins
Jannie S. Fincham
Jeanne Patrice Steppe
Bernard C. Farish
Franklin R. Hill
Richard L. Critzer
Tony Douglas Thomas
Eugene F. Bellomy
Braddish Charles Wood
Michael A. Flowers
Thomas Sidney Taylor

Energy & Utilities

Wiley David Reed

HSPP

Leon Morris
Everett Boyd Simmons
Kelly Wilson Branch Jr.
Sherwood W. Gibson Jr.

25 Years

FP&C

David W. Booth
Charles Edward Durrer

Business Mgmt Svs.

Florence S. Buchholz

Energy & Utilities

Gordon T. (Happy) Durham

Operations & Maint.

Richard C. Reuschling
Victor L. Brown
Charlotte R. Kidd
Timothy M. Gilmer
Donnie Anthony Hackney

15 Years

Business Mgmt. Svs.

Donald Mark Webb
William M. Davis
Vincent R. Turner
Michael L. Dillard
Emmett C. Dudley

Energy & Utilities

Richard L Lilly

HSPP

Edward Scott Acree
Gary Edward Allen

20 Years

FP&C

David R Villiott
William H. Blodgett

University Bldg. Official

Ronald G. Herfurth

Operations & Maint.

Catherine Mae Miles
Mary Frances Williams
David M. (Dave) Starkes
Timothy J. (Tim) Spencer
Julian A. McCroskey

Energy & Utilities

Kennedy Fitzgerald West
Sopha Enn
William B. (Bert) Seymour
Bruce C. (Sonny) Beale
Christopher C. Greene

HSPP

Albert C. Ottinger Jr.
Victor L. Wills
David E. Morris

10 Years

FP&C Health System

Charles D. Flammia AIA
Clyde Edward (Ed) Edgar
Mashal Afredi
Shawn R. Walker

Business Mgmt. Svs.

Richard D. (Rick) Maupin

10 Years

Operations & Maintenance

Brian Keith (Cefus) Shifflett
Dale Aaron Newton
Michael Shane Clements
Russell Harry Jackson
Jerry Morgan Morris
Sharon Washington Eldridge
Barry G Napier
Jason Edward Simmons
William Jarrell Baird
Glenn Austin Hall
Doris Ann Vest
Joseph N. Gaines
Judy S. Kingrea
Nellie Hill
Swantain S. Reaves
Donald J. Goebel
William Steven (Bill) Griffin
Steven Gregory Wood
Warren L. (Hubba) Wood

Energy & Utilities

Elizabeth B. (Libba) Bowling
Shawn Stephen Wills
Mark D. Christian

HSPP

Royl J. Williams, Jr.
Freddie Clinton Snoddy

The 105 Facilities Management staff members listed here represent over 2000 years of service.

Noted with Regret 2007-2008



Charles Callaghan, (retired 2005)
Senior Review Architect, Assistant
State Building Official Team

Chuck Callaghan, senior review architect with the ASBO team from February 1993 until he retired in April 2005, died April 10. Chuck's many accomplishments included sharing the Facilities Design Guidelines, build a strong relationship with Regional State Fire Marshal and leadership in schematic and preliminary design studies that helped Facilities management establish credibility in providing cost saving without the loss of functional design. His colleague, Sandy Lambert, wrote "Aye, there was an Irish twinkle in his eyes when he often smiled... a bit of mischievous humor to boot. The University came across a good man the day Chuck Callaghan came to work at Facilities Management, and I gained a new friend. Chuck was an experienced, talented architect who could put his ideas into a sketch or a model as fast as his feisty personality could put words in your face. He had no shortage of opinion on most any subject. Above all he was, and still is, my respected proud-to-be-Irish friend."

And Engineering and Design Manager Ernie Barber said, "Chuck was truly the quintessential code review professional. Tough. By-the-book. Unflappable. Often difficult. But for those of us that knew him well, Chuck was much more. He always cared on a personal level about the people he worked with. He never hesitated to help or support as a professional or a friend. Chuck will be missed."



James Murray Howard, (retired 2002)
Architect & Curator for the
Academical Village

Murray Howard, who worked with us from October 1982 until August 2002 as Architect for the Historic Buildings and Grounds, died in December. A detailed tribute to his life and accomplishments can be read at <http://www.virginia.edu/uvatoday/newsRelease.php?id=3946> Following is a portion of a letter Murray wrote in the summer of 2002:

"Departing the University of Virginia after 20 years, I would like to express my appreciation to all my colleagues here. My work has touched more than just the historic precinct, even though my central mission has been to ensure the long-term survival of Jefferson's Academical Village. The people of Facilities Management, more than any other group, have breathed life into that hope and made all my work a source of great satisfaction. Facilities Management can well boast of a restoration and maintenance program that is the University's best hope for keeping the place alive and ...in *superb* condition. ... I firmly believe that Facilities Management at the University of Virginia is unmatched in America as a full-time restoration enterprise. No other American university has anything that can match it or that is even similar. In the end, the hands that touch the place are the critical link to success. The quality of work done with pride, as a part of the long history of work here by others before and yet to come, makes me believe that the place will endure well as long as that type of dedication lasts. What a great way to spend one's working life! I am proud to have been a part of this undertaking alongside you, I thank you for your friendship, and I wish you well."

Performance

Customers' Comments on Response Surveys...

Cost Center 36 – HSPP Renovations – Scheffel Carpenter is priceless! He is always extremely pleasant and very caring employee – he always listens and truly understands what we are asking before he answers! He does an excellent job as always.

Cost Center 37 – HSPP Zone 2– Doug Rush called us promptly and told us about chiller-shut off. He reset the chiller— room temperature started to go down, and was better that afternoon. Thanks for taking care of us again!

Cost Center 36 - Paint Shop - Painters were very respectful of the employees working us and around the area of the project. They wasted no time and were professional in both their work and interactions with staff.



Cost Center 50 – Project Management – Brian Connolly was always very responsive when there was a question or concern.

Cost Center 60 – Landscape – With graduation – you still got this moved for us! And with smiles! Thank you!

Cost Center 16 – Maintenance Services (Service Calls) – Their work is done in a manner that is conducive to the efficient running of this department. We really appreciate everyone over there.

Cost Center 8 – McCormick Road Zone Maintenance – The technician (John Hicks) made a special effort to keep me informed about the status/progress of the repair work. Thanks.

Cost Center 84 - Maintenance Services (HVAC) – The professionalism, commitment and loyalty that the Facilities Management team shows is so encouraging to other UVA employees and especially our department. Thank you so much! We love ya'll!

Cost Center 26 – Maintenance Services (Plumbing) – Call was made in the afternoon, and the problem was taken care of promptly-we are very appreciative – thanks FM, you're the best!

Cost Center 84 – Maintenance Services (HVAC) – Insulation to seal around window sash was not immediately available but they worked with what they had. Extremely prompt- responded very fast and the mechanics were very knowledgeable. Excellent job!

Cost Center 12 –The lock shop is wonderful! The locksmiths are very prompt, helpful, responsive, and extremely professional. We never have to worry about the quality of the work whether it's simply cutting keys or changing locks.

Cost Center 26 – Plumbing Supervisor Lee Bryant was quite helpful in asking the right questions and providing information to me.

Cost Center 27 – The work from Electrical Maintenance and Supervisor Wayne Russell is always excellent!



Cost Center 48 – Sign Shop team members Warren Wood, Robert Gray, David Gibson are always very polite, helpful and they are pleasant to work with.

Cost Center 60 – General Services David Wood came in on a Sunday and helped us out, very pleasant and made the job easier.

Cost Center 08 – Electrician James Copeland worked very quickly and conducted himself in a very professional manner.

Cost Center 84 – Service Call – The team (Thomas Garrison, Eugene Lawson, Corey Harmon and William Baird) came to clean the units and saw a greater problem with one of the units and came up with a solution on the spot to remedy it. They were especially friendly and courteous.

Cost Center 19 – Fire Systems Supervisor Frank Coffman and Technician John O’Gorman were prompt in responding and raised the shutters. We appreciate the great service.

Cost Center 16 – Service Call – Keith Wood and Steven Swingler repaired the caulking checked the other windows in the building and repaired any that needed it.

Cost Center 21 – Maintenance Services (Carpentry) – Within 10 minutes of service requested, Facilities personnel were on site – they took care of the problem that morning – we were greatly appreciative – Special thanks to John Toney – he got it done.

Cost Center 36 - Paint Shop - Painters were very respectful of the employees working us and around the area of the project. They wasted no time and were professional in both their work and interactions with staff.

Cost Center 60 – Landscape – With graduation – you still got this moved for us! And with smiles! Thank you!

Cost Center 16 – Maintenance Services (Service Calls) – Their work is done in a manner that is conducive to the efficient running of this department. We really appreciate everyone over there.

Cost Center 84 – Maintenance Services (HVAC) – Insulation to seal around window sash was not immediately available but they worked with what they had. Extremely prompt-responded very fast and the mechanics were very knowledgeable. Excellent job!



The Annual Housekeepers Appreciation Picnic in September...

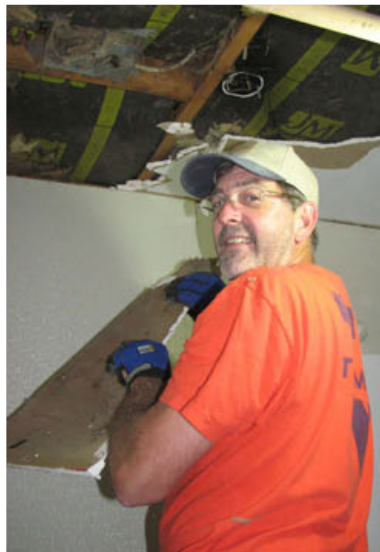


... And the Annual BBQ in November



The Annual Day of Caring was a success because of those who volunteered on site...





... and those who stayed at the University and Health System to keep patient care, academics and research going.







Chief Facilities Officer
Donald E. Sundgren
 982-5834

Deputy Chief Facilities Officer
University Building Official
Richard H. Rice, Jr., P.E.
 982-5836

Administrative Assistant
G. Maxine Maupin
 982-5834 or gmw

Organization
Facilities Management
University of Virginia

