University of Virginia
Facilities Management
Annual Report
Fiscal Year 2001-2002
Facilities Management worked with the Class of 2002 to present the first lighting of the Lawn in December 2001. Electricians strung approximately 3000 feet of lights horizontally and vertically so 13,500 miniature bulbs outlined the Lawn.
Facilities Management’s mission is to provide timely, cost effective, quality facilities management for the University of Virginia.

For service, visit us at http://fmweb.virginia.edu/WorkRequest/
Or email us at fm-service-call@virginia.edu

For service in the Health System

Health System Physical Plant
Tel 434-924-2267
Fax 434-924-5342
Box 800283
McKim Hall

For service in the Academic Division

Business Management Services
Work Management & Reception
Tel 434-924-1777
Fax 434-982-5894
575 Alderman Rd.

Robert P. Dillman, P.E.
Chief Facilities Officer
575 Alderman Road
Charlottesville, VA  22903
rd2n@virginia.edu
434-982-5834
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>Accomplishments</td>
<td>5</td>
</tr>
<tr>
<td>Staffing Changes</td>
<td>18</td>
</tr>
<tr>
<td>Performance</td>
<td>19</td>
</tr>
<tr>
<td>Professional Development</td>
<td>25</td>
</tr>
<tr>
<td>Programs</td>
<td>29</td>
</tr>
<tr>
<td>People</td>
<td>36</td>
</tr>
</tbody>
</table>
Congratulations to Our Colleagues on Their Years of Service...

The Top Five Club

Bobby Schafer  Fred Gibson  William Johnson  Richard Stulting  John Rea

The 30 Year Club for 2002: Steve Dorrier, Vivian Walls, Louise Tolliver, Hattie Booker, and Bill Bibb; (back) Frankie Payne, Boyd Anderson and Jerry Ross. Not available for this photo were Forrest Wood, PeeWee Powell, Joe Jefferson, Alice Dowell, Chester Wood and Clay Agee.

20 Years
Operations
David W. Wood
John L. Toney
John D. Stewart
Jackie E. Roark
Jean A. Rhodes
Joseph L. Lane
Health System Physical Plant
Richard J. Dickinson
Charles Darnell
Barney Buckhanan
Utilities
Michael W. Powell
Business Management Services
James Kevin Walls
Facilities Planning & Construction
John D. Davis

The 35 Year Club members are John Rea & Walter Rogers.

15 Years
Operations
James S. Thomas
Alton M. Morris
Jeffrey S. Ertel
Mary E. Booker
Health System
William O. Saunders
Michael P. Rose
Gary M. Lamb
Utilities
Herbert G. Simpson
Russell C. DeShong
Bucky L. Crickenberger
Business Management Services
Joseph L. Persinger
Facilities Planning & Construction
Eugenio Schettini
Human Resources & Training
Elizabeth B. Wooding


10 Years
Operations
Michael W. Willis
Frances R. Rose
Brenda A. Pace
Phillip J. McMullen
William L. Kardos
Elaine S. Fewell
Cora A. Booker
Harold E. Bondurant
Mario P. Biazon
Utilities
James E. Watts
Bud Hindes
November 2002

During fiscal year 2001-2002, Facilities Management supported the University through its typical schedule of events as well as:

- Completion of three major projects – the Scripps Library Addition to the Miller Center, the Bio-medical Engineering and Medical Science Building and the Clark Hall Addition.
- Construction of the baseball stadium so the Cavaliers could “Play ball!” in the spring season.
- Completion and occupancy of the 31,000 square foot Monroe Lane House in time for the start of the 2002-03 academic year.
- Start of the Special Collections Library, a $26 million project, and unique with 80 percent of its square footage underground.
- During Thanksgiving and December holidays 2001, our utilities and housekeeping crews put their personal plans on hold to respond to emergencies caused by severe weather and underground pipe failures.
- Our electrical maintenance crew worked with the Class of 2002 to present the first lighting of the Lawn in December 2001.
- Our tradespeople, under the direction of the Office of the Curator and Architect for the Academical Village, completed a four-year project to completely rebuild electrical services for all Lawn and Range student rooms.
- In September 2001, 100 Facilities Management employees joined 100 more University employees for the annual Day of Caring. These volunteers did repair and maintenance at a local park and several community resource facilities. Later in the fall, our employees’ generous 64% support of the annual Combined Virginia Campaign (CVC) earned us the CVC Spirit Award for the second consecutive year, tying with the Medical Center. In addition, Joyce Chewning, our longtime CVC coordinator, was presented an individual Spirit Award in 2001 for her coordination of highly successful CVC drives.

These highlights and the accomplishments described on the following pages, are made possible by your confidence, involvement and support, as well as the dedication of our staff people. They believe in the importance of their jobs, the credibility of their purpose, and the mission of our department and the University. Facilities Management has two primary goals: to be your choice for all your facilities management needs, and to be the very best and most effective provider of those services.

We appreciate the suggestions, comments and ideas you have shared throughout the year. Please continue to let us know how we’re doing.

Robert P. Dillman, P.E.
Chief Facilities Officer
rpd2n@virginia.edu
Early in 2002, Bob Dillman and FP&C Health System managers presented to Dr. Marcus L. Martin, professor and chair of the Department of Emergency Medicine, a certificate of appreciation commending the department staff for their patience and cooperation during the total renovation of the Emergency Department. This two year, seven-phase construction project required extreme coordination and communication to ensure exemplary patient care. Special appreciation went to Dr. Martin for his leadership within the department and to Barbara Craighead, manager of Emergency Medicine, for her dedication, cooperation, communication and coordination throughout the project. Attending the presentation were (L-R) James E. McGowan, DHA, patient care services administrator and associate chief of staff; Fred P. Dunn, senior project manager, FP&C Health System; Mr. Dillman; Dr. Martin; Robert C. Reiser, M.D., service center medical director; Ms. Craighead; and Christopher J. Hoy, construction manager, FP&C Health System. George S. Southwell, FP&C Health System division manager, was unavailable for this photo.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>1</td>
</tr>
<tr>
<td>Accomplishments</td>
<td>16</td>
</tr>
<tr>
<td>Staffing Changes</td>
<td>17</td>
</tr>
<tr>
<td>Performance</td>
<td>23</td>
</tr>
<tr>
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<td>27</td>
</tr>
<tr>
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<td>33</td>
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<td></td>
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Chief Facilities Officer
rpd2n@virginia.edu
Customer service includes appreciation of good customers. Chief Facilities Officer Bob Dillman, with Health System FP&C staffers Tim Rowland, construction manager, FP&C Health System, and John Rainey, senior project manager, FP&C Health System, presented a certificate of appreciation to Health Sciences Library Director Linda Waton and the Claude Moore Health Sciences Library staff for their cooperative and accommodating spirit during the total renovation of their building. Although frequently moved, disrupted and inconvenienced, they maintained a great good humor and understanding of the goals set by all involved. The completed project provides a more comfortable work environment for the staff and a powerful resource for the medical community.

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Accomplishments

- Facilities Management completed a contract construction work-in-place volume of $68 million during the past year. The projected work-in-place for fiscal 2003 is $75 million. In the Performance section of this report, the first chart presents a summary of contract construction work-in-place by year since fiscal 1984. (These construction cost figures do not include funds expended for the Darden School.)

- The University Review Unit (ASBO) reviewed approximately 34 capital and 38 non-capital and fire safety projects.

- The Office of the Curator and Architect for the Academical Village oversaw the third year of work to rebuild stone decks and marblework at the Rotunda which resumed in June 2002 immediately after commencement exercises. Only one more summer work season remains for the northeast quadrant. Funds permitting, by the end of calendar year 2003, the four-year project to resolve chronic problems of decay and water intrusion at the decks will be completed.

- Summer 2002 saw the conclusion of a four-year project to completely rebuild electrical services for all Lawn and Range student rooms, accommodating the increased use of electrical equipment in modern academia and dramatically increasing safety for both life and property in these historic rooms. These are the only early spaces in the Academical Village that have retained their original function without interruption since classes began in 1825.

- West Lawn student rooms 35 through 55 were completed this year. The refurbishment program of all Lawn and Range rooms to restore features that had been altered over 180 years and to make the rooms more livable began in 1998 and should be completed within the decade.

- Furnishing of Pavilion VII, home of the Colonnade Club, is now essentially complete. However, the spring and summer droughts of 2002 halted the planting program in the alley and parking area south of the building. The program will resume, thanks to a grant from the William R. Kenan Jr. Charitable Trust, when weather moderates.
• Activity on the $128 million Multipurpose Arena Project began with an anonymous donation of $10 million in June 2001. In September 2001, additional fundraising gave the project another $3 million and in October 2001 Paul Tudor Jones, a University of Virginia alumnus, also pledged $20 million to the Project. During the summer of 2001, the Facilities Management team was appointed with Dick Laurance as project director and Don Riggin as senior project manager. The project scope was defined to include a 15,000 seat Arena, with coaches’ offices, supporting athletic facilities, practice courts, premium seats (including 20 suites), and a club area. Additionally, accommodations for 1,500 cars and a connector road to reach the 29/250 By-Pass were included in the scope. Groundbreaking on the project is anticipated in Spring, 2003, and completion date targeted for May 2006.

• The GIS/Mapping team provided over 229 projects for the University community this reporting period. GIS and mapping projects of note were:
  • (a) New University Master Plan prepared for the University Architect, The Rector and Board of Visitors,
  • (b) University of Virginia map indicating all accessible routes for the Americans with Disabilities Act (ADA) and an updated UVA Visitor’s Map,
  • (c) Special mapping presented to the President’s Cabinet Meeting to illustrate acquisition and development areas of Morven Farms,
  • (d) Mapping for presentation of proposed new projects to the University Board.

• The Utilities Department achieved savings (through avoiding costs) and income from energy conservation work and by using central plants to produce energy as follows:
  • Estimated savings of over $4.96 million this year achieved through halting the rapid growth of electricity use during the last decade.
  • Calculated savings of almost $2.8 million associated with burning 79% coal instead of gas to produce steam at the Main Heating Plant.
  • Estimated savings of over $3.1 million from using central chiller plants to produce chilled water instead of stand-alone building chillers and direct expansion units.
  • Calculated savings of almost $2.7 million achieved through aggregating UVA’s power supply through substations rather than having direct drops from Dominion Virginia Power.
  • Anticipated savings of over $118,000 from lighting upgrades this year bringing the total annual savings from lighting upgrades to almost $788,000.
  • Estimated savings of almost $16,400 from the installation of occupancy sensors this year, bringing the total annual savings from the use of occupancy sensors to almost $53,000.
  • Calculated savings of over $72,000 achieved at the Main Heat Plant by exceeding the plant efficiency goal by 2%.
  • Sewer credit refunds of more than $308,000 from the City of Charlottesville.
- Net income of more than $18,000 by using the 1250 kW emergency generator at the Main Heat Plant to participate in a standby generation program with Dominion Virginia Power.

- The Utilities Department made significant progress in replacing, upgrading, expanding, or enhancing utilities systems and programs in accordance with the 20-year Utilities Infrastructure Funding Plan.

- The Division of Recoverable and Disposable Resources achieved a recycling rate of almost 40% while reducing the amount of materials disposed of in a landfill.

- In February, the City of Charlottesville.getCounty of Albemarle/University of Virginia Local Emergency Management Operations Course (LEMOC) participated in a joint training and functional exercise program conducted by the Virginia Department of Emergency Management (VDEM) and Charlottesville/Albemarle and UVA. In May, UVA, the City of Charlottesville, and the County of Albemarle jointly participated in an integrated emergency.

- In support of the annual Day of Caring, approximately 40 Facilities Management staffers volunteered to help on several projects benefitting organizations serving needy people in Charlottesville and Albemarle, Fluvanna, Greene, Louisa and Nelson counties. Thirty Facilities Operations personnel were involved in support to the Albemarle Department of Parks and Recreation with a major clean up and painting project at Pen Park.

- The Scheduling and Estimating Office develops, estimates, distributes and schedules work for 17 cost centers and prepares competitive cost estimates used in the Make/Buy program. This year the staff prepared estimates totaling $2.8 million compared to $1.6 million the year before.

- At the end of the fiscal year, Operations made organization changes and created the new Southwest McCormick Maintenance Zone to provide daily maintenance, housekeeping services and a liaison for Facilities Management’s support to the School of Engineering & Applied Sciences, the Chemistry Building, Gilmer Hall, and the Aquatic & Fitness Center.

- Maintenance Division carpenters and mason plasterers made repairs and replacements in many buildings and locations, including repairs to the Pavilion Gardens’ serpentine walls and repairs to handicap doors throughout the University.
• In addition to installing timers in equipment rooms, maintenance electricians installed almost 1200 motion sensors for lights in offices and bathrooms. These efforts contribute significantly to the University’s energy conservation success.

• The Renovations Division completed classroom improvement projects in Campbell Hall, Chemistry and Physics, and completed another phase of renovation in the student rooms on the Lawn.

• Renovations completed two of a planned eight-laboratory renovation project in Gilmer Hall.

• Renovations Division continued support of the Green Lights energy conservation program with retrofits or replacements of light fixtures with more energy-efficient models.

• The Maintenance plumbing team’s jobs included replacement of all flush valves in Memorial Gymnasium and installation of water meters for Utilities.

• In Health System’s new MR-5 facility, the Lock Shop installed over 500 new locks, and electronic panic hardware in all hallways for building security and fire protection.

• Operations’ fire system crew inspected over 300 fire systems quarterly and, with the Maintenance electrical crew who did the wiring, installed fire systems in all Lawn rooms as they were renovated this fiscal year.

• The Sign Shop’s work included construction of new entrance signage at the University of Virginia College at Wise and responsibility for placing and removing all directional signage along traffic arteries for all home football games. The shop is also making building identification signs displaying the University’s new logo.

• The (Academic) Elevator Shop’s work included preventative maintenance and inspection certification repair for 120 lifts and elevators as well as elevator design review, installation inspection and certification inspection support for 10 new elevators completed under capital projects.

• The North Grounds Zone Maintenance Team saw another challenging year with major construction continuing in Miller Center, Darden School, Law School, and JAG School. At completion this new work will nearly double the square footage at both the Darden School and the Miller Center.

• The 9/11 attacks resulted in extensive temporary and permanent increased security requirements for North Grounds’ Department of Defense tenant, the JAG School.
• A broken water line on Thanksgiving weekend flooded the JAG School. The Zone staff had the lead for the removal of debris and coordinated all outages, repair work and disposal after repairs were made and the water removed from the building.

• The Landscape Division has been installing new landscapes around Munford, Gwathney and McCormick Road dorms and Carrs Hill. This project is targeted for completion during the fall of 2002 with the restoration of over 35,000 square feet of turf.

• During the summer of 2001, the Landscape Division restored the streambed within Gilmer basin. This was the first step in restoring the basin to a natural area.

• The Landscape Division, at the direction of the Arboretum and Landscape Committee, continues to install 60 five- to six-foot English boxwoods, valued at over $60,000 donated in the fall of 2001.

• The HVAC Division has worked to help improve many environmental problems that occur on a day-by-day basis. Special teams have worked with project managers, engineers, directors and Environmental Health & Safety officers to resolve major issues throughout Grounds. Solving these air quality problems has helped reduce the number of service calls and has made spaces healthier and more comfortable for our customers.

• The crews of the HVAC department have completed various projects this year, including:
  • Design and installation of a new self-contained heating and cooling unit for New Cabell Hall computer room
  • Replacement of the air handling unit and upgraded the controls at Monroe Hall east end attic
  • Upgrade of pneumatic control systems at Zehmer Hall
  • Replacement of gas and oil-fired burners at the north end Carruthers Hall
  • Replacement and upgrade of the roof vents and controls of the Green House at Gilmer Hall
  • Installed new rooftop air conditioning units at Special Material Handling Building and a new boiler at Lambeth House
  • Replacement of 15-horsepower variable frequency drive at Clay Hall
  • Utilities renovation to the Rotunda and University Chapel Tertiary chilled water-pumping project
  • Retrofit of Clark Hall air conditioning system
  • Installation of new variable frequency drives in Bryan Hall and the Chemical Engineering Building and an upgrade to the air conditioning system at Gilmer Hall.

• Building Services’ 50% reduction in accidents is attributed to an aggressive safety-training program conducted by the division’s safety officer.

• Business Management Services successfully balanced a year of firsts and a year of challenges including the first-ever live transaction to the Oracle Labor Distribution. The
Fiscal Operations Division worked as a team to train each other and to adapt old systems to the new Oracle model.

- As the Oracle implementation proceeded, the Fiscal Operations Division assumed the task of processing invoices through to the final vendor payment, a task previously performed by the centralized Procurement Services department. We believe that the changeover has resulted in more accurate data entry and better service to our vendors.

- The Information Systems (IS) Division provides a full range of information technology services for Facilities Management (F&M) and Office of the Architect for the University. The division's most significant accomplishment this year has been the re-engineering of Facilities Management's information systems to become compatible with Oracle information system and new business processes.

- Materials Division administers all material and non-professional service procurement functions. Approximately 170 annual "standing orders," 850 purchase orders, 5,800 limited purchase orders, and 8,500 releases against established "just in time" supply orders were placed in fiscal year 2001-2002, for a total dollar volume of $27,153,900. Warehouse personnel received 430 shipments via common carrier, and 10,800 UPS/Federal Express packages, while picking up 1,000 orders downtown, and shipping 200 packages out. Materials Division negotiated several contracts with local firms for "just in time" delivery of frequently used items.

- Health System Physical Plant (HSPP) completed the hospital "Statement of Conditions" with the least number of deficiencies since the University Hospital was opened.

- An Infection Control Risk Assessment for patient care areas was developed and implemented by HSPP.

- Six new facilities were added to HSPP's highly successful maintenance program. These include Medical Research Building #5 (MR-5), the Medical Research Building at Fontaine Research Park, 1222 Jefferson Park Avenue, and others.
• All HSPP elevator department personnel and shift workers were trained and certified by the American Society of Mechanical Engineers in Emergency Evacuation of Passengers.

• The HSPP Labor & Landscape crew had an extremely successful year, receiving recognition for their professionalism and outstanding efforts. In addition to the Health System grounds, they have been selected to maintain the grounds for the Medical Research Building at Fontaine, Monroe Dormitory, and several other smaller facilities.

• HSPP established the Vivaria Facilities Committee to enhance UVA’s commitment to meeting the vivarium standards of the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC).

• Health System customer satisfaction with the outage program continues to be high: the HSPP Work Management Unit coordinates all of the outage procedures with computer generated fax outage notices sent to a representative in each affected department or manual delivery is used for rapid response conditions.

• The first annual Apprentice Program Luncheon was held May 1 to bring current and prospective apprentices and past graduates together to share experiences and suggestions that would enhance the University of Virginia Apprentice Program. Thirty-five current apprentices and graduates attended the event, along with 11 guests who were interested in learning more about apprenticeship and the apprentice positions available this year.

• The Apprentice Program entered its twentieth year this summer. At the July 31 apprentice graduation and induction ceremony, there was to be one apprentice graduate. Four new apprentices would be inducted. Two others were inducted within a few weeks. See the Programs section of this report for more details.

• The Human Resources and Training Manager worked with Facilities Management and University officials to implement an expanded Reward and Recognition Program supported by the new Virginia Compensation Plan. Most notably, the program has three levels to give
deserving employees and teams either monetary or non-monetary awards as allowed by University policy. The program issued 46 citations to our co-workers between April 1 and June 30, 2002. Forty-two level one awards were granted, three level two awards and one level three award.

- Facilities Management continued its successful in-house training programs: Supervisory Development Series, now in its fifth year, was scheduled to have 28 graduates in July 2002. Computer training, Adult Education and other offerings are discussed in the Professional Development and Training section of this report.

- Facilities Management’s Employee Council continued its focus of fostering communication among Facilities Management employees and providing a forum for presenting general employee-related concerns. The monthly meetings usually include a guest speaker from the University community describing programs and resources available to Facilities Management employees. Speakers included representatives from the Benefits Office, Workers Compensation, Parking & Transportation, Continuing Education, and the UVA Health Plan. Major topics of Council discussion over the past year included Facilities Management social events, uniforms, defibrillator program, parking rates, rewards and recognition policy, budget reductions, in band adjustments, and air conditioning in shop areas. (See membership and purpose section of the Employee Council brochure on the next page.)
Facilities Management Employee Council

Employee Council is Communication

Communication is essential to the success of all organizations, especially one as large and diverse as Facilities Management. As employees, our challenge is to identify strategies that promote and enhance communication at all levels. Your Employee Council is an essential forum that fosters communication. The Council Chair and Vice-Chair are also representatives to the Executive Vice President and Chief Financial Officer's Employee Communications Council.

The Employee Council is a channel for receiving and discussing employee ideas for improving relations and generally enhancing the University work environment. The monthly meeting usually includes a guest speaker from the University community describing programs/resources impacting Facilities Management employees.

Recent guests have included representatives from the Benefits Office, Workers Compensation, Parking & Transportation, Continuing Education, and the UVA Health Plan. In-house representatives for recycling, human resources and training, and emergency medical treatment have also spoken to the council.

You Elect the Representatives

Employee Council representatives are elected for two year terms and represent 13 major areas within Facilities Management. Please see the photos and names on this brochure. Employees are encouraged to bring problems or questions to their representatives for discussion at monthly meetings.

The resolution of specific personal concerns is not the responsibility of the Council.

Council Meets Monthly

Employee Council meets the last Thursday of each month in the upstairs conference room at the Leake Building, Facilities Management, 575 Alderman Road. If you have questions Council should address, ask your area representative or any representative or the chairperson.

Minutes are Public Information

Minutes of the Employee Council meetings are posted on Facilities Management bulletin boards and under News & Events at the website http://fmweb.virginia.edu/FMHome/
Status of projects managed by Facilities Planning and Construction, both Academic and Health System branches, are:

<table>
<thead>
<tr>
<th>Academic Projects in Design</th>
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<td>• A new Observatory Hill Dining Facility</td>
<td>• A new Student Residence at Monroe Lane</td>
<td>• New Baseball Stadium</td>
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<td>• Additions and Renovations to the McIntire School of Commerce</td>
<td>• Lambeth Housing Brick Repairs</td>
<td>• Carl Smith Center/Scott Stadium Expansion</td>
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<td>• The renovations of Garrett Hall</td>
<td>• Renovation of the Miller Center</td>
<td>• Infrastructure Stormwater Lake at Wise</td>
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<td>• Aquatic &amp; Fitness Center Chilled Water Plant</td>
<td>• Renovation of Clark Hall</td>
<td>• Cell Biology Support Labs and Bloom Wet Lab at Gilmer Hall</td>
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<td>• A new Studio Art Building</td>
<td>• A new Student Activities Center for the College at Wise</td>
<td>• New Addition to Miller Center</td>
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<td>• A new Material Science Engineering/Nano Technology building</td>
<td>• An addition to the Science Building for the College at Wise</td>
<td>• New Addition to Clark Hall</td>
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<td>• New Emmet Street Parking Garage for 1200 cars awaiting construction start</td>
<td>• Special Collections Library</td>
<td>• The second phase of the Lambeth Housing Stair Replacement</td>
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<td>• The Emmet Street Bridge</td>
<td>• Student Faculty Center Addition to School of Law</td>
<td>• Withers-Brown Faculty Wing Renovation at School of Law</td>
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<td>• Long Term Environmental Research Station in Oyster</td>
<td>• An addition to the Aquatic &amp; Fitness Center was completed and ready for bid</td>
<td>• New Arts and Sciences Facility</td>
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<td>• New Basketball Arena</td>
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<td>• Addition to NRAO and Fayerweather Hall Renovations await resolution of funding in order to be bid</td>
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<td>• 1222 Jefferson Park Avenue Electrical Infrastructure</td>
<td>• Cavalier Computers Renovation</td>
</tr>
<tr>
<td>• Medical Research Building No. 6 (MR-6)</td>
<td>• Surgical Support Renovation</td>
<td>• East Precinct Chiller Plant and Access Road</td>
</tr>
<tr>
<td>• Hematology / Oncology Faculty Office Renovation</td>
<td>• Multistory Entry Garden and Associated Utilities</td>
<td>• Adult Bone Marrow Renovation</td>
</tr>
<tr>
<td>• Old Jordan Hall Sprinkler System</td>
<td>• Neurosurgery Clinic Renovation</td>
<td>• Family Medicine Department and Clinic Renovation</td>
</tr>
<tr>
<td>• Medical Research Building No. 4 Heating, Ventilation, and Air Conditioning Renovation</td>
<td>• Otolaryngology Clinic Renovation</td>
<td>• Biomedical Engineering and Medical Sciences Building (MR-5)</td>
</tr>
<tr>
<td>• Computational Genomics Laboratory</td>
<td>• Intensive Care Unit Bed Expansion</td>
<td></td>
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<tr>
<td>• Farm Vivarium</td>
<td>• Adult Surgery Department and Clinic Renovation</td>
<td></td>
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<tr>
<td>• Cancer Infusion Center</td>
<td></td>
<td></td>
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<tr>
<td>• Neurosurgery Departmental Renovation</td>
<td></td>
<td></td>
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<tr>
<td>• Breast Care Center</td>
<td></td>
<td></td>
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<tr>
<td>• Gumbiner Laboratory Renovation</td>
<td></td>
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<tr>
<td>• Medical Records Renovation</td>
<td></td>
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<tr>
<td>• Dentistry Clinic Renovation</td>
<td></td>
<td></td>
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<tr>
<td>• Occupational Health Renovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Research Magnetic Resonance Imaging Addition to University Hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• PCC/Relocate Dentistry</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Projects Accomplished

Miller Center Addition and Renovation
Start date October 2000 End date December 2002 Total project cost (or anticipated) $7,200,000
Project Manager Libba Bowling  Joann Im - Design  Construction Manager Steve Ratliff (Phase 1)
Jackie Darnell (Phase 2) Other FacMgmt staff involved: Gary Wood and North Grounds Zone crews including Vivian Walls; Ed Denby & the Fire Protection Crew; Gene Bellomy and the Lockshop Staff; Landscaping- Tim Spencer and Jerry Brown; Utilities - Jay Coleman and Charlie Durrer; Roofing - Peter R. Thorsen and Mike Crawford.

Biomedical Engineering and Medical Science Building
Start date 1 October, 1999  Completion 15 January, 2002  Project cost $41,360,000
Dick Laurance-Project Director  David Booth-Construction Manager
John Sorg-Senior Project Manager  152,000 square feet.
Law School Addition
Start date 8/2000
Finish date: 8/2002*
Total project cost $8 million
22,700 sq ft
Project Manager Mashal Afredi
Construction Manager Steve Ratliff

Monroe Lane House
Start date 1/2001
End date 8/2002*
Total Project Cost $7.8 million
31,036 sq.ft.
Project Manager Mashal Afredi
Construction Manager Richard Scrgci

*Both projects required demolition of a building on the site prior to construction of the new project.
Projects Underway

Rotunda Esplanade Repairs
Start date May 1, 2002  End date Nov.15, 2002
Total Project Cost: $800,000
Project Manager and Construction Manager
Peter R. Thorsen
The project consists of repairs and renovations to one of the four esplanade quadrants surrounding the Rotunda at the University of Virginia. The southwest and southeast quadrants were renovated in 2000 and 2001, respectively. This northwest quadrant, including the west bridge and portions of the north portico, were completed in the summer of 2002. The remaining northeast quadrant is tentatively scheduled for the summer of 2003. Work includes flashing replacement; new roof membrane, drains, and pavers; repairs to windows, and cleaning of marble balustrades and pavers.

Special Collections Library
Start date February 14, 2002 (construction)  End date February 14, 2004 (construction)
Total Project Cost Budget $26 million; Construction $19.8 million
Project Manager Don Riggin  Construction Manager Steve Ratliff
Other FacMgt staff involved: Bob Dillman, Sack Johannesmeyer, Dick Minturn, Richard Dickman, Pat Mathews, Junita Purvis. Unique features: demolished Miller Hall (left photo); 57,244 square feet or about 80% of new building will be below ground; excavated material from Special Collections site was used to fill old quarry site at Fontana Food Center at Old Ivy Rd for potential future use.
Clark Hall Addition and Renovation

Start date July 2000    End date June 2003
Total project cost $39,432,000
Project manager Randy Porter
Construction manager Barton Malow
Staffing Changes

Donna Barnes joined Facilities Management as Manager of Human Resources and Training (HR&T) in October.

In November, Peter Arn joined Facilities Management as Director of Health System Physical Plant and Valerie Hurst joined HR&T as Human Resources Analyst.

In January 2002, Charles J. (Sack) Johannesmeyer, former Construction Services Manager with Facilities Planning and Construction (FP&C), was selected as Director of FP&C.

In June 2002, Richard II. Ricc, P.E. joined Facilities Management as Deputy Chief Facilities Officer.

Staffing of the Office of the Architect for the Academical Village was undergoing change at the end of the fiscal year with Academical Village Curator and Architect Murray Howard’s retirement. Assistant Architect for Historic Buildings Steve Cornell resumes his dual degree graduate work in the School of Architecture, and Architect Anna K. Towns assumes interim management of the office.
The table below summarizes the volume of business for Facilities Management for the fiscal period.

<table>
<thead>
<tr>
<th>Facilities Management Financial Summary</th>
<th>for Fiscal Year 2001-2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAJOR CATEGORIES OF EXPENDITURES</td>
<td>(in millions)</td>
</tr>
<tr>
<td>Contracted Services (Construction,</td>
<td>$ 95.7</td>
</tr>
<tr>
<td>Repair, Maintenance, Architectural</td>
<td></td>
</tr>
<tr>
<td>and Engineering Services)</td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$ 30.6</td>
</tr>
<tr>
<td>Utilities</td>
<td>$ 27.7</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>$  7.6</td>
</tr>
<tr>
<td>Other</td>
<td>$  1.7</td>
</tr>
<tr>
<td>Total Facilities Management Expenditures</td>
<td>$163.4</td>
</tr>
</tbody>
</table>

The chart below illustrates the dollar value of the actual spaces we have built for students, patients, faculty, staff and researchers over the past years, and what we expect to build in the coming fiscal year, 2002-2003.
FACILITIES MANAGEMENT CUSTOMER SURVEY
MINOR WORK - ACADEMIC DIVISION

The chart represents the level of service of customer satisfaction with minor work performed by Facilities Management workers. Customers were asked to respond to questions about their satisfaction with communications, and quality of work. In addition, we asked if the worked was reasonably priced.

FACILITIES MANAGEMENT CUSTOMER SURVEY
SERVICE CALLS - ACADEMIC DIVISION

We have collected 10 years of customer responses to surveys distributed after service call work has been completed. The responses represent level of satisfaction in the areas of courtesy, timeliness, quality of work performed, and communications with staff members.
PREVENTIVE MAINTENANCE EFFORT
COMPARED TO CORRECTIVE MAINTENANCE

E&G MAINTENANCE EXPENDITURES
AND GROSS SQUARE FOOTAGE HISTORY

The relationship of Educational and General gross square feet maintained to maintenance operating and reserve expenditures.
Professional Development

Working in collaboration with the University Department of Training, and Charlottesville Adult Education resources, Human Resources and Training continued to support adult learning programs for Facilities Management employees, offering courses in English as a Second Language, Developing Skills for the General Educational Development (GED) diploma, Reading for Success, and preparing for the GED exam. Ten Facilities Management employees participated in the programs and two – Peggy Jarino and Jannic Fincham- received their GED diplomas during the year. At the end of year celebration in May, Nikola Dimic of Recycling and Linda Woods of Building Services were recognized for outstanding attendance. Sonny Beale of Recycling was recognized for Supportive Management.

This year’s in-house Computer Training program continued the Facilities Management practice of offering local, hands-on computer training to our employees. For the fourth consecutive year, these classes were well attended: 122 participants attend 32 sessions of the 11 different classes.
For the fifth consecutive year, Human Resources and Training offered the **Supervisory Development Series** to departmental supervisors and prospective supervisors. The training program continues to offer 30 hours of training experiences divided into 15 two-hour blocks covering the topics of supervisory skill enhancement, safety training, communication, customer service, career development and discriminatory harassment awareness. The training is a collaborative effort among Facilities Management, Organizational Development and Training, and Environmental Health and Safety. Twenty-eight employees, including one from the Housing Division, would be recognized July 31, 2002 when the fifth SDS class graduated.

Additional training programs available to Facilities Management staff included:

- **Mandatory Discriminatory Harassment** training was conducted in Fall 2001; 138 employees covering all levels of Facilities Management leadership attended.

- **Forklift Operator Certification** training classes were held for 50 employees in June 2002. Instructors were Michelle Whitlock and Gerald Drumheller from Environmental Health & Safety (EHS). All participants passed the course and are certified for forklift operation.

- **Heart Saver/CPR** class was taught in July 2001 to six employees by Wanda Hedges of Work Management who is also a certified cardiac technician and CPR instructor. The class was taught again in April 2002 for five additional employees. The class addressed ways to reduce risk of cardiovascular disease and taught the technique for the Heimlich maneuver.

- **OSHA (Occupational Safety & Health Administration) Health & Safety Training** is required for all employees who have maintenance or custodial responsibilities. This year, approximately 525 Facilities Management employees attended sessions in January 2002 at UHS offices. Topics included Building Safety and Security and the OSHA-related topics of Asbestos, Lead-Based Paints, Chemical Right to Know, Fire Safety, and Ergonomics. The instructor was Joel Loving of EHS.
• **Asbestos Operation and Maintenance** training’s two-hour refresher training was completed by 42 employees. An additional 15 employees completed the 16-hour initial training course in this program. The instructor was Joel Loving of EHS.

Other training resources included:

**Educational Assistance** - The IIR&T Office continues to promote the availability of educational assistance through the newsletter, bulletin board posting and emphasis at New Employee Orientation. During this fiscal year, we processed a total of 23 requests from 12 different employees of the department. As compared to the 1999-2000 year, these figures represent a 58% decrease in the number of requests processed and a 61% decrease in the number of employees using tuition reimbursement. Appendix G reflects departmental usage by organization.

**Apprentice Program**

• The first annual Apprentice Program Luncheon was held May 1 to promote our apprentice positions available this year and to bring current apprentices and past graduates together to share experiences and plans to enhance the University of Virginia Apprentice Program. Thirty-five current apprentices and graduates attended the event, along with 11 guests who were interested in learning more about apprenticeship with Facilities Management.

• This year, the IIR&T staff worked in conjunction with departmental leadership and Piedmont Virginia Community College to update the curriculum for the Electronics Technician trade, creating three specialized curriculums to train our apprentices in the areas of fire protection, elevator/systems control, and the Health System Physical Plant environment.

• As the fiscal year closed, the HR&T Office made plans to sponsor a July 31 Apprentice Graduation and Induction and Training Recognition Ceremony in the Dome Room. One apprentice graduated and four new apprentices were inducted. Two others were to be added later in the summer. Of the six, three are Electronics Technician apprentices (two in Systems Control/Utilities and one in Fire Protection/Operations); two are HVAC apprentices (one in North Grounds/Operations and one in the Chiller Plant/Utilities); and one is a Plumber Steamfitter apprentice in Utilities.
Health System Mandatory Training and Competency Program

The Health System Mandatory Training and Competency Program continues to have a high priority in HSPP. The requirement that departmental personnel spend and individually document a total of over 1,000 hours in training and orientation is crucial to obtaining JCAHO accreditation. The department met all Health Systems Mandatory Training Program Requirements this year.

Additionally, the program has been beneficial in stimulating additional training in technical subjects including computer training, plumbing and electrical code compliance, and HVAC mold control for HSPP staff. Computerized work orders, using a comprehensive facilities management program, MAXIMO, are completed by working supervisors and personnel to quickly and efficiently report equipment failures and account for all chargeable labor and materials.

"If the condition of man is to be progressively ameliorated, as we fondly hope and believe, education is to be the chief instrument in effecting it."
--Thomas Jefferson to M. A. Jullien, 1818.
Programs

Maintenance Programs

Facilities Management performs three basic types of maintenance work:

- Preventive Maintenance (PM), an effective method of avoiding potential failure of facilities equipment and systems, is a high priority service in our approach to comprehensive maintenance programs. Through an automated inventory and scheduling system, work crews are assigned to perform inspections, adjustments, cleaning, and routine service on virtually all facility related major equipment and systems. For the Academic side of the University, the Work Management Division issued over 31,000 preventive maintenance work orders in the 2001-2002 fiscal year. For the Health System side, Health System Physical Plant, 27,419 work orders were for preventive maintenance.

- Corrective Maintenance consists of routine and emergency service calls received by Work Management or the Systems Control Center 24 hours a day, 365 days a year. During the 2001-2002 fiscal year, over 20,000 service calls were received and dispatched by Work Management. At HSPP, 28,673 work orders were issued.

- Major work is the third category of maintenance work, representing projects larger in scope than preventive or routine maintenance services. Most maintenance projects accomplished as major work are included in a listing of major maintenance projects or the Maintenance Reserve program, a biennial State Capital Outlay appropriation intended for maintenance projects in excess of available operating budget funds. The major maintenance program is funded through Facilities Management’s operating budget and normally supports maintenance projects ranging from $2,000 to $25,000 for maintenance and repair of the University’s Academic Division educational and general (L&G) buildings and grounds. Last year this program expended a total of $14,654,653 to fund 178 projects, many of which were identified through the facility assessment program described below, or through the direct requests of building occupants. A comparison of expenditures in 2001-2002 with expenditures for prior fiscal years follows:

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</thead>
<tbody>
<tr>
<td>Capital Budget - Maintenance Reserve</td>
<td>$3,275,947</td>
<td>$6,919,851</td>
<td>$5,949,832</td>
<td>$4,821,378</td>
<td>$3,901,548</td>
<td>$3,424,088</td>
</tr>
<tr>
<td>Maintenance Operating Budget</td>
<td>$8,034,985</td>
<td>$7,528,505</td>
<td>$7,510,745</td>
<td>$6,858,404</td>
<td>$6,017,086</td>
<td>$6,394,877</td>
</tr>
<tr>
<td>Utilities Chiller &amp; Distribution System Maintenance</td>
<td>$1,794,446</td>
<td>$1,410,101</td>
<td>$1,488,082</td>
<td>$1,285,289</td>
<td>$1,353,800</td>
<td>$1,119,900</td>
</tr>
<tr>
<td>Grounds</td>
<td>$1,549,275</td>
<td>$1,688,081</td>
<td>$1,407,154</td>
<td>$1,398,812</td>
<td>$1,094,969</td>
<td>$1,164,501</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$14,654,653</strong></td>
<td><strong>$17,546,538</strong></td>
<td><strong>$16,355,813</strong></td>
<td><strong>$14,363,883</strong></td>
<td><strong>$12,367,403</strong></td>
<td><strong>$12,103,366</strong></td>
</tr>
</tbody>
</table>
Maintenance Reserve Program

Appropriations from the Maintenance Reserve Program, are used to supplement the operating budget by funding major repairs and replacement of facility components including such items as failing roofs, deteriorating utilities distribution systems, unreliable building utilities and structural defects in aging buildings. The capital budget for fiscal 2001-2002 originally included half of the biennial Maintenance Reserve appropriation, or $6,679,589. Because of the state’s budget difficulty this was later reduced to $3,339,794. Some of the more important projects funded include:

- The rewiring of the Lawn and Range student rooms
- Elevator renovations at Gilmer and Olsson Halls
- The completion of the McLeod exterior masonry repair
- The replacement of the roof on Garrett Hall
- The completion of renovations to the intercom and stage lift systems at the Drama School
- The completion of renovations to the treatment plant at the Mountain Lake Biological Research Station
- The completion of renovations to the drainage system around Halsey Hall
- Interior renovations at Carruthers Hall

The 2001-2002 fiscal year was the last year of the 2000-2002 biennium. Maintenance reserve began the biennium with an allocation of $13,359,178. This was reduced to $10,019,384 in the winter of 2001 when the second year allocation was cut by half. In the winter of 2001–2002 the Virginia General Assembly announced the appropriation of $6,193,911 for the upcoming 2002-2004 biennium, which begins in July of 2002. This is slightly less than the level of maintenance reserve funding we received for the 1992-1994 biennium. In 1992 the total value of the L&G facilities maintained with this fund was $553,419,210. In July 2002, the value will be approximately $1,160,000,000. Obviously a reduction of this magnitude has had major repercussions on our maintenance program. In the upcoming 2002-2003 budget year, we are able to plan on beginning only two new major renovation projects using these funds. Our plan for the 2003-2004 budget year includes only about a dozen new projects, a fraction of what we usually fund.

Exterior Paint Program

Each year Facilities Management funds exterior painting projects for F&G facilities. The following are some of the large painting projects completed during the 2001-2002 fiscal year:

- New Cabell Hall (1/2 of building)
- Maury Hall
- Duke House
- International House
- Cocke Hall
- Kerchof
Work Management has the responsibility for all lead-based paint removal specification and removal. Our contract administrator has been trained and certified to act as the on-site authority for this important and sensitive process.

**Facilities Assessment Program**

The Facilities Assessment Program is an important Work Management function designed to periodically assess the condition of University facilities and to document maintenance and repair needs. Through a facility condition inspection, building systems and components are inspected to identify maintenance and repair requirements. These requirements are then quantified to provide essential information for a comprehensive approach to maintenance programs and funding needs. The inspection results are shared with the occupants of the buildings so that they may be involved in the planning and prioritization of repair work to be accomplished in their facility. The Facilities Management Operations staff - the women and men who maintain and repair building systems - possess a wealth of knowledge. They evaluate maintenance needs and assist with prioritizing maintenance work. Operations and Work Management collaborate to identify and prioritize maintenance needs.

For the 2001–2002 period, the deferred maintenance backlog for the F&G facilities is over $120,000,000, indicating that total plant maintenance funding has been inadequate to attain a condition of “maintenance equilibrium”. This equilibrium funding level is the annual amount which is required to support facilities and grounds operations and maintenance, while at the same time providing for facilities renewal required to maintain the current value of the facilities for their present uses. The Work Management Division publishes annually the “Report on the Condition of University Facilities” summarizing the results of the assessment program. Copies of the report are available upon request and are posted on the Facilities Management Internet site at [http://fac.mgmt.virginia.edu](http://fac.mgmt.virginia.edu).

Major facilities inspected during the 2001-02 year include:

<table>
<thead>
<tr>
<th>Albert H Small Building</th>
<th>Memorial Gymnasium</th>
<th>Olsson Hall</th>
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<tbody>
<tr>
<td>Cobb Hall</td>
<td>Milton Airport Facilities</td>
<td>Rouss Hall</td>
</tr>
<tr>
<td>Cocke Hall</td>
<td>Monroe Hall</td>
<td>Ruffner Hall</td>
</tr>
<tr>
<td>Fac.Mgmt Stores &amp; Receiving</td>
<td>Monroe Hill House &amp; Range</td>
<td>Slaughter Recreation Center</td>
</tr>
<tr>
<td>Fan Mt. Facilities</td>
<td>N.Grounds Recreation Center</td>
<td>Thornton Hall</td>
</tr>
<tr>
<td>Fayerweather Hall &amp; Annex</td>
<td>New Cabell Hall</td>
<td>Zehmer Hall and Annex</td>
</tr>
</tbody>
</table>
“Make/Buy” Program

Facilities Management continues to offer the “make/buy” option to our customers. “Make/Buy” seeks competition between University forces and private contractors where feasible. By injecting competition, Facilities Management continues to:
- Ensure that customers obtain services in the most economical manner available.
- Offer customers the widest possible range of available alternatives.
- Create incentives to University shops to improve productivity.
- Assure that contractors in the private sector are as competitive as possible.

HSPP Performance Improvement Program

In keeping with the University of Virginia Health System’s commitment to quality care, IHSPP has an ongoing Performance Improvement Program designed to systematically evaluate and improve HSPP staff performance. Performance Indicators were updated and revalidated this year as part of our on-going effort to ensure IHSPP provides continual outstanding service.

The Performance Improvement Program monitors staff performance in three areas: 1) Performance, 2) Response and 3) Quality of Service. Performance is measured by service time spent on preventive maintenance and number of equipment failures. Response is measured by the percentage of services completed within established goals. Response was 83%. Quality of Service is measured by equipment room conditions and responses to customer satisfaction surveys; the positive response rate from customers was 86%. The overall performance score for HSPP for the fiscal year was 691.

To assure the program receives top level support HSPP measures its performance through an active Value Improvement Program. A committee, the VIP Committee, composed of the Director and key support staff meets regularly to monitor performance and quality. This program is the basis for the performance improvement initiative mandated by JCAHO.

Utilities Management

A Utilities Management Plan, developed by IHSPP, establishes guidelines and procedures for maintaining and operating all utilities within the Health System. An integral and important component of the plan is establishing and maintaining a high level of staff performance. As defined in the Utilities Management Plan, the performance of HSPP staff in maintaining all HS utilities is evaluated monthly. A Utilities Performance Score is determined based on equipment failure and preventive maintenance performance.

HSPP Engineering

A Document Review Program was upgraded to ensure reviews of all major projects during the various design phases are incorporated. This review process allows staff
familiar with medical center facilities and operations to provide valuable input. The review program provides significant cost savings to construction projects. On MR-6 alone HSPP comments saved over $500K in construction costs with no increase in A&E fees.

HSPP Engineering continues to provide technical document support for operations. The design of minor projects by HSPP staff allows a quick and cost efficient response to the ever-changing needs of the medical center. Combining this quick design with the departments Minor Projects contracting group provides an extremely quick and cost effective process to meet medical center demands.

Engineering support for assistance and documentation to aid in solving maintenance problems continues to add value. To support these functions the equipment and programs have been upgraded in the HSPP Engineering Resource Center.

The Engineering Resource Center performs many valuable services, often behind the scene, in support of all Health Systems document requirements. Contract documents, reports, and other project related documentation for all HS facilities are maintained. One particularly important task involves assisting in the preparation and updating of Health System SCHEV drawings. These drawings detail all current HS spaces and are used to assign spaces and determine lease costs and must be kept accurate.

**Fire Inspection Services**

HSPP provides on-site continuous fire inspection services through a full-time fire inspector. This assures all IIS facilities meet required life safety/fire safety codes. With continuous on-going construction projects, this level of service is necessary to assure all code compliance issues are met.

The HSPP Work Management unit continued to assess the work performance and efficiency of HSPP and ensured the level of service met customer expectations. The unit kept pace with changes in economic, regulatory, and technological issues. Service quality and customer needs were continuously evaluated with the Service Call and Minor Work Surveys and semi-annual Facilities Coordinators meetings. Zone maintenance support remains high for all three zones as measured by positive customer responses. Customers find the service to be prompt and personal. In addition to the normal work trades, zone maintenance also includes support units of the Refrigeration Shop and Elevator Maintenance.

**Recycling Program**

The Division of Recoverable & Disposable Resources (DRDR) garnered three very prestigious awards this year, making UVA’s recycling program one of the most honored and recognized programs in the nation. UVA’s program won two Gold Medal awards from the Solid Waste Association of North America (SWANA), one each in the Waste
Diversion and Public Education categories. In addition, US EPA Administrator, Christine Todd Whitman, presented UVA with the US EPA Program Champion award in a ceremony in Washington, DC this spring, for having Virginia’s top institutional recycling program of the year.

The SWANA awards come from the solid waste industry’s top professional organization, representing almost 25,000 members. It was the first time in the history of SWANA that a single organization received two Gold awards in the same year.
Congratulations to our colleagues who were nominated (an honor in itself) for Distinguished Service to the University and to Charles Durrer who was selected as one of only 10 winners chosen from those nominated from among UVa's 19,000 employees.

Charles E. Durrer was one of 10 winners of the University's Outstanding Contribution Awards. Charlie earned this award for his exceptional efforts on behalf of the University; the professional praise and recognition his work has received from engineering firms, and UVA faculty and staff; the significant savings in capital, operational and maintenance costs his suggestions and ideas have achieved; and his efforts on behalf of the general community. There were many times he came in after hours for an emergency. He and his colleagues responded to a water main break the day after Thanksgiving and to a water main failure on Christmas Day. Charlie is a self taught man with an excellent understanding of many engineering concepts and is thoroughly knowledgeable of building codes in his area.

David Booth has served as senior construction manager for the MR-5 project, better known as the Biomedical Engineering and Medical Science Research Building which recently opened across from Jordan Hall. This was a particularly time sensitive project to provide critically needed research space for the Biomedical Engineering and Pathology departments and the Cardiovascular Research Laboratories. Many millions of dollars were at risk related to grants these departments received. David was a very effective member of a full partnering with the design team, the project management team and the contractor, resulting in a successful project.

Wanda Hedges is one of the friendly, helpful voices customers hear when they telephone in a service request to Facilities Management. In the past year, she has added even more professional and personal accomplishments. She assumed many extra duties and performed them well while her supervisor was away. She climbed the Oracle curve as a travel reimbursement expert. She is passionate about her Greene County Rescue Squad duties and recently received her lifetime Squad membership. She also completed the Emergency Medical Technician-Cardiac Tech program in December 2001. Wanda was called to Northern Virginia to help in the aftermath of the September 11 disaster. She is also the emergency CPR instructor for University employees.

Darlene C. Webb has served with utilities as the office manager for the main heat plant since 1991 but has worked at UVA for 27 years. Her experience and knowledge of University policies and procedures benefits the heat plant. Darlene has great people skills—she has a positive, high-spirited attitude and is always willing to go above and beyond the call of duty. She is remarkable in her ability to get tasks completed in a correct and professional manner, and
on time. Her work reflects her dedication and her pride in a job well done. Darlene is also well known throughout Facilities Management for her assistance with social committee events like the annual BBQ and the Ice Cream Social, as well as the annual Commonwealth of Virginia Campaign.

Florine Early, housekeeping worker senior in North Grounds, is timely, efficient, exacting, selfless and she does it all with a smile. She does more than her part to provide an aesthetically pleasing workplace that contributes to the workforce’s moral and sense of well begin, one customer wrote. The deputy director of the JAG School wrote: Ms. Early manages the housekeeping staff in an exemplary manner and always exceeds our expectations. We expect very high standards in all areas of this school, including the appearance of our floors, walls, etc…, and they always look nice. She routinely goes the extra mile to ensure that the highest standards are met. Her leadership has created a unique and harmonious work group who set high standards for teamwork and productivity in zone maintenance.

Roger Conner joined the Health System Physical Plant team in July 2000 as landscape and labor services supervisor. At that time, the Health Systems facilities services director challenged HSPP to dramatically improve the grounds of the Health Science Center. Roger accepted that challenge whole heartedly. Under Roger’s leadership, the director wrote, the improvements to the exterior spaces is nothing short of remarkable. He exceeded expectation and did so under tight budgetary contracts, always maintaining exceptional quality in the finished product and returning with renewed vigor and ideas for continuous improvement. His supervisory skills match his creative skills, superior in all aspects.

Gary W. Wood is North Grounds Zone Manager and has taken the level of facilities support services in the zone to a new level of expertise and customer satisfaction. Despite an unprecedented level of construction and disruption, he continued to maintain the operations, maintenance and cleanliness of the Miller Center, Darden Graduate School, Law School and the Judge Advocate General’s School. Gary’s focus on customer service, commitment to facility maintenance and loyalty to the University are evident in both his and his staff’s daily work. The Darden School’s associate dean of administration wrote that Gary not only skillfully oversees the day to day facilities maintenance and operations for clients, but also goes the extra mile to understand proactively the critical requirements of the client.

William F. Parrott managed the 2001 annual fuel allotments for each boiler at the main heat plant with expertise and dedication. He developed, implemented and continually reviewed a boiler operational plan ensuring fuel usage as allocated by the University’s State of Virginia Operating Permit. Bill Parrott has the uncommon ability to see the big picture while focusing on the details, a colleague wrote. He knows plant maintenance and operations in detail, and has a broad sense of the effects his decisions will have on plant efficiency, plant personnel and environmental issues. Personnel changes placed Bill as plant superintendent for both operations and maintenance, an awesome responsibility. Bill not only shouldered the responsibility with pride and confidence, but excelled in the challenge he faced.
Building Services
Facilities Planning and Construction
Shops and Front Line Service Staff