



# University of Virginia Facilities Management Annual Report Fiscal Year 2008-2009



## Hoo's on the cover: From top left corner down, counterclockwise

HSPP Trades Utility Worker Brandon Garrison

Health System Physical Plant Zone 1 Superintendent  
Richard Barbour

Masonry Apprentice Juan Colindres

Budget Analyst Senior Josa Perry

Bill Siebert and Supervisor Bud Hinds, Utility  
Distribution

FP&C's Supervisory Sr. Project Mgr. Steve Nelson and  
Project Managers Lynn Rush and Taryn Harrison

Electrician Joey Fitzgerald and Electrician Apprentice  
Carrie Seningen

Building Services staff Mary Steppe, Virgie Chambers and  
Juanita Reddick

Heat Plant Maintenance Technician James Morris

Carpenter Allen Moyer

Academic Division Director Annette Cyphers and Senior  
Construction Administration Manager Richard Sergi

Building Services Staffer Jasper Thomas

Elevator Assistant Mechanic Kevin Lawrence and Elevator  
Mechanic James Dowell

Energy & Utilities Director Cheryl Gomez, Environmental  
Engineer Kristin Carter, Sustainability Programs Manager  
Armando de Leon with one of three electric cars put into  
service at Facilities Management this fiscal year

Senior Project Manager James Loman and Project Director  
Joe Rainwater of Health System FP&C

Contract Administrator for Construction George Cullen





Facilities Management's (FM) 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  
Contact:

Health System Physical Plant  
Tel 434-924-2267  
FAX 434-924-5342  
Room G031  
Ground Floor  
Multistory Hospital  
Jefferson Park Avenue  
P.O. Box 800388  
Charlottesville, VA 22908-0388

For service in the Academic Division  
Contact:

Business Management Services  
Service Desk  
Tel 434-924-1777  
Fax 434-982-5894  
P.O. Box 400726  
575 Alderman Road  
Charlottesville, VA 22904-4726

or e-mail us at  
[fm-service-call@virginia.edu](mailto:fm-service-call@virginia.edu)

Donald E. Sundgren  
Chief Facilities Officer

P.O. Box 400726  
575 Alderman Road  
Charlottesville, VA 22904-4726  
[des5j@virginia.edu](mailto:des5j@virginia.edu)





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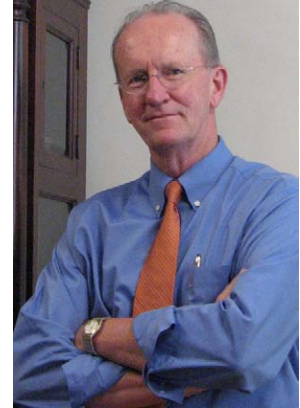
## Organization Chart 40



# Foreword

During FY 2008-2009, Facilities Management employees continued to demonstrate dedication and initiative in their many supporting roles for the University community. Accomplishment highlights that help to demonstrate the innovation, professionalism and generosity of our employees include:

- The Governor's 2008 SWaM Innovator Award for planning and construction.
- The South Chiller Plant Expansion Project was named to Mid-Atlantic Construction Magazine's Best of 2008.
- The Solid Waste Association of North America (SWANA) Bronze Award for Recycling Systems was received for the second consecutive year.
- Our Building Services staff's "green cleaning" initiative received recognition.
- Landscape Superintendent Rich Hopkins received the University's Outstanding Contribution Award for creative and sustainable landscaping on Grounds.
- Our Recycling Program Superintendent Sonny Beale and his wife were awarded the 2009 Governor's Volunteerism and Community Service Family Award.
- Our support for the annual Move Out "Chuck It for Charity" event diverted household and electronic items from the landfill.
- During the annual Day of Caring, 150 FM employees used their skills and energy to improve facilities at Camp Holiday Trails, the Senior Center and Babe Ruth League's field. Additionally, employees generously supported the Toy Lift, food banks, blood drives, Building Goodness Foundation and many other community services.



In support of the University's commitment to sustainability, our construction design emphasis is focused toward Leadership in Energy and Environment Design (LEED) certification. To reduce paper and printing costs, our award-winning newsletter is distributed electronically to most readers.

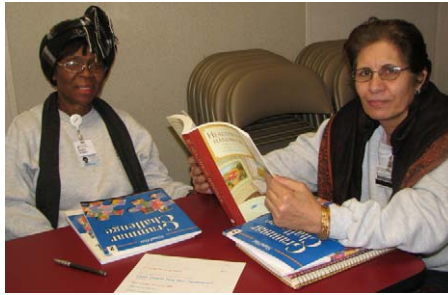
We are proud to work with you here at our University and Hospital, and in our community. We are sincerely grateful to our customers who tell us what we're doing right as well as what we can improve upon. As an organization, Facilities Management continues to evolve to meet the challenges and opportunities ahead. We appreciate the trust you put in us while looking forward to collaborating in the future.

Regards,

A handwritten signature in black ink, appearing to read "D. Sundgren". The signature is stylized with a large, looped "D" and a trailing flourish.

Donald E. Sundgren  
Chief Facilities Officer

# The Many Faces of Facilities Management



## Energy & Utilities

The Energy & Utilities (E&U) Department provides sustainable, economic, and reliable energy, utilities, and recycling services to facilities in support of the educational, research, health care and public service mission of the University.

The Department's many accomplishments included winning the SWANA Bronze Award for Recycling Systems for the second consecutive year, bringing the total number of awards garnered by the University for its recycling program to seventeen since 1994.

- Again this fiscal year, E&U avoided significant expense (cost avoidance) as a result of using central plants to produce energy, implementing significant energy conservation initiatives, and recycling as follows:
  - A calculated \$8.2 million this year alone through halting the rate of electrical growth per square foot from that of the 1980's. This also yielded environmental benefits by avoiding the consumption of over 132 million kWh of electricity which would have produced over 69,000 tons of carbon emissions.
  - At least \$4.2 million by using central chiller plants to produce chilled water instead of stand-alone building systems.
  - A calculated \$4.3 million this year by being able to use 38% 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 \$10.3 million.
  - At least \$2.6 million through aggregating the University's power supply through substations rather than having direct drops from Dominion Virginia Power.
  - Achieved a recycling rate of almost 29% of the municipal solid waste stream and a diversion rate of almost 49% when non-municipal solid (non-MSW) waste materials are considered. Non-MSW materials recovered and diverted from the waste stream include tires, lamps, ash, electronics, batteries, and oil. The total diverted amount was 8,316 tons.
  - Received a sewer credit refund from the City of Charlottesville of more than \$251,000 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.



- Completed a substantial amount of progress in replacing, upgrading, expanding, or enhancing utilities systems and programs in accordance with the twenty year Utilities Infrastructure Funding Plan.
- The Energy & Utilities planning and design efforts emphasized developing strategies and implementing initiatives that support the department's mission. These efforts focused on infrastructure planning, information systems, technology, sustainability, energy, water, recycling, environmental programs, deferred maintenance, geographical information systems (GIS), and metering and billing services.
- Planning efforts continued to focus on the expansion of regional plants, which provide many benefits to the University including energy savings by providing more efficient generation and distribution of energy and capital and maintenance savings by reducing the number of systems which need to be built and maintained.
- Information Systems developed and installed both a University-wide Electricity Monitoring System and a University-wide Fire Monitoring System.
- The Geographical Information System (GIS) office's many accomplishments included:
  - Utilization of a GPS (Global Positioning System) and land surveys to enhance the accuracy of utility structure and line location.
  - Creation of a map to identify, count, and locate lights to replace lighting as part of an energy conservation initiative.
- An Environmental Management System was developed to manage permits and requirements, minimize the University's impact on the environment and conduct environmental education training.
- Significant work performed by the Heating Plants team this year included:
  - Installed vibrators and chute liners to improve coal flow through the unloading and reclaim systems.
  - Completed significant amount of deferred maintenance during the September 27, 2008 annual plant outage.
- The Chiller Plants' significant accomplishments included serving as a beta test site for a 600 ton McQuay "portable chiller plant", which is also testing out a new magnetic bearings technology.



- The Power Systems team accomplished several projects with in-house forces in addition to providing preventive and corrective maintenance for all high voltage substations and distribution systems throughout the University.
- The Utility Systems team's accomplishment included support of many capital projects by performing inspections and shutdowns, providing technical advice, and being involved in assuring quality installations in our distribution systems. This approach reduced change orders and improved the quality of the finished product while saving the contractor rework costs.
- The Delta Force initiative and the energy management team elevated the importance of replacing insulation blankets when removed for maintenance, and re-insulating steam and medium temperature hot water lines after repairs. The emphasis on energy savings, teamwork, education, and commitment has resulted in important savings.
- Systems Control Center (SCC), the round central monitoring and control station for the University, increased the number of points monitored and controlled by 1,200 for a total of over 32,000 points.
- The Instrumentation and Metering Team was created due to the University's growth and the need for specialists dedicated to these tasks. Accomplishments included the addition of over 90 meters that are automatically logged and trended through the energy management system to the SCC. This eliminates the need to physically visit the meters each month to collect energy use information.

Energy & Utilities' complete annual report is available at <http://utilities.fm.virginia.edu/UtilityDocuments/general/pdf/Anrpt0809.pdf>



## Finance Department

In September 2008, Mike Cline became Facilities Management's first Finance Director. The new Finance Department, dedicated exclusively to financial services and taking full advantage of the University's integrated system, allows Facilities Management to take a more active role in central University financial issues. Major projects for the 2008-2009 fiscal year included:

- Changing cost recovery of administrative services by removing that cost from labor rates and applying an administrative service charge to customers' total bill, resulting in lower bills for most customers.
- Assuming responsibility for managing the assessments and accounting for the University's Grounds Improvement Fund and for cost recovery for the Office of the University Architect.
- Development and implementation of state budget cuts enacted during Fall 2008.



The Department is comprised of Fiscal Operations, Facilities Planning & Construction Financial Services, and Energy & Utilities Finance.

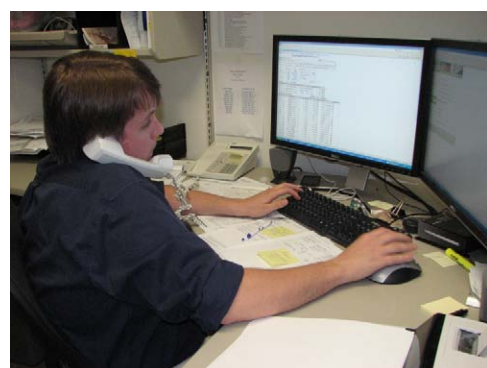
- Fiscal Operations' primary responsibilities include cost accounting, rate development, customer billing, accounts payable, time and leave reporting, budget reporting, and financial analysis. Accomplishments included:
  - Worked with 3,000 vendors to process close to 30,000 external payments totaling \$378M.
  - Played a crucial role in supporting the conversion to bi-weekly pay, which presented a unique set of challenges related to our need to capture billable hours.
- Facilities Planning & Construction Financial Services provides financial reporting and support services for the Facilities Planning & Construction Department (FP&C), including FP&C projects and project managers. This includes construction and professional services invoice processing, department operating budget and rate development, project budget reporting, and financial analysis. Accomplishments included:
  - Financial project management support for on-going projects with budget value of \$2B covering 5 state agencies.
  - Accounts Payable personnel continued to maintain greater than 95% on-time payments and on a dollar basis. FP&C Financial Services Group paid approximately 90% of total dollars UVa paid out on account or a total of \$207.2M in FY 2008-2009.
- Energy & Utilities Finance provides utilities invoice processing, department operating budget and rate development, budget reporting, and financial analysis. Accomplishments included:
  - Developed budgets for E&U totaling \$57 million for FY 2009-10, including billing rates for the various commodities.
  - Oversaw billing of internal and external customers totaling approximately \$8 million per month and resolved customer billing issues.

- The following chart shows a comparison of operating expenses over the last three fiscal years:

### UVa Facilities Management Operating Expense Summary

	FY 2008/09	FY 2007/08	FY 2006/07
<b>Salaries and Benefits:</b>	\$ 55,240,194	\$ 50,086,419	\$ 43,245,421
<b>Utilities:</b>	\$ 55,487,051	\$ 50,346,741	\$ 42,865,761
<b>Planning and Construction:</b>			
<b>Construction</b>	\$ 193,948,369	\$ 195,427,739	\$ 159,140,537
<b>Architectural &amp; Engineering</b>	\$ 38,153,517	\$ 25,147,803	\$ 24,282,380
<b>Total</b>	\$ 232,101,886	\$ 220,575,542	\$ 183,422,917
<b>Maintenance and Operations:</b>			
<b>Materials and Contracts</b>	\$ 29,323,757	\$ 26,427,610	\$ 22,613,139
<b>Travel and Training</b>	\$ 365,248	\$ 447,205	\$ 404,316
<b>Information Systems</b>	\$ 1,557,427	\$ 1,412,519	\$ 1,894,782
<b>Other Expenses</b>	\$ 3,773,883	\$ 2,487,368	\$ 3,084,869
<b>Total</b>	\$ 35,020,315	\$ 30,774,702	\$ 27,997,107
<b>Total Expenses</b>	\$ 377,849,447	\$ 351,783,404	\$ 297,531,206

The complete Finance Department 2008-2009 annual report is available at <http://www.fm.virginia.edu/docs/AnnualReports-FNC/2008-2009AnnualReport-FNC.pdf>



## Facilities Planning & Construction

The Facilities Planning & Construction (FP&C) organization 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, and contract administration for all construction contracts and design/engineering services contracts to the University community. Facilities Planning & 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 2008-2009 fiscal year include the following:
  - Completed and occupied several new major facilities totaling \$1,010,403,210, exceeding the previous fiscal year's \$108,033,726.
  - Awarded 166 construction contracts totaling \$200,454,204.
  - Processed 388 professional service contracts and service orders totaling \$40,713,498.
  - Put in place construction with a value of \$170,000,000.
  - Design and construction continues on major new facilities totaling \$1,322,020,287.
  - Planned and conducted "Construction Inforum 2009" open house for construction firms to meet FP&C staff and learn about proposed projects.



## Academic Division:

The FP&C Academic Division currently has

- 12 capital projects in design for a total of \$321,233,000.
- 18 capital projects in construction for a total of \$416,445,287.
- 11 capital projects completed for a total of \$180,875,223.

Some are listed in the following table. For a full description and photos, please go to <http://www.fm.virginia.edu/fpc/ReportsAndDocuments/FPCAnnualReport2008-2009.pdf>

Capital Projects in Design	Capital Projects in Construction	Capital Projects Completed
Alderman Road Residences Phase II & III	Aquatic & Fitness Center Chiller Plant Upgrade	Alderman Road Utilities Upgrade and Expansion
Baseball Stadium Expansion	Bavaro Hall	Campbell Hall Additions
Garrett Hall Renovation	Central Grounds Chiller Plant Upgrade	Kellogg House and Utilities
Information Technology and Communication Data Center	College of Arts & Sciences Physical and Life Sciences Research Building	Law School Faculty Offices Renovations
Newcomb Hall Renovation	Gooch-Dillard Reroofing	Main Heat Plant Environmental Upgrades
New Cabell Hall Renovation	Medium Temperature Hot Water System Upgrade (Central Grounds)	Monroe Hall Renovation
Pavilion X Exterior Restoration	New Cabell Hall South Entrance	Printing & Copying Services Addition
Rehearsal Hall	Pavilion II Renovation	Ruffin Hall / Studio Art Building
Ruffner Hall Renovation	Rice Hall – Information Technology and Engineering Building	South Chiller Plant Expansion, Ph. II
Rugby Administration Building	Scott Stadium Waterproofing	College at Wise: Crockett Hall Renovation
University Bookstore Addition	South Lawn	College at Wise: Entrance Renovation & Entrance Road
College at Wise: Multi-Purpose Facility	College at Wise: Arts Building	
	College at Wise: Dining Hall	
	College at Wise: Residence Hall	
	College at Wise: Science Building	
	College at Wise: Smiddy/IT Ren.	
	Southwest Virginia Higher Education Addition	
	Mountain Lake Director's Cabin, Storage Barn and Cabin Repairs	

## Health System Division:

The FP&C Health System Division currently has:

- 7 capital projects in design for a total of \$280,914,000.
- 9 capital projects in construction for a total of \$303,428,000.
- 5 capital projects completed for a total of \$109,654,700.

Some are listed below. For a full description and photos, please go to <http://www.fm.virginia.edu/fpc/ReportsAndDocuments/FPCAnnualReport2008-2009.pdf>

Capital Projects In Design	Capital Projects In Construction	Capital Projects Completed
Battle Building at Children's Hospital	415 R. C. Hunt Spine, Head & Radiology Renovations / 3 <sup>rd</sup> Floor	Carter Harrison Research Building
Ivy Translational Research Building	Claude Moore Medical Education Building	Claude Moore Nursing School Building
Lee Street Entry and Connective Elements	Emily Couric Clinical Cancer Center	Davis Wing Laboratory Renovation / 3 <sup>rd</sup> Floor
McLeod Hall Renovation Phase I	Old Jordan Hall Department of Medicine Refurbishment / 4 <sup>th</sup> Floor	University Hospital Emergency Power Infrastructure Upgrade Phase I
Old Jordan Hall HVAC Infrastructure Replacement	Primary Care Center Masonry Repair and Roof Replacement	University Hospital Radiology Master Plan, Phase 1B Clinical & IT Renovations
Primary Care Center Annex Modular Office Building	University Hospital Bed Expansion	
University Hospital Surgical Pathology Renovation / Relocations / Simulation Center / Level 2	University Hospital Radiology Master Plan, Phase ID: Patient Prep & Hold Unit & Waiting Room	
	University Hospital 1 – Radiology Master Plan, Phase 3A Ultrasound Suite	
	Main Heat Environmental Compliance Upgrade	



## Engineering & Design:

Engineering & 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 during the 2008-2009 fiscal year. Some of these projects included:

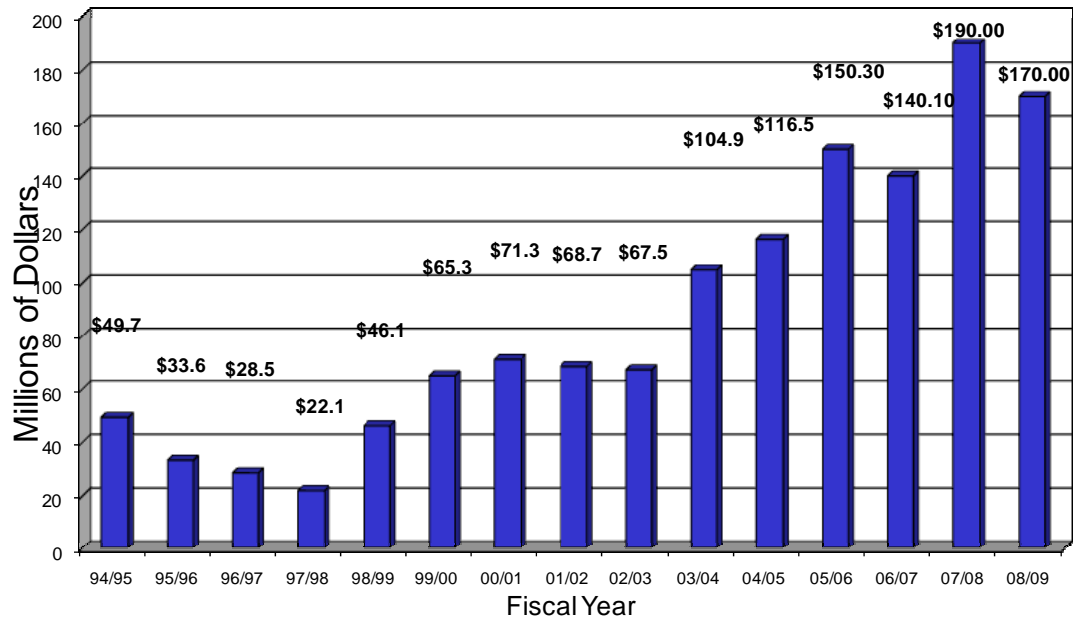
### Design Group

In Design During '08 – '09	In Construction During '08 – '09	Completed During '08 – '09
Campbell Hall / Fiske Library Roof Replacement	Withers Brown Hall Two Elevators Modernization	Newcomb Hall Renovate Orientation Offices
Clinical Department Wing Roof Replacement	JAG Admin & Civil Law Office Renovation	Slaughter Recreation Roof Replacement
HSC Claude Moore Library Office	Darden – Learning Team Rooms Renovations	Clark Hall Construct New Labs 277 & 277A
Stacey Hall Roof Replacement	Chemical Engineering Fume Hood Install	1224 West main Street, FP&C Renovation
Aerospace Engineering Lab Ren.		Law School, Carpet Replacement
Darden – Innovation Lab Renovation		Campbell Hall Classroom 153 Renovation
Clark Hall 107 HVAC Replacement		Clark Hall Classroom 107 Renovation
Mech Eng 205 Classroom Renovation		Darden Hall First Floor Restroom Renovation
JAG BOQ Rooms Fan Coil Replacement		Cavalier Computers / Bookstore Renovations
Astronomy Bldg Partial Roof Replacement		Wilsdorf Hall Lab Room 207 Renovation
		Hospital Expansion Stretcher Storage

For the complete report on FP&C's accomplishments during the fiscal year, as well as details and photographs of many of the projects, please go to <http://www.fm.virginia.edu/fpc/ReportsAndDocuments/FPCAnnualReport2008-2009.pdf>



## Construction Work-in-Place 1994-2008



## 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. Accomplishments for the fiscal year included the following:

- Increased timely completion rate of preventive maintenance (PM) by 20% and implemented the use of hand-held devices to improve response time and simplify the work order process.
- Completed a major reorganization to streamline operations and improve customer service.

Compliance with Life Safety and Code regulations remains one of HSPP's top priorities.

HSPP Fire Inspection Services' accomplishments included:

- Worked with Health System staff conducting and assessing efficiency of fire drills.
- Initiated Planning/Programming for fire alarm replacement/upgrade in University Hospital.
- Worked on Primary Care Center Clinic renovation.

The Labor Crew specializes in special events set ups, surplus pick up, and office relocation support.

Accomplishments included response to approximately 1,000 requests for service, including the annual Surplus Amnesty event.

The HSPP elevator crew maintains 133 elevators/lifting devices throughout the Health System facilities.

Accomplishments included:

- Responded to 820 calls.
- Installed new hydraulic elevator MCE controllers in MR-6 and Jordan Hall.
- Created specs for two elevators in McLeod Hall.

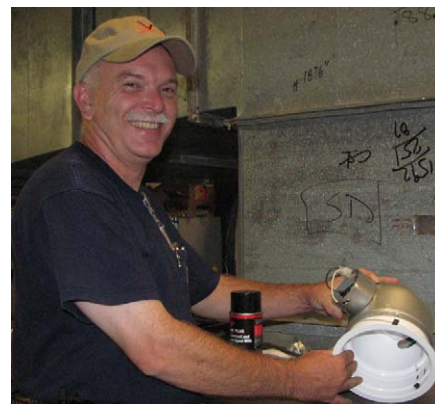
The Project Management team oversees infrastructure projects and improvements as well as maintenance contract management and coordination of all utility outage requests. Completed projects included:

- Installed three air handlers at 1222 Medical Office Building.
- Replaced Old Jordan Hall hot water converter.
- Completed over \$6 million of infrastructure and deferred additional general maintenance projects.

The Renovations Group provides full construction services throughout the Health System. Requests are distributed to employees in the Plumbing, Electrical, Carpentry, Mason/Plaster, and Welding Shops. Completed projects included:

- Piping replacement in MR-4 as part of Delta Force work.
- Extensive carpentry work to rehab and renovate nursing units in the University Hospital and renovation of the Primary Care Center Clinic.
- Nursing unit masonry upgrades and new floor and ceiling tile on multiple projects, and masonry repairs throughout Health System facilities.

Under the direction of Richard Barbour, Zone 1 employees strive continuously to provide and maintain a safe, pleasant environment for patients, staff, and visitors. Accomplishments included:



- Ongoing infrastructure improvements and renovation of patient care units.
- Research assistance to contractors related to all aspects of the Hospital Bed expansion project.
- Continual efforts to maintain building integrity and aesthetic appeal.

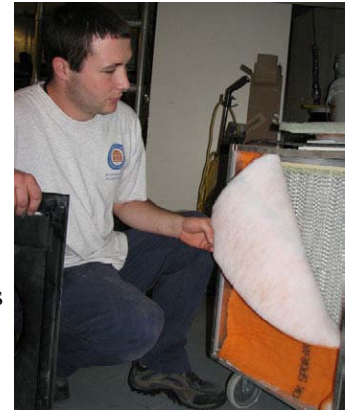
Along with preventive and corrective maintenance, Zone 2 performs the replacement of major HVAC and mechanical systems. Two new facilities, Claude Moore Nursing School and MR-6 BSL3, and more responsibilities required a 50% staff increase. Zone 2's accomplishments included:

- Major improvements in MR-4 energy consumption, again part of Delta Force.
- Old Jordan Hall steam coil and trap repair resulting in more energy savings.
- Stacey Hall and East Garage electrical upgrades completed.



The vast majority of Zone 3's work is routine maintenance requests and utility outages. In addition, they completed these significant projects:

- Renovations for Davis 3<sup>rd</sup> floor, Old Medical School 3<sup>rd</sup> floor and Cobb Hall 2<sup>nd</sup> floor completed and turned over to Zone 3.
- Completed Multistory G-Level medical air pump replacement.
- Completed Cobb Hall vacuum pump replacement.



Zone 4 successfully handled the unique challenges of maintaining numerous outlying buildings in areas such as Stuarts Draft, Zion Crossroads and Orange. Other significant accomplishments included:

- Replaced major components of the HVAC system in the KCRC in-patient wing (\$275K).
- Commonwealth Court exterior upgrade, including new roof, exterior paint, and gutters (\$145K).
- Replaced the Chiller, Air Handlers, HVAC Controls and added gas service to the Northridge Building.



A Utilities Management Plan, developed by HSPP, establishes guidelines and procedures for maintaining and operating all utilities with the Medical Center. This plan is vital to maintain accreditation by Joint Commission. New regulatory standards have, and will continue to require management plan revisions and updates. Significant achievements included:

- Hospital elevator entrapments continue at a very low rate.
- Maintenance contract established for fire alarm system.
- Revised policies to meet new and revised Joint Commission requirements.
- Risk Assessment on pneumatic tube system reliability.

HSPP employees are required to complete annual Mandatory Training & Competency Programs as part of working in the Health System environment. These computer based learning modules (CBL's) include workplace safety, QC, privacy and security. HSPP helped coordinate classes and license renewal paperwork for Plumbers, Electricians, and HVAC Mechanics impacted by this legislation.

The Engineering Office has worked to streamline operations for effective use of materials in the most cost efficient manner. Efforts have resulted in the following:

- Reduced preventable fire alarms and corridor obstruction.
- Assisted in planning for building infrastructure and maintenance replacement schedules and projects.
- Revised Life Safety Maintenance Plan to meet new 2009 Joint Commission standards.

HSPP provided on-site continuous fire inspection services to assure that all Health System facilities meet required life safety/fire safety codes. In addition to monitoring major projects, Fire Protection Inspectors reviewed, approved, and completed final inspections on all Project Permit requests.

During the 2008-2009 fiscal year, Customer Service Representatives worked to meet customers' needs from emergency situations to routine calls and facility issues. The HSPP Storeroom completed 7,000 transactions in support of HSPP operations.

The complete HSPP annual report is available at  
<http://www.fm.virginia.edu/docs/AnnualReports-HSPP/2008-2009AnnualReport-HSPP.pdf>



## Information Systems

The mission of 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.

Information Systems' significant accomplishments for the 2008-2009 fiscal year included the following:

- IS worked with the University's Information Security, Policy and Records Office (ISPRO) to bring all Facilities Management computers into compliance with the University's policy on the Protection of Social Security Numbers. All SSN data was remediated from all FM IS systems and a process was put in place whereby every computer would be periodically scanned for SSN data. This plan was implemented before the University mandated deadline of June 2009.
- IS development staff invested significant software development and testing time to implement Facilities Management's accounting change of moving overhead charges out of our rates and into a separate support service fee. This involved changes to the Billing/Recovery system and work order tracking system.
- IS worked with Energy & Utilities and Facilities Planning & Construction to bring a Microsoft Office SharePoint Server 2007 system on-line. This system will provide a mechanism for building departmental and team sites to communicate, collaborate and share documents together.
- IS worked with Operation & Maintenance's Project Services group to bring a Microsoft Project Server on-line. This system will allow Project Services to more effectively manage their project portfolio by consolidating project data and reducing redundant data entry mechanisms.
- IS began working with Operations & Maintenance staff on the use of Netbook computers (small-sized laptops) as a replacement for the handhelds that a number of maintenance workers have carried. Netbooks can be purchased for about the same price as the handhelds but offer much greater functionality and they are compatible with all of FM's existing software.

The complete IS annual report is available at

<http://www.fm.virginia.edu/docs/AnnualReports-IS/2008-2009AnnualReport-IS.pdf>



## Operations & Maintenance

In addition to traditional responsibilities for University facilities and Grounds, Operations & Maintenance sought opportunities to grow service delivery throughout the University. Discussions with University Housing Division and Student Union examined potential opportunities for operational and financial incentives related to consolidating work efforts. Landscape Division has developed a project services group and has installed landscapes for several capital projects. Planning continues for more emphasis on zone maintenance, which assigns a group of maintenance technicians to a distinct geographic grouping of buildings.

### Work Management, Customer Service & Communications

- Work Management is the first point of contact for customers requesting services from Facilities Management. Over 44,000 work orders were processed by Work Management this fiscal year.
- Work Management continues to host fall and spring facility coordinators meetings.
- The Customer Relations Managers proactively work to build positive relationships between customers and Facilities Management staff.



### Maintenance & Operations Program Management

- Under the guidance of maintenance and operations program managers, resources are secured and assigned to ensure the maximum benefit for University's academic and administrative buildings, grounds, and Facilities Management's vehicle fleet.
- The Facilities Assessment Program, the foundation of a maintenance planning and prioritization effort, periodically assesses the condition of the University's Educational & General (E&G) facilities and documents maintenance and repair needs. For additional information on the condition of University facilities, see the latest copy of the Facility Condition Report at <http://www.fm.virginia.edu/docs/FacilityConditionReports/FY2009FacilitiesConditionReport.pdf>
- The University's E&G facilities currently have a maintenance reinvestment rate of about 1.6% for the fiscal year. The University is striving to reach a 2% reinvestment rate in order to prevent the deferred maintenance backlog from growing to an overwhelming level. A comparison of expenditures with prior fiscal years follows.

Expenditures	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005
Maintenance Reserve	\$ 6,954,459	\$ 9,324,828	\$ 5,617,012	\$ 5,996,840	\$2,853,076
Maintenance Operating Budget	\$14,499,193	\$12,436,334	\$11,409,147	\$ 9,960,411	\$9,928,559
Utilities Chiller & Distribution	\$ 3,932,473	\$ 3,575,536	\$ 3,439,448	\$ 3,231,326	\$2,025,902
Grounds	\$ 3,065,100	\$ 2,888,394	\$ 2,638,721	\$ 2,632,096	\$2,369,782
BOV Major Maint. Funds	\$ 6,123,995	\$ 4,441,468	\$ 1,460,466	\$ 655,738	
<b>TOTAL</b>	<b>\$34,575,220</b>	<b>\$32,693,560</b>	<b>\$24,564,794</b>	<b>\$22,476,411</b>	<b>\$17,177,319</b>

The primary components of the maintenance effort include preventive maintenance, corrective maintenance, exterior painting, major maintenance, and capital renewal of building systems.

- The Work Management Division issued over **20,000 preventive maintenance work orders this fiscal year.**
- Over **18,000 routine and emergency service calls for corrective maintenance were received and dispatched** this fiscal year.
- **Major maintenance and maintenance reserve** projects accomplish large repairs and replacements of building systems. The major maintenance program is funded through Facilities Management's operating budget and normally supports maintenance projects ranging from \$5,000 to \$25,000. Many of these projects were identified through the facility assessment program or through the direct requests of building occupants. The Maintenance Reserve program is a biennial State Capital Outlay appropriation intended to fund projects costing over \$25,000 and is complemented with funds established at the BOV's direction.
- The **exterior painting** program strives to repaint E&G buildings about every seven years. Significant painting projects this fiscal year include: Physics Building, Levering Hall, Bayly Building, Fan Mountain 40 Foot Dome, Minor Hall, Monroe Hill House and Range, Sunnyside, Bryan Hall, and Pavilion IV.
- **Materials Receiving** provides important services for Facilities Management including receiving, processing and delivery of approximately 75 materials orders per day.
- **Vehicle and Equipment Fleet Services** operates and maintains a self supporting vehicle and equipment fleet consisting of 177 licensed vehicles and 75 pieces of equipment with an insured value of approximately \$2.5 million. Work Management provides support to all divisions within Facilities Management to ensure vehicles and equipment are safe, operational, economical and appropriate.



**Facilities Maintenance** is charged with keeping the University's buildings and their systems in proper operating condition to ensure the optimum physical environment in support of education, research, and public service activities. This is accomplished by highly trained and licensed trades professionals who embody high standards of technical knowledge and customer service. Including trades assistants, apprentices and zone housekeeping workers, the maintenance workforce numbers well over 200 dedicated men and women. The units and their accomplishments include:

- The **Roofing Shop** repaired and secured rosettes at the Rotunda, installed a metal flat seam roof on Lambeth Colonnade and continued to install permanent roof anchors for fall protection on various buildings.
- The **Fire Protection Crew** is responsible for inspections, tests and maintenance of all of the University's fire detection and suppression systems and provides public address system support for University events. Fire Protection accomplishments included 1,575 fire system inspections, generating an additional 105 work orders



for necessary repairs, and playing a critical role in obtaining occupancy permits for several large renovation projects.

- The **Elevator Maintenance Crew** is responsible for maintenance and repair of all elevators on the academic side of the University, over 140 elevators, dumbwaiters, chairlifts and material lifts, with another 16 elevators to be added within the next two years. In addition to taking responsibility for several new elevators being added this year, the elevator crew carried out a number of significant upgrades at Monroe Hill, Halsey Hall and JAG School Addition.



- The **HVAC Maintenance Division** maintains heating and cooling systems in Academic Division buildings, assists in zone maintenance areas and assists Project Services with control work and HVAC work on renovation projects. Some of their accomplishments included replacement of three boilers and removal of the fuel oil tanks, and replacement of the 25 ton DX system in Clark Hall with a new chilled water unit .

- The **Historic Facilities Maintenance** craftsmen are trained and guided by University architectural historians to perform their work in a manner that preserves original fabric while extending the useful life or enhancing the appearance of these buildings. Projects accomplished during 2008-2009 included masonry and carpentry for the Pavilion II renovation and masonry at Pavilion X.



- The **Lock Shop** is responsible for all lock and keying work at the University, with the exception of Housing facilities. The Shop works closely with departments and the University Police on keying plans and issuance of master plans. Other accomplishments included keying the new Synder and LISA buildings on Ray C. Hunt Drive, the new Ruffin Hall facility and the Claude Moore Nursing School.

- The **Service Call Crew** is a multi-trade shop that provides quick response to requests for repairs. Accomplishments included Chemistry Lab renovations; replacement of water main for Mechanical Engineering and Kluge-Ruhe; at Bayly Museum, removal of all galvanized domestic water pipe and replacing with copper; and at Fan Mountain, install new domestic well and associated devices. These were in addition to 1,026 trouble/service calls and 1,202 preventive maintenance calls.



- The **Carpentry Shop** has carpenters, plasterers and masons responsible for the repairs as necessary on all buildings on the academic portion of the University with the exception of zone areas. Accomplishments included remodeling at the Special Collections Library, renovations at Pavilions II and X and setup for Graduation in May.



- The **Plumbing Shop** is responsible for the maintenance, inspection and repair of plumbing systems on the academic

portion of the University with the exception of zone areas and Housing. Accomplishments included completion of 1,218 service calls and 1,277 preventive maintenance calls as well as renovations and installations in nine heavily used buildings.

- The **Electrical Shop** is responsible for electrical preventive maintenance, emergency generator testing and maintenance and single trade electrical renovation/installation projects. They also work closely with the Fire Protection, HVAC and ITC to provide power resources. Other accomplishments included response to power outages and light outages, correction of deficiencies as listed on inspection reports, supplied temporary power for special events including the Lighting of the Lawn and Graduation, restoration in East Range Dorm rooms, renovation for the Bayly Art Museum, and participation in the annual Day of Caring.



- The **North Grounds Maintenance Zone**, including housekeeping, is a multi-trade division, responsible for the maintenance and support of buildings in a geographic area north of the main grounds. Accomplishments included various projects for the JAG School's annual Army conference, Slaughter Hall conference room upgrade, support for Graduation at Law and Darden and furnished housekeeping and maintenance coverage for Alumni Reunions.



- The more than 40 employees in the **Southwest McCormick Zone** are responsible for building services and maintenance in the science and engineering buildings along McCormick Road and have received numerous commendations from the customers they serve.



- In addition to cleaning 800,000 square feet of labs, offices, and classrooms and working special events including Final Exercises, McCormick Zone Housekeeping conducted training sessions for all employees on chemical use and 'Green Cleaning' techniques.
- McCormick Zone Maintenance's plumbing, electrical, and HVAC trades responded to 2,600 routine service calls, 77 emergency calls, and carried out 816 preventive maintenance work orders.



- **Mountain Lake Biological Station (MLBS)**, where plants and animals are studied in their native habitat, is located on a forested mountain ridge at 3,800' elevation, about 20 miles west of Blacksburg, Virginia. Julian McCroskley retired in December 2008 after 21 years as the sole Facilities Management employee at MLBS.

The **Project Services** division provides comprehensive construction planning and implementation of renovation projects throughout the University and Health System. These projects are primarily performed with University trades people. Project Services is comprised of these four work groups:

- **Renovations Division** provides multi-trade improvements and alterations using University employees that are highly trained in a variety of disciplines. These include Asbestos



Abatement, Carpentry, Mason/Plasters, Sheet Metal, Plumbing, Electrical, Painting, Cabinetry, and the Sign Shop. There is also a team of construction superintendents to manage each project through completion.

- **Contract Management** is responsible for developing and administering service contracts, then coordinating the execution of work via the contracts and Facilities Management trades. Examples of service contracts include pest control, elevator testing and inspection, insulation, carpet, and painting. The group also manages the painting program, numerous projects that are accomplished by outside contractors and Facilities Management trades and serves as the customer relations manager for Carr's Hill and Madison Hall. Major projects for 2008-2009 included Bayly Renovation, Chemistry 418 laboratory, Pavilion III turn-over, Fan Mountain Caretaker Cottage upgrade, exterior painting of Minor Hall, Fan Mountain, and Levering Hall.
- **Estimating & Planning** provides construction cost estimates and develops construction schedules for Facilities Management's trades personnel. Projects range from small office renovation to million dollar building restorations. This department serves the academic and medical communities by assisting with the renovation of both critical teaching and research facilities.
- **Production Engineering** brought the addition of a Production Engineer to coordinate design efforts from architectural/engineering consultants within Project Services. Production of plans for small projects expedites designs for UVa renovations when a quick response is needed. Some projects included Pavilion II Interior Renovation, Physics Building Piping Replacement, Bayly Museum Renovation, University Hospital Restrooms Renovation, Heating Plant Coal Shaker Installation, and Cobb Hall HVAC Replacement.

**The Landscaping Division** provided turf, shrub, tree and plant management services throughout the University Grounds. The General Services crew provided moving services for projects, construction, and department relocations. Other accomplishments included:

- Installation of new landscapes associated with Capital Construction projects for Ruffin Hall, Campbell Hall Terrace, Claude Moore School of Nursing, South Chiller Plant and, nearing completion of landscape around the new Print Services addition.
- Completed several smaller plantings in cooperation with the University Arboretum and Landscape Committee, University's Office of the Architects, and several student volunteer groups including: Campbell Hall/Ziggurat reclamation, the Runk Dining Hall Patio, Chemistry plaza, Bayly Museum east face, and the Poe Alley restoration.



- Restoration of the North and East sides of the Rotunda following the installation of new chilled water lines over the winter just in time for Graduation.
- The Landscape and General Services Superintendent was named one of the University's Outstanding Employees for the year.

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

- As the first education institution in the Commonwealth to complete "green cleaning" training, our Building Services division was featured in a new website [www.buildingwellness.com](http://www.buildingwellness.com) by the Building Wellness Institute.
- MR-6 and 1224 Jefferson Park Avenue (formerly the Blake Center) were added to Building Services during the fiscal year.
- A pilot recycling program was implemented in Clark Hall, Rouss/Robertson Hall, and the Alderman and Clemons Libraries where Building Services collects all recyclable plastic cans and bottles for pick-up by Recycling.

**Facilities Management's Safety Program** communicates workplace safety requirements to Facilities Management's staff and assists with compliance measures. Accomplishments included:

- Safety modifications to the new coal car shakers at the Heat Plant.
- Purchase of an electrical scissor lift for the Robertson Hall mechanical room.
- Installation of new ladders for equipment access at Slaughter Recreation Center, Multistory courtyard, Mechanical Engineering, and Monroe Hall.

Operations & Maintenance's complete annual report is available at <http://www.fm.virginia.edu/docs/AnnualReports-OM/2008-2009AnnualReport-OM.pdf>

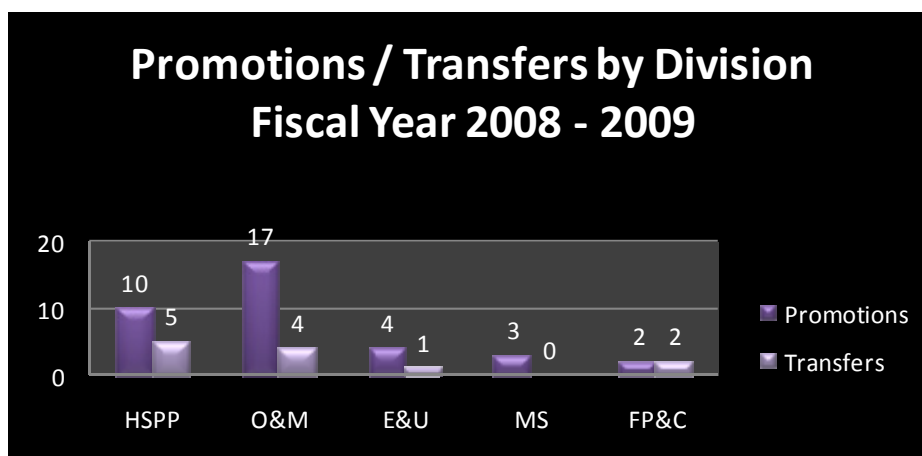


## Human Resources & Training

Facilities Management understands the importance of recruiting, hiring, and retaining a highly qualified and competent workforce. A total of 112 new employees were hired as compared to 176 during the previous fiscal year. There were 82 full time positions and 30 temp/wage positions filled. This 36% decrease in employees hired is a result of an internal posting policy implemented by the University during the third quarter.



Facilities Management strives to help employees develop a successful career within the University. During this fiscal year, 36 employees were promoted and 12 were transferred to a different position.



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

- For Jobs@UVa, actions ranged from position redefinitions, role changes, position creations, and temporary acting pay requests.
- For the new performance management system, all position descriptions were entered into Jobs@UVa. The HR&T Director served on UHR's performance management policy recommendation committee in preparation for the launch of the new online performance management system, Lead@UVa.
- For implementation of the new University Staff plan, HR&T matched every position to a competitive salary market match.
- In support of new UHR initiatives, HR&T sponsored on-site information sessions for Facilities Management staff.

Recruitment initiatives included:

- Apprentice recruitment dates were changed to April 1-May 1 for smoother transition into the interview process. An April 22 informational job fair introduced internal and external applicants to the Apprentice Program. Attendees included recent high school graduates, experienced tradespersons, and people looking to change careers or who had been laid off due to the troubled economy.
- Apprentice Program events brought seven new apprentices into the program and recognized 11 graduates.
- Due to the dramatic changes in the economy, the University made significant changes to its hiring process which eliminated HR&T's need to actively recruit outside of the University or participate in outside job fairs as was done in previous years.



Other accomplishments included:

- As Employee Relations representatives, HR&T worked with supervisors for consistency in the handling of policies and practices among departments. Meeting topics included handling unacceptable attendance.
- Facilities Management's quarterly newsletter *Perspective* won a first place award in the Virginia Press Women's 2009 Communications Contest.
- In support of the University's commitment to sustainability and to reduce printing costs, HR&T has cut the number of printed newsletters by 50%; Facilities Management staff and over 250 deans, department heads, facilities coordinators and retirees are sent an email announcing the new issue and referring them to the web link.
- Continued support of the University's Annual Service Awards recognizing the longevity of our workforce and recognition for our retirees. Provided "People at Work" photos for several UHR publications, Equal Opportunity Programs (EOP) Affirmative Action training presentation, and UHR's Years of Service recognition event at the John Paul Jones Arena.

The 2009 Leadership Forum, sponsored by the Office of the Chief Facilities Officer with support from HR&T, focused on communication strategies during times of change. Afterward, supervisors held follow-up training sessions with their employees to discuss important principles of communication. Using feedback from those sessions, HR&T compiled a list of principles for a new FM Communication Culture.

Other training initiatives included:

- Code update classes for employees who hold electrician, gasfitter, HVAC, and plumber journeyman and master trades licenses. Coordinating with Piedmont Virginia Community College, HR&T arranged seven on-site classes for 102 participants.
- In coordination with the Office of Equal Opportunity Programs, training in Preventing and Addressing Discrimination, Harassment and Retaliation was provided for almost 100 employees through online modules or EOP facilitated classroom training.
- Introductory computer training was reestablished for staff, providing Computers 101 & 201 for 30 employees.
- Approximately 30 Facilities Management and Housing Division employees participated in General Education Development (GED) and English as a Second Language (ESL) classes this year.



The HR&T annual report is available on the HR&T website.

# Congratulations to Our Long-time Employees...

University of Virginia – Facilities Management  
Congratulations on your Years of Service\*

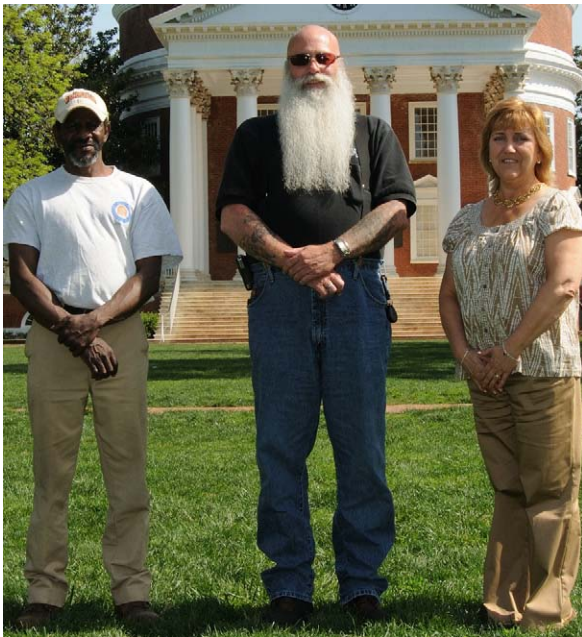
The 84 Facilities Management staff listed here represent over 1,745 years of service



50+ Year Club  
Eddie Morris



35 Year Employees  
Tommie L. Collier, Virgie Chambers, David L. Tyree and Walter M.  
(Danny) Craig.



25 Year Employees  
Ernest Scott, Leonard (Spike) Weeks,  
Christine L. Eppard  
Unavailable for the photo were  
John P. Kanjirathunkal, Robert J. Siira,  
Thomas J. Quarles and William L. Twigg.



40 Year Employee Larry A. Brooks (L) and  
35 Year Employee Robert Early (R)

\*As of May 2009



#### 30 Year Employees

Claude E. Shifflett, Steven C. Pease, Sanford A. Gardner, Rufus L. Rush,  
 Thomas E. McRay, Phyllis E. Gough, Ernestine W. Burruss, Patricia L. Smith,  
 Robert M. Campbell, Michael T. Johnson, William D. Eppard and John Fields.  
 Unavailable for the photo were Joyce A. Brown, Walter L. (Larry) Dorrier,  
 Robert L. Gray, Gary W. Shifflett and Jeffrey B. Gibson.

#### 20 Years

Robert G. (Greg) Bugg, O&M  
 Michael T. Fitzgerald, O&M  
 William H. Martin, FP&C  
 Reginald L. Rose, HSPP  
 Mark N. Stinnie, HSPP  
 John W. Trainum, HSPP  
 Keith E. Tyler, HSPP

#### 15 Years

Dennis M. Acree, HSPP  
 Daniel B. Bledsoe, Finance  
 Robert K. Breckenridge, O&M  
 Norman E. Brown, O&M  
 Howard Lee Bryant, O&M  
 William Vern Buchanan, O&M  
 Stephanie J. Burnette, HR&T  
 Scott P. Burns, O&M  
 Baocun Chen, O&M  
 Gregory A. Clements, O&M  
 Mikel L. Clements, E&U  
 Heather A. Crissman, FP&C  
 Robert W. Garland, O&M  
 Larry W. Garton, HSPP  
 Harry W. (Trip) Marshall, HSPP  
 Janice O. Morris, O&M  
 Stephan P. Nelson, FP&C  
 Larry L. Shackelford, HSPP  
 Steven L. Swinger, O&M  
 James L. Wright, O&M

#### 10 Years

Tammy E. Agee, O&M  
 Kimberly D. Breeden, FP&C  
 Roy J. Brown, HSPP  
 Randolph A. Campbell, HSPP  
 Eugene E. Clark, O&M  
 James B. Collier, O&M  
 Mark A. Evans, HSPP  
 Shaun A. Farrell, E&U  
 Hugh C. Garrison, HSPP  
 James A. Goode, O&M  
 Robert B. Herold, O&M  
 Cheryl E. Johnson, O&M  
 Fannie I. Martin, O&M  
 Lee S. Meadows, E&U  
 George B. Mundy, O&M  
 Darrell A. Napier, O&M  
 Stephen Keith Payne, FP&C  
 Gary B. Richardson, IS  
 Douglas G. Rush, HSPP  
 Wei Sun, IS  
 James Kemper Tomlin, O&M

# Performance

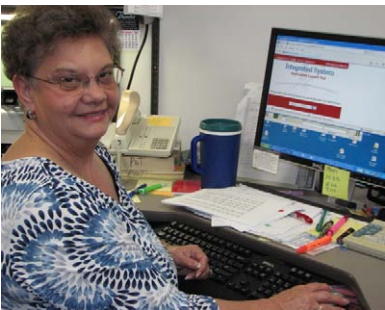
## Customers' Comments on Response Surveys...

Quick when it comes to fixing leaks in labs with expensive, delicate equipment.

The mechanic arrived promptly, was very knowledgeable and did wonderful work.

Your staffer checked with our department several times to make sure we had finalized our graduation arrangements.

The guys are amazing! So fast, so helpful and so efficient. Many thanks! The crew has been very helpful with getting our newest faculty members' labs set up. Thanks.



Your workers continue to provide us with fast, courteous and friendly service.

Two comments: 1) it is also helpful when the crew lets you know the job is finished, which this crew always does.

2) How fast they come and they do such a good job, like it is their own home.

Prompt response... (your staff) went above and beyond by checking/cleaning all down spouts on that side of the building.

Facilities staff responded promptly and corrected the problem. Thanks, guys! You are the best!

Everyone was very courteous and polite. They were also very helpful.

Always willing to go the extra mile. Polite, pleasant and easy to work with. Always pleasant and I know the work order is going to be handled.

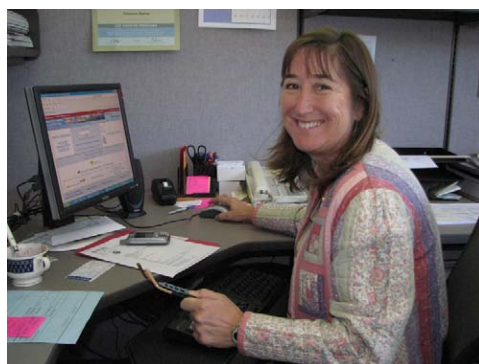


Annual United Way Laurence E. Richardson Day of Caring was a success thanks to those who volunteered on site...



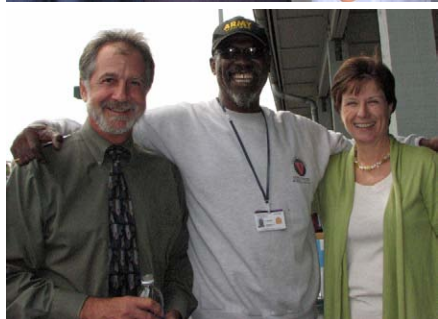
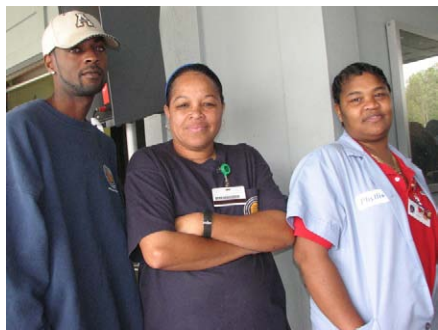
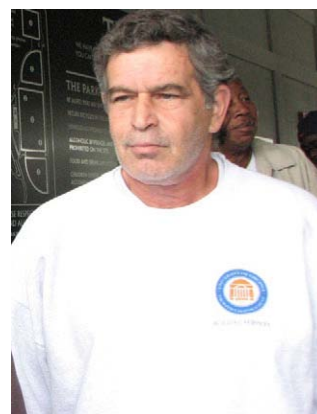


... and thanks to those who stayed at the University and Health System to keep patient care, academics and research going.





## The Annual Housekeepers Appreciation Picnic in September



## Ordinary Days & Special Events...





....Extraordinary Commitment  
Everyday.

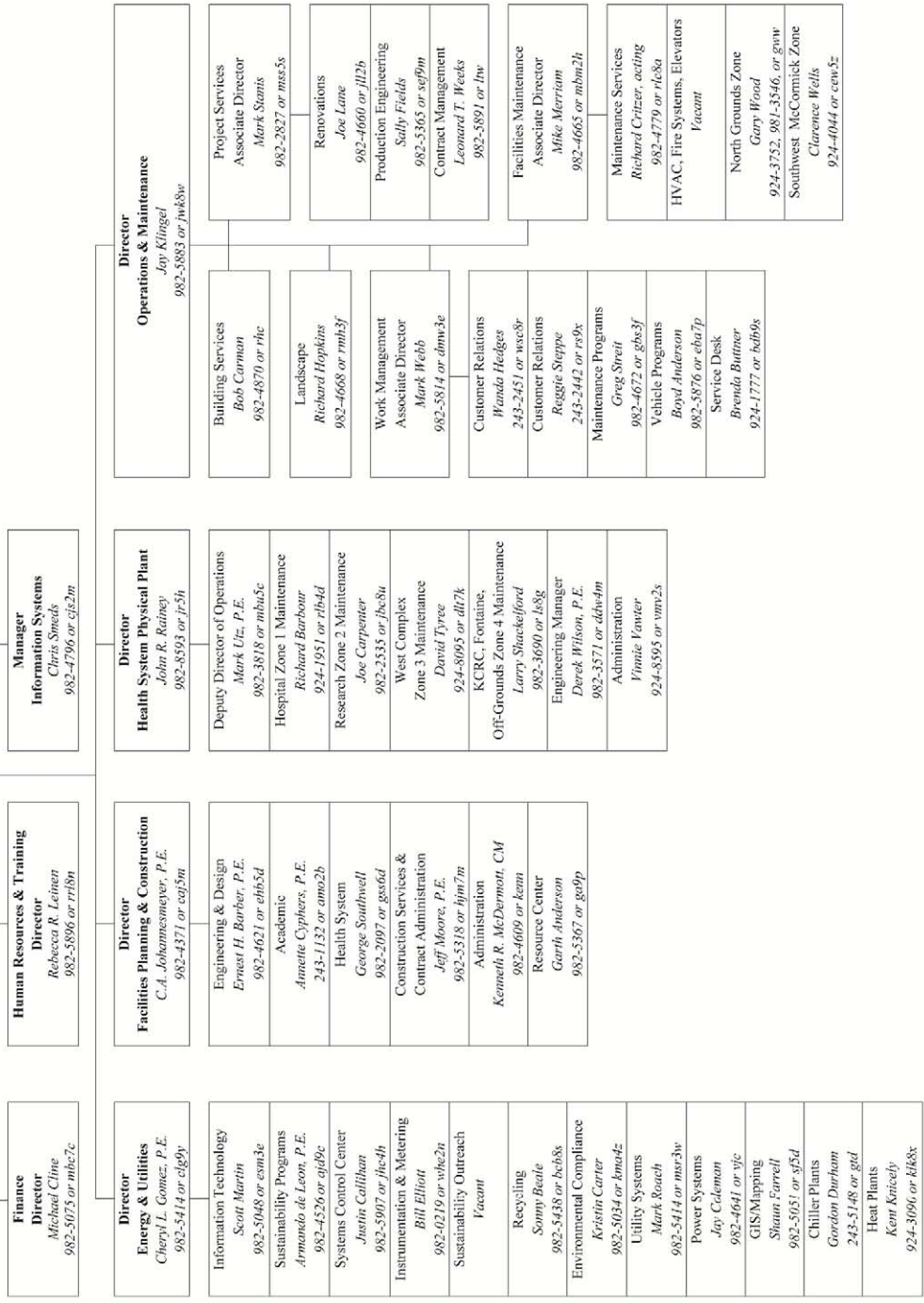


**Chief Facilities Officer**  
Donald E. Sundgren  
982-5834

**Deputy Chief Facilities Officer**  
Richard H. Rice, Jr., P.E.  
982-5836

**Administrative Assistant**  
G. Maxine Mangin  
982-5834 or gmw

# Organization Facilities Management University of Virginia



e-mail addresses followed by @virginia.edu

www.fm.virginia.edu

October 1, 2009