



Building, Maintaining, Sustaining The University of Virginia



Facilities Management 2011-2012
Annual Report

On the Cover:

The Summer of 2012 saw extensive construction throughout Central Grounds and especially in the Academical Village. The blue squares along the Lawn are tarpaulins covering the Range and Lawn room roofs for the chimney repair and sprinkler installation project. In the center, the Lawn restoration project, designed to rejuvenate the soil, grass and tree roots of the Lawn, was underway. Utility tunnels were being repaired and reinforced and, at the top center, the Rotunda Roof Project was underway.

In this report, there are more photos of these and other projects, and our employees who are dedicating their talents and careers to the University of Virginia.



While the Lawn Room residents were away during the December 2011 break, Project Services Masonry Shop members, including Apprentice Les Givens, began the first phase of repairs to the historic fireplaces in the Lawn and Range rooms.

In May 2012, the University launched an extensive project to repair 106 chimney flues, 62 chimneys, and install a sprinkler system in all the Lawn and Range rooms.



Project Services Masonry/Plastering Shop member Cory Maine and Historic Mason Glenn Tolbert were among the trades who worked on the roofs under blue tarpaulins that shielded them from harsh weather and prevented dust from getting into the residences on the Lawn and Range. Masons, carpenters, roofers, fire technicians and others worked throughout the summer break and successfully completed the disruptive demolition phase just before Lawn and Range residents returned for the new academic year. Construction was completed by the original deadline of November 1. Learn more at the [video on-line](#).

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Statement of Purpose

Creating and caring for the physical environment in which those who seek enlightenment, knowledge, health and productive lives can flourish.

Vision

Excellence, innovation, and leadership in our support of the education, research, health care and public service mission of the University.

Core Values

- Collaboration: Striving to work together and with others to accomplish the purpose and vision of the University by sharing knowledge, learning and building consensus.
- Respect: Sharing a common respect for ourselves, each other and our University community.
- Integrity: Striving for honesty and equity in all our endeavors.
- Excellence: Striving to be second to none in all that we do.
- Pride: Taking pride in the beauty of our grounds, the grandeur of our buildings and the quality of our work.
- Community: Making the University and our community a better place to study, work, heal and live.

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Message from Don Sundgren



During fiscal year 2011-2012, Facilities Management employees continued to demonstrate initiative, professionalism and a sense of ownership as we carried out our work for our University. We have a talented team that is productive and effective.

We put in place construction with a value of \$151.7 million. Our total business volume during this fiscal year was nearly \$360 million.

The Project Services Division completed over \$27 million in construction and renovation projects in the 2011-2012 fiscal year. Since this group was created in 2007, Project Services has become a sought-after choice at UVA for renovation, expansion and facility improvement. Our total work for this unit, including outside contracts, has doubled while increasing staff by only 50 percent.

Our energy conservation projects resulted in \$3.7 million in avoided costs for fiscal 2011-12, with associated energy and carbon savings. Our Recycling Division won the Solid Waste Association of North America's Bronze Excellence Award and the Virginia Recycling Association's Recycler of the Year Award. The success of our Sustainability Communication & Outreach Program is readily visible in brand-name recognition for sustainability efforts, enhanced engagement throughout the University community and a growing commitment to sustainable principles.

We congratulate three of our colleagues who earned prestigious University awards: David Villiott was named an Equal Opportunity Programs (EOP) Champion by the University Office of EOP in October 2011. In May, Stephan Nelson earned the Samuel R. Crockett Award for his support to the University of Virginia's College at Wise. Ed Brooks was chosen as one of only 11 recipients of a Leonard W. Sandridge Outstanding Contribution Award for his leadership and important work with Delta Force.

We are pleased to offer continued educational opportunities and training resources to our employees. We had six award winners in the Voices of Adult Learners essay competition and other employees who earned educational degrees ranging from PhD to GED. And in addition to our highly respected Apprenticeship Program which ensures the University our own dedicated and well-trained trades, we also sponsor on-site recertification training for our state-licensed trades.

Our Housekeeping Career Path, now in its first year of administration, was the University's charter project giving employees an opportunity to take ownership of their careers and compensation. We have developed and launched a Landscape Career Path and have a Recycling Career Path under development. We believe our charter efforts will enhance Facilities Management's employee satisfaction, retention, and develop a highly skilled workforce.

We are pleased to have given back to our community through the annual Day of Caring and the Commonwealth of Virginia Campaign. Our employees generously supported community resources including Virginia Blood Services, the annual Toy Lift and collections for the Blue Ridge Food Bank and the School Supplies Drive for underprivileged children in our area.

We offer our sincere gratitude for your trust and belief in us. We look forward to supporting your facilities needs and exceeding your expectations. Thank you.

A handwritten signature in black ink, appearing to read "Don Sundgren".

Donald E. Sundgren
Chief Facilities Officer



Project Manager James Kelley stands at the entrance of the Thrust Theatre project, the first of a two phase expansion to the existing Drama Building on Culbreth Road.



Project Manager Kate Meyer and Construction Administration Manager Randy Porter introduce work in progress for the new School of Engineering & Applied Sciences/Facilities Management (SEAS/FM) Building.



Construction Administration Manager Charlie Durrer (left) and FP&C HS Senior Project Manager Will Moore monitor the progress of the Lawn phase of the Utility Tunnel Repair Project. The tunnel roofs are used as walkways and access for vehicles.



The Facilities Management Rotunda Roof project team - Roof Manager/Inspector Mike Crawford, Supervisor Senior Construction Administration Manager Steve Ratliff and Supervisory Historic Preservation Architect Jody Lahendro - complete an inspection of the repairs to the 1897 iron tension ring at the base of the Rotunda dome.



Dade Van Der Werf, Supervisory Senior Project Manager, introduces construction underway for the University Athletics Department's new Indoor Practice Field adjacent to the existing synthetic turf football practice fields near U-Hall. Randy Porter is Senior Construction Administration Manager for the project.



The East Chiller Plant team - Construction Administration Manager Dana Hodges, Senior Construction Administration Manager Kim Speer and Supervisory Senior Project Manager Tom Snow - introduce the UVA Medical Center's East Chiller Plant, located adjacent to Lee Street.

Major Initiatives

Facilities Planning & Construction (FP&C) is responsible for the execution of the University's Capital Project Program. The work is accomplished through three production units: Academic, Health System and Engineering & Design. Support is provided by the Contract and Administration Divisions.

Academic Division

The Academic Division had a total workload of 32 capital projects, including those that reached Construction Completion, in the 2011-2012 fiscal year. Using the HECOM threshold of \$1,000,000 for a Capital Outlay project, these active projects included:

- 4 capital projects in design for a total of \$71,733,092.
- 17 capital projects in construction for a total of \$255,345,512.
- 11 capital projects completed for a total of \$298,517,000.

Capital Projects in Design	Capital Projects in Construction	Capital Projects Completed
Cemetery Expansion	Alderman Road Residences Phase III	Alderman Road Residences Phase II
Ruffner Hall Renewal	Alderman Road Residences Phase IV Buildings	Blandy Farm Research Building
College at Wise: Health & Wellness Center & Greear Gymnasium Renovations	Academical Village Chimney Repair & Sprinkler Installation	CAS: Physical & Life Sciences Research Building
College at Wise: New Library	Edgemont Utilities	Garrett Hall Renovation
	FM Landscape Shop	Hunter Smith Band Building
	FM / SEAS Shop Building	Pavilion IX Renovation
	Indoor Practice Facility	Rice Hall: Information Technology & Engineering Building
	New Cabell Hall Renovation	Track & Field Facility Improvements Phase I
	Newcomb Hall Dining Expansion	University Bookstore Expansion
	Newcomb Hall Renovation	College at Wise: David Prior Convocation Center
	North Grounds Recreation Center	College at Wise: Smiddy Hall Renovation and New IT Wing
	Old Cabell Hall Access Ramp	
	Pavilion X	
	Rotunda Roof	
	Thrust Theatre	
	Utility Tunnel Repairs	
	College at Wise: Accessibility	

More information on all Facilities Planning & Construction projects and accomplishments is available in the [Facilities Planning & Construction Annual Report](#).

Academic Division Major Commissions

Alderman Road Residences – Phase III

The third phase of a four-phase master plan to replace, improve, and expand first year housing facilities in the Alderman Road area, this project will provide two new residence halls to support increasing enrollments and expectations of the first year residential experience. These new facilities will be constructed on the former sites of Webb and Maupin Houses.

The buildings will create a gateway to Kellogg House and the Phase II Residence Halls and complete the courtyards begun in that phase, while preserving the wooded area at the center of the precinct. An accessible ramp will connect the buildings to the Observatory Hill Dining Facility and to the new accessible route to Kellogg House created in Phase II. The residence halls will be five stories in height to negotiate the difference in scale between the Phase II buildings and the Observatory Hill Dining Facility. They will house 356 first year students and 10 to 20 resident advisors in student rooms in their four upper floors. Ayers / Saint / Gross Architects + Planners of Baltimore, MD prepared bridging documents for the project. W.M. Jordan Company and Clark Nexsen Architects, the design/build team for Phase II, comprise the design/build team for this phase as well. The project budget for Phase III is \$52,500,000. These residence halls will house students in the 2013 fall semester.



Alderman Road Residences – Phase II

The second phase of the four-phase master plan this project built on the precedent of Kellogg House to provide two new residence halls and a commons building. These new facilities were constructed on the former sites of the aging Balz, Dobie and Watson Houses, which were demolished in the summer of 2009.

The residence halls house 440 first year students and 10 to 20 resident advisors in student rooms in the five upper floors of these six-story buildings. A one-bedroom apartment with private exterior entrance is located on the first floor of each building to house the area coordinators. The residential community structure is reinforced with common lounges and quiet study areas. First floor spaces including the lobby with casual seating, multi-purpose rooms and a central laundry enhance the student experience and encourage interaction with other students.



The Commons Building provides a location for assemblies of residents of nearby halls for events programmed by Student Affairs.

The project budget for Phase II was \$44,100,000, of which \$40,200,000 is associated with the two residence halls. In August 2011, the University occupied Balz-Dobie House and Watson-Webb House, named in recognition of the buildings they replaced. The Ern Commons Building, named in honor of former geology professor and senior UVA administrator Ernie Ern, was occupied in October 2011. Ayers / Saint / Gross Architects + Planners of Baltimore, MD prepared bridging documents for the project. W.M. Jordan Company and Clark Nexsen Architects were the design/build team.

New Cabell Hall Renovation

Built in 1952, New Cabell Hall is the workhorse of the College of Arts and Sciences, with 46 classrooms and 390 faculty and staff offices. The six-story, 150,000 gsf brick building will be completely modernized including new heating, plumbing, power distribution and lighting systems. Central air conditioning and fire suppression systems are being added. Elevators, telephone and data distribution systems are being replaced. Asbestos and lead are being removed. Interior finishes are being replaced and upgraded. Handicapped accessibility to the building will be vastly improved.

Classrooms will be equipped with state of the art teaching aids equal to those now found in other new classrooms on Grounds. On the exterior, the enclosed courtyard between New and Old Cabell Halls is being terraced and landscaped to transform the previously under-utilized space into a vibrant new destination, with direct connections to the surrounding buildings and accessible connection to the South Lawn plaza.

The architect of record is Goody Clancy of Boston, Massachusetts and the construction is being managed by Barton Malow of Charlottesville, VA. The project budget is \$64,500,000 with completion scheduled in fall 2014.



Blandy Farm Research Building

With the June 2012 completion of the Blandy Experimental Farm Field Lab, all three ecosystems of Virginia are served by recently upgraded field labs affiliated with the University's Department of Environmental Sciences. Blandy Farm, in the Piedmont Region, joins the Mountain Lake Biological station, in the Appalachian Mountains, and the Anheuser-Busch Coastal Research Center, in the Tidewater and Coastal regions, with its brand new lab building. Blandy Experimental Farm has operated as a biological and environmental sciences field station since 1927. Blandy also hosts the State Arboretum of Virginia. At peak demand, the research community numbers over 30.

The Blandy Field Lab provides approximately 4,260 gsf of simple, flexible, and efficient field lab space. The project was designed to achieve LEED Silver; submittal and review are pending. The project was supported by the College of Arts and Sciences and a grant from the National Science Foundation. It was designed by Train & Partners of Charlottesville, VA. The project budget was \$1,400,000.

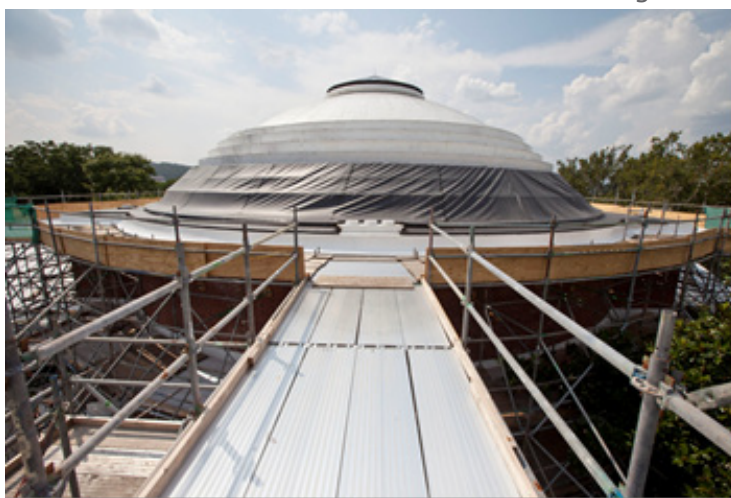


Rotunda Roof

This first phase of Rotunda renovations will replace the leaking roof and oculus skylight, as well as make repairs to the exterior brick walls, windows and ornamental sheet metal. Future renovation phases shall include replacement of the marble column capitals at the porticos; replacement of the elevator; repairs and improvements to the mechanical, electrical, plumbing, sprinkler and data systems; accessibility improvements; and programmatic enhancements.

Designed by Thomas Jefferson as the centerpiece of his Academical Village, the Rotunda is the symbol of the University of Virginia. Originally completed in 1826, it was gutted by fire in 1895 and soon rebuilt to the design of McKim, Mead, and White. In 1976, Jefferson's interior spaces were recreated and the present roofing and oculus were installed. Today the internationally recognized Rotunda is listed on the state and federal registers of historic places and designated as a National Historic Landmark. The Rotunda is part of the World Heritage Site that includes Jefferson's Academical Village and Monticello.

John G. Waite Associates, Architects, a specialty preservation firm in Albany, NY, is delivering the documentation, research and design for the Rotunda work. A joint venture, Christman/Gilbane, is providing construction management. Construction began in May 2012 with completion planned for July 2013. The project budget is \$7,190,000.



Rotunda photos by Dan Addison, UVa Public Affairs

College at Wise: Smiddy Hall Renovation & New IT Wing



The Smiddy Hall project included major renovations to Smiddy Hall (23,000 gsf) and the addition of a new Information Technology Wing (6,000 gsf). The scope of the renovation included replacement of all windows, interior finishes, HVAC, fire protection, electrical and plumbing systems. The existing lobby and west wing were demolished, and replaced by a new administrative office wing and a double-height atrium lobby, which functions both as an entry to the facility and as informal meeting space.

The new IT wing, completed in December 2009, is a two story addition located on the east side of Smiddy Hall, housing the new campus data center, offices and support space. Smiddy Hall is in a highly prominent location at the entrance to the College. The exterior renovations enhance and modernize the building's appearance, and are in harmony with adjacent buildings. The project was designed by Train & Partners Architects of Charlottesville, VA. Construction was performed by Rentenbach Constructors of Knoxville, TN. Construction began in the fall of 2008 and was completed in the summer of 2011. The project budget was \$13,660,806.

Health System

The Health System Division responded to 19 new requests for services, contributing to a total workload of 62 active projects, including projects that have reached Construction Completion in the last year. Using the HECOM threshold of \$1,000,000 for a Capital Outlay project, these active projects included:

- 18 projects in startup / request phase, budget / scope not yet developed.
- 29 small non-capital projects with an average size of \$194,129 for a total of \$5,823,875.
- 10 large non-capital projects with an average size of \$905,080 for a total of \$9,050,795.
- 17 small capital projects with an average size of \$2,453,593 for a total of \$41,711,093.
- 17 large capital projects with an average size of \$32,981,012 for a total of \$560,677,210.
- 5 capital projects in design for a total of \$34,356,023.
- 14 capital projects in construction for a total of \$311,542,370.
- 10 capital projects completed for a total of \$66,453,265.

Capital Projects In Design	Capital Projects In Construction	Capital Projects Completed
CRU & Neurosurgery Renovations Davis / Barringer / McIntire	Battle Building at Children's Hospital	415 R. C. Hunt Spine, Head & Radiology Renovation / 3rd Floor
Culpeper Hospital	East Chiller Plant / Lee Street Realignment	LiSA Yeager Electron Microscope Renovation
University Hospital Emergency Phase III	ERCP Expansion	McLeod Hall Renovation Phase I
University Hospital NICU Renovation / Level 7	Lee Street Entry and Connective Elements	MTHW – Main Heat Plant
University Hospital Radiology Sonata Equipment Upgrade Level 1	McLeod Hall Phase II	Old Jordan Hall 4th Floor Rooms 4067-4084 Refurbishment
University Hospital level 2 Sprinkler – Surgical Path	MTHW Conversion MHP	Primary Care Center Gamma Knife Renovation / 1st Floor
	Old Jordan Hall HVAC Infrastructure Replacement	School of Medicine Cyclotron Project
	Outpatient Surgery Modular Unit Improvements	South Chiller Plant Expansion Chiller #3
	University Hospital Bed Expansion	University Hospital Heart Center Renovation / Level 2
	University Hospital Bone Marrow Transplant Renovation / Level 8	University Hospital Level 5 Inpatient Psychiatric Bed Consolidation
	University Hospital Fire Alarm Replacement	
	University Hospital Helipad Rooftop Expansion	
	University Hospital Radiology Master Plan – Remaining Phases / Level 1	
	University Hospital Roof Replacement Project Phase 1	

Health System Division Major Commissions

University Hospital Bed Expansion

The Hospital Bed Expansion (HBE) adds 72 acuity adaptable patient rooms to the University Hospital. The project consists of 12 private room nursing units located on each of floors 3 through 8. The patient rooms are designed to be critical care capable with a full bathroom. This design allows the room to be used for critical care, step-down care, or acute care. This project provides much needed bed capacity to the Hospital while providing maximum flexibility.

Designed by the SmithGroup, Inc., the project is a six story, 61,000 gsf addition to the north façade of the Hospital's Central Bed Tower. The design of the exterior of the HBE was influenced, in large part, by the design of the Emily Couric Clinical Cancer Center (ECCCC). The University Hospital Bed Towers are oriented to face the ECCCC building site.



The HBE began construction in October of 2008 with completion in mid-2012. By combining several trade packages with the ECCCC project, high trade interest in this project, and a favorable bidding climate, excellent construction pricing was achieved. The total project budget was \$82,500,000.

South Chiller Plant Expansion Chiller #3

Chilled Water is used throughout the University for building cooling. The Health System Chilled Water Precinct includes two plants, a north and south, to provide chilled water and cooling to educational, research, clinical facilities and the hospital.

This project installed the last chiller in an open bay in the South Chiller Plant and emergency power generators for cooling the critical patient care areas of the hospital. The chiller installation consists of a chiller, cooling tower, pumps, piping and the systems to control these. The chiller provides N+2 capacity for the Health System to assure that even if two chillers were out of service, there is capacity to cool all space within the system.

During a power outage in the health system, life safety needs are provided by emergency generators for each of the facilities. There is also a need to provide cooling for critical patient care areas within the hospital during such an event. Two 2,500 kW generators and the controlling switchgear have been installed in a new generator farm located between the Lee and 11th street garages.

Engineering for this project was provided by Affiliated Engineers, Inc. The construction general contract was awarded to Design Electric, Inc. Systems were operational in June 2011 for a total project budget of \$13,700,000.



University Hospital Bone Marrow Transplant

Bone Marrow Transplant Unit project created a 6,000 sf Bone Marrow Transplant Unit complete with a Cell Processing Lab, an Apheresis Room, and eight patient rooms. Bone Marrow Transplant had not been available at the University Hospital before this project, with many patients in Virginia having been referred out of state. The completion of this Unit allows the University Hospital to provide this medical care much closer to the patient's family support base.

Design services were provided by Nalls Architecture Inc. The general contractor was SRC Inc. The project started construction in August 2011 and was substantially complete by January 2012 at a cost of \$1,610,000.



East Chiller Plant / Lee Street Realignment

A study of the Health System Chiller Plant System completed in January 2010 reviewed chilled water demand and system capacity for the next 20 years. The study provided recommendations for existing chiller replacements as well as capacity increases. The East Chiller Plant project is a result of that study and also includes the realignment of Lee Street to Roosevelt Brown Boulevard in order to best accommodate the new chiller plant site, and streamline traffic flow to the Health System facilities and parking structures. Currently, there is a need to replace five 1,200 ton chillers (6,000 total tons) in the North Chiller Plant that are at the end of their useful life. The new East Chiller plant will provide a building shell for a 10,000 ton plant with 6,000 tons of initial installed capacity in the form of three, 2,000 ton chillers.

The Lee Street realignment package started construction in August 2011, the chiller plant site development started in February 2012, and the final building package was awarded in May 2012. Completion of the plant is scheduled for May 2013.

Affiliated Engineers, Inc. is the design firm with HOK as the Architectural consultant. Gilbane is the Construction Manager. The total project budget is \$36,500,000.



ERCP Expansion – Digestive Health Department

The ERCP (Endoscopic Retrograde Cholangiopancreatography) project was a complete emergency renovation and expansion of the existing procedure room to accommodate the replacement of old ERCP fluoroscopy equipment which was at the end of its useful life and was experiencing significant breakdowns/downtime. The room is highly specialized as it is the only interventional endoscopy room at the Medical Center. In addition to the new state-of-the-art equipment, the project provided enhanced lab infrastructure, power, and HVAC.

The A/E team was led by HKS, Inc. and the General Contract was SRC, Inc. The first procedure in the new space was performed in May 2012. The total project budget not including equipment was \$1,300,000.



LiSA Yeager Electron Microscope Renovation

This project constructed a suite of rooms (3,400 gsf) in the Life Sciences Annex at the Sheridan G. Snyder building to accommodate the new Center for Molecular Electron Microscopy (CMEM). CMEM houses two highly advanced electron microscopes for use in basic research. It will be utilized by researchers throughout the University, though primarily by the Department of Molecular Physics and Biophysics in the School of Medicine.



The construction was funded by a grant by the National Institutes of Health using ARRA (American Recovery and Reinvestment Act or "stimulus") funds. The project architect was Perkins & Will of Washington, DC. The general contractor was Crenshaw Construction of Culpeper, Virginia. Project budget was \$2,460,000.



Construction was substantially complete in December 2011.

University Hospital Helipad Rooftop Expansion

A new Health System Chiller Plant is under construction to better accommodate existing and future loads. This building will negatively impact the flight paths associated with the existing ground-based helipad. A new helipad was constructed on the roof of the University Hospital to mitigate the potential conflict of the East Chiller Plant and a proposed Emergency Department Expansion. The new helipad functions as the main landing pad for helicopters arriving at the Hospital.

The project is substantially complete. It included the extension of two hospital service elevators in the East Elevator Bank, safety nets, and a walkway to the pad location from the extended East Elevator Bank, as well as column upgrades to support the helipad loads. The helipad is a 46 foot square aluminum pad above the existing roof. The helipad system is designed with provisions for a snow melt system, all required FAA lighting and wind indicators, and required filtration to protect the penthouse air intakes for the Hospital's HVAC system. Smith Group Inc. provided the design, and Gilbane Building Company is the construction manager for the project. The project budget was \$6,700,000.



Lee Street Entry and Connective Elements



This project includes an expanded front entry to University Hospital, a new plaza/traffic oval centered on the hospital entrance, a new bridge over Lee Street between the hospital and the Lee Street Parking Garage, and a new vertical circulation tower that joins the Lee Street Garage with the bridge to the 11th Street Garage on the north side of the railroad tracks.

The Emily Couric Clinical Cancer Center and the Hospital Bed Expansion were designed to complement each other and have changed the public face of the Health System at its front door: Lee Street. The Lee Street Connective Elements project will tie them together, allowing a unified sense of place and a new point of arrival. The

plaza/traffic oval will provide for better vehicular flow and control the increased usage that will result from the completion of these projects. The first phase of construction – the new circulation tower next to the Lee Street Garage – opened for public use at the end of April, allowing for the demolition of the existing brick stair tower and the erection of the new bridge over Lee Street at the end of June.

This project architect, Zimmer-Gunsul-Frasca Partnership, is the same used for the cancer center, thus ensuring design continuity. All three projects share a new vocabulary of patterned glass curtainwall modulated by the rhythm of vertical mullions and columns. New sidewalks and street trees will create visual continuity from the plaza out to Jefferson Park Avenue. Construction management services are being provided by Gilbane Building Company of Laurel, MD. The total project budget is \$29,216,500, and construction began in May 2010.



Engineering and Design

Engineering and Design is composed of two work centers, the Design Group and the Project Management Group. Engineering and Design was active in the design and/or execution of over 130 individual projects and other activities in support of University facilities throughout fiscal year 2011-2012 and executed approximately \$10,000,000 in project and technical support activities.

Project Management Group

In Design	In Construction	Completed
Albert Small Building Roof Replacement	Aquatics and Fitness Center (AFC) HVAC System Upgrades	Alderman Road Dorms Concrete Inspections 2011
Alderman Library Built-In Gutters & Low-Slope Roof Replacement	Bookstore Roof Replacement	Carr's Hill Chilled Water Optimization Measures
Batten Incubator Renovations	Darden Terrace Expansion Joint Corrections	Chapel Tower Capstones Inspections
Chemistry Northern Penthouse HVAC Improvements	Fire Alarm Upgrades – McCormick Road Dorms	Chemistry Exhaust Infrastructure Upgrades
Darden Terrace Wall Repairs	Gilmer Hall Addition Elevator Modernization	Clemons Library Elevator Modernization
East Range Roof Replacement	Lambeth Apartments Renovations Phase 5	Dorm Waterproofing – McCormick Rd, Copeley, UGardens, Brown College
Gilmer Hall Façade Repairs	Lambeth Field Residences Roof Replacement	Fire Alarm Upgrades – Copeley, Lambeth
JPJ Building Envelope Study	Memorial Gymnasium Volleyball Locker Room Renovation	Ivy Stacks Retrofit
Jordan Hall Stair Towers Reinforcements	Olsson Hall Renovations	Lambeth Field Apartments – Interior Renovations Phase 4
Old West End Substation Upgrades	Slaughter Hall Renovations	Lambeth Apartments Renovation Phase 4
Olsson Hall Low-Slope Roof Replacement		Law School Faculty Meeting Renovations
Student Activities Roof Replacement		Mountain Lake Biological Station Domestic Water Supply Repairs and Restoration
Thornton Hall C-Wing Fire Supp. Sprinkler Water Line Study		Nuclear Reactor Bldg – SEAS Plasma Arc Spray Facility
		O'Hill Water Tank Inspections and Repairs
		Special Collections Humidification Study
		Sponsors Hall Gatehouse Stairs Repair
		U-Hall Structural Inspections
		Withers Brown AHU Replacement

Design Group

In Design	In Construction	Completed
Batten Incubator Renovations Sponsors Hall	Culbreth Theater Renovations	Alderman Dorm Mailroom Relocation (Fitzhugh Mail Room)
Drama Shop Paint Frame Replacement	Drama School Sprinkler & Fire Alarm	Brooks Hall 103 Classroom Improvements
FM Shops Master Planning	Harmon, Grainger/Keller, & Kucenas Lab Renovations	Chemistry Room 411 Renovations
Gala Life Replacement, Culbreth Theater	Helms Theater Traps Replacement	Clark Hall Roof Repairs
JAG School Roof Replacement	Lambeth Residences Roof Replacement	Clemons Library Telepresence Room
Physics Rooms 204 Seating Replacement	Lawn/Range Bathroom Renovation (Phase 4)	Culbreth Theater Fire Curtain Replacement
Rare Book School, Alderman Library, Phase 2	ME Classrooms 339 Renovations	Darden Library Renovations (Phase 1)
Surgery & Transplant Renovations, 4th Floor MSB	Olsson Hall Renovation for SIE	EVP/COO Offices Suites
Ticket Booth & Associated Renovation, Old Cabell Hall	University Bookstore Roof Replacement	Gamma Knife Renovations
		Handrails, Old Cabell Hall Auditorium
		JAG Legal Center & School, Building Envelope and Structural Repairs
		JAG Lodging Rooms Fan Coil Replacement
		JAG Lodging Rooms Renovation
		Minor Hall Partial Roof Replacement
		Physics Door Operators
		Randall Hall Reroofing
		Rare Book School, Alderman Library, Phase 1
		Scott Stadium Replay Booth Enclosure

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Engineering & Design Division Major Commissions

Aquatics and Fitness Center (AFC) HVAC System Upgrades

The original HVAC system supplying the natatorium installed in 1996 has been failing for some time and was in need of replacement. Chloramine levels in the natatorium have been affecting both the elite swimmers and the pool area equipment. A new system has been designed which will help improve the air quality, air distribution, efficiency and reliability.

As part of this project, a new HVAC system and new sprinkler piping serving the pool area will be installed. The construction is being completed over a very short time line in order to minimize the pool shut down time. Installation of the new equipment will take place over a two month period.

The project will be complete in September of 2012. The project budget is \$3,250,000. The project contractor is Sullivan Mechanical. The project engineer is 2rw.



South Slaughter Hall Renovations – School of Law

The University of Virginia's School of Law began planning efforts for the renovation of the south end of Slaughter Hall in the summer of 2011. Primary goals for the renovation were to resolve inadequate office and work areas for admissions and other administrative and student groups. The scope of the 33,000 square foot renovation included the demolition and reconfiguration of the 1st and 2nd floors and selective demolition and repurposing of some rooms on the 3rd floor.

The addition of a new two-story lobby pavilion serves as an extension of student services offices located on the 1st and 2nd floors, with a connecting interior stair and roof terrace accessible from the 3rd floor Alumni Lounge. The lobby pavilion expands into Purcell Garden, an existing interior courtyard that is currently being rehabilitated. That work is anticipated to be completed by October 2012.

The project also included the replacement of some exterior windows in the renovated areas of the 1st, 2nd, and 3rd floors as well as a new storefront system in the Purcell Reading Room. The existing central VAV air handler (AC-1W) located in the basement Mechanical Equipment Room serves a majority of South Slaughter Hall and was replaced as part of this project.



Slaughter Hall is an existing building located in the North Grounds Precinct at the University of Virginia. The building was constructed in 1974 with other major renovations that were completed in 1980 and 1997.

The architect of record is Train & Partners Architects and the engineer of record is Obenchain, Linkous, Daniels, and Sowick. Construction Manager was Martin Horn Inc. The project budget was \$8,700,000 and was completed in August 2012.

Project Services

The Project Services Division completed over \$27 million in construction and renovation projects in the 2011-2012 fiscal year. These included renovations for Pavilion X, Olsson Hall, McLeod Hall floors 1, 4 and 5, and Lawn/Range Bathrooms. Project Services has become a sought-after choice at UVA for renovation, expansion and facility improvement. The total amount of work performed has doubled in the last four years.

Chimney Repair, West Range Renovations



Left photo: On the West Range Rooms fireplaces repair project, Mason Senior Glenn Hall of Project Services carefully chips out bricks that will be replaced and installed with lime mortar. Center: Painter Lead Steve Ryder and Painters Michael Houchens and Roger Norton completed the interior painting after renovations. Right: Kyle McCauley of Project Services Mechanical Trades settled under the floor joists of a West Range room where he would be installing conduit and pulling wire.



FM Project Services Carpenter Supervisor Senior Walter Harris and Construction Project Manager Bruce Jackson discuss the new door that is being made to install in the original frame for the West Range Women's Bathroom. Electrician Claude Shifflett installed the stitch for lights and new ceiling fans in several rooms as Electrician Frederick Gibson made final adjustments to a ceiling fan.



Left: Project Services Carpenter Ben Collier and Lead Anthony Whindleton did final sanding and installation of a mail slot for a Range room door.

Right: Project Services Carpenter Tommy Benson measured tongue and groove flooring for a Range Room.





Pavilion X



Left photo: Amid the clay dust and the close quarters of the Pavilion X basement's transformation, Carpenter Linwood Marshall (2nd from left) listens as Masons Glenn Tolbert and Aaron Morris plan their next location and Carpenter Lead Greg Bugg talks with Architectural Conservator Mark Kutney of the Office of the Architect. Center: Robbie Kolb completes a wall replacement. Right: Sheet Metal Technician Darrell Carr not only helped build the ductwork installed beneath the Pavilion X basement flooring but he also helped dig the trenches where ductwork was placed.



SEAS/FM



Project Services Mechanical Trades team members Chauncey Johnson and Jonah McDonnough check measurements as they install conduit for electrical lines. Project Services Carpenter Travis Sly makes final adjustments on an interior window for the Cabinet Shop office. Steve Volenick measures the height for a ductwork hanger.



Olsson Hall



On the Olsson Hall renovation project, Electrician Cheryl Larocco inspected materials prior to installation. Electrician Apprentices Howie Brown and Spiro Jokic load communications lines for a monitor panel. Mason Apprentice Daisy Dejesus also worked on the project.

Sustainability

Facilities Management continues its support for the University's sustainability goals through initiatives in Facilities Planning & Construction, Operations & Maintenance and Energy & Utilities.

In the 2011-12 fiscal year, eleven additional facilities earned Leadership in Energy and Environmental Design (LEED) certification. Administered by the U.S. Green Building Council (USGBC), the LEED Green Building Rating System documents specific environmental, economic, and health and safety standards for new construction and major renovations.

Twelve project managers, senior project managers and senior construction managers have earned LEED Accredited Professional endorsements.

Energy & Utilities Department is advancing sustainability through

- committing to environmental stewardship
- reducing energy and water use
- increasing recycling and reducing waste
- increasing the use of renewable and innovative energy technologies
- engaging faculty, staff, and students on sustainability initiatives
- respecting the cultural and historical legacy of the University



Building Services supports the University's commitment to sustainability not only through "green cleaning practices but also posting sustainability education reminders for the University community. Housekeeping Supervisor Wanda Snead (left) placed "Flip the Switch" reminders by light switches throughout Gilmer Hall. These and other reminders are part of Sustainability's "See Why" campaign. In addition to their regular duties, Housekeeping supervisors helped place 2,000 "Try Just One" and 20,000 "Flip the Switch" stickers throughout the University.



Colette Sheehy (left center), UVa Vice President for Management and Budget, joined by Facilities Management CFO Don Sundgren and Director of Energy & Utilities Cheryl Gomez, congratulated the Recycling team on two recent awards. In Summer 2012, the University's recycling team received a Bronze Excellence Award for Recycling Systems from the Solid Waste Association of North America (SWANA); the team had earned the Recycler of the Year Award from the Virginia Recycling Association in the Spring. Recycling team members here are (L-R front row) Osman Mohamed, Bruno Ngami Ngolali, Sheikh Mohamed (holding the VRA award), Diane Barrett (holding the SWANA award), Mohamed Osman, Bobby Shifflett and (back row L-R) Victor Martin, Marcus Johnson, Jason Snow, Nicholas Gentry, Yusuf Hussein, Orlando Watkins, Antonio Tyler, and Sonny Beale. While Virginia requires state agencies to recycle 25 percent of their waste, UVa recycled 43 percent in 2011. Since the recycling program started in 1991, the University has reduced the annual amount of non-recyclable waste it produces by about 2,000 tons. UVa diverts glass, metal, plastics, paper and cardboard from the waste stream, as well as recycling electronics, including batteries, and is a pioneer in composting.

Flip the Switch



SUSTAINABILITY · UVA

See why: virginia.edu/sustainability

(continued on next page)



Energy & Utilities Sustainability Engineer Claire Sessler and Energy Engineer Jesse Warren inspected the new lights used in the full Delta Force retrofit at Campbell Hall. The new bulbs have two main advantages: increased life-span and reduced wattage.



Ed Brooks, Energy Engineering Technician and Delta Force leader, is a 2012 Leonard W. Sandridge Outstanding Contribution Award winner. Ed developed and continues to work on procedures to monitor and retrofit UVa buildings. The efforts have resulted in a cumulative savings in avoided energy costs of more than \$3.5 million.



UVa Sustainability and Athletics partnered to compete in the U.S. Environmental Protection Agency's "Game Day Challenge."

Energy & Utilities' Communication & Outreach program has forged numerous partnerships among departments and student organizations. Success can be measured in brand-name recognition for sustainability efforts, enhanced engagement among student, staff and community, and a growing commitment to sustainable principles in the way UVa operates.

Accomplishments include:

National Building Competition - UVa's Observatory Hill Dining Facility placed 4th in a competition of 245 buildings across the United States to reduce energy consumption and raise awareness.

Campus Sustainability Day - E&U Outreach collaborated with Student Council to develop a dialogue of UVa experts to discuss UVa's carbon footprint and UVa's plan to reduce its impact on the environment. This event brought together members of the community with students, faculty, and staff and raised awareness of UVa's impact on the local environment.

America Recycles Day - A national event, America Recycles Day at UVa draws hundreds of attendees interested in learning more about recycling. The event raises awareness about the benefits of recycling and buying products made with recycled materials and how to re-use items that normally would be thrown away. America Recycles Day offers creative crafts, recycled art, recycling games, and local green groups to engage participants and increase awareness of recycling opportunities in our community.

Better Business Bash - Working with the Better Business Challenge, E&U Outreach provided energy-saving tips and aided in the development of a Community Sustainability Calendar.

World Water Day - An international day to bring attention to water conservation, World Water Day at UVa focuses on global, local, and personal aspects of various water issues to educate participants on everything from what watersheds are to ways we can reduce water consumption.

Earth Week - E&U Outreach worked closely with Community Relations and Student Council to coordinate and promote 10 major sustainability events on Grounds and in the community. The events ranged from panel discussions on water conservation to outdoor hiking trips to community service days and Eco-markets to promote local businesses. E&U hosts many events during the week such as Energy Day, UVa Eco Fair, UVa Saves Hour and the No Impact Concert. More than 30 local organizations and businesses participated in UVa's Earth Week and all events were open the public.

Chuck it for Charity – For 12 years, E&U has worked with local charities to collect more than 30,000 pounds of donated materials from on-Grounds students leaving for the summer. Nine charities collected and redistributed the goods to the needy.

UVa Green Challenge - The Green Challenge encourages students to engage with the Charlottesville community by rewarding students for participating in local events such as the Vegetarian Festival, Charlottesville's Eco-Fair and Farmer's Market. The Green Challenge also encourages students to purchase locally-made products when possible and to give back by volunteering with local charities.

LEAP Partnership - E&U Outreach is providing support to the Communication and Outreach Subcommittee of the Sustainability Committee, which is working with LEAP to develop an awareness campaign for off-Grounds students, faculty, and staff to encourage energy conservation at home.

"Try Just One" signs for local businesses - Due to the success of UVa Sustainability's Try Just One campaign, local businesses such as The Virginian are utilizing these signs in their establishments. This furthers the goal of encouraging energy conservation practices in the local community.

Community Calendar - E&U Outreach is collaborating with Community Relations to develop an online community calendar of sustainable events. The calendar will house information regarding student, community, and UVa sustainability events to streamline promotional efforts.



The Tap Water Challenge was one of several hands-on activities at the March 2012 World Water Day.



Sustainable dining, a recent initiative supported by the Sustainability Program and UVa Dining, is rapidly gaining popularity among students and staff.



Sustainability Advocate Program engages students to serve as liaisons and advisors to dorms, libraries, and dining halls in an effort to integrate sustainability into daily living.

Sustainability Pledge - With more than 1,100 signatures to the 2010 UVa Sustainability Pledge, E&U Outreach has collaborated with Community Relations to develop a personal sustainability pledge designed to help the UVa community to choose individual changes they would like to make to help the environment and improve their lifestyle.

Other Accomplishments for Sustainability

Energy & Utilities' teams and programs made additional progress as they focused on reducing costs, enhancing system reliability, and gaining on sustainability goals.

- Achieved a recycling rate of 42.5% of the municipal solid waste stream and a diversion rate of 74.3% when non-MSW materials such as tires, lamps, ash, electronics, batteries, and oil which get recycled or reused are included in the total recycling numbers.
- Earned over \$285,000 from the sale of recyclables, which also avoided a cost of almost \$350,000 if this same material had gone to the Material Recovery Facility in Zion Crossroads instead of being sold directly to the recycling commodities market.
- Avoided a calculated \$7.8 million in expenses this year alone through halting the rate of electricity growth from that of the 1980's. This also yielded environmental benefits by avoiding the consumption of over 120 million kWh of electricity which would have produced over 69,000 tons of carbon emissions.
- Avoided at least \$4.8 million in expense by using central chiller plants to produce chilled water instead of stand-alone building systems.
- Based on the actual average cost of fuel at the main heat plant versus building boilers, avoided more than \$4.4 million in fuel costs through the use of a central heating plant.
- Avoided over \$3 million in costs through aggregating our power supply through substations rather than having direct drops from Dominion Virginia Power.
- Received over \$664,000 in sewer credit refunds from the City of Charlottesville for metering water used in irrigation or lost through evaporation in cooling towers.
- Avoided a cost of almost \$3.2 million in FY 12 through Delta Force retro-commissioning work that began in FY 08. Completed numerous other energy efficiency projects yielding almost \$300,000 in additional avoided expense.
- Received a \$190,000 payment for participating in the interruptible load response program.
- Continued a "Shared Energy Savings" pilot in which three participating facilities reduced electrical costs by almost \$37,000 by turning off lights and plug loads and retained 50% of the savings.
- Forged extensive partnerships across Grounds through communication and outreach on sustainability goals.
- Achieved a substantial amount of progress in replacing, upgrading, expanding, or enhancing utilities systems and programs that reduce energy and water use, reduce greenhouse gas emissions, and enhance reliability of energy and utility infrastructure.

See the [Energy & Utilities Annual Report](#) for more information on these and other initiatives.

Operations

The Landscape Division created a dedicated turf care crew charged with the installation, health and maintenance of turf. Landscape's many accomplishments included \$1.2 million in new landscape installed at multiple sites once construction was completed. The Division is also supporting the \$450,000 multi-phase Lawn Drainage Installation and Turf Restoration Project which will be completed in winter 2012.

A Utilities Management Plan established guidelines and procedures for maintaining and operating all utilities and building systems that serve the Medical Center and Transitional Care Hospital. This plan is vital to maintain accreditation from the Joint Commission. New facilities and equipment have been successfully introduced into the Utility Management Plan and Preventive Maintenance Program in fiscal year 2011-2012. Significant projects now completing their first full year under this plan include the Emily Couric Clinical Cancer Center, and University Hospital Emergency Power and HVAC upgrades.

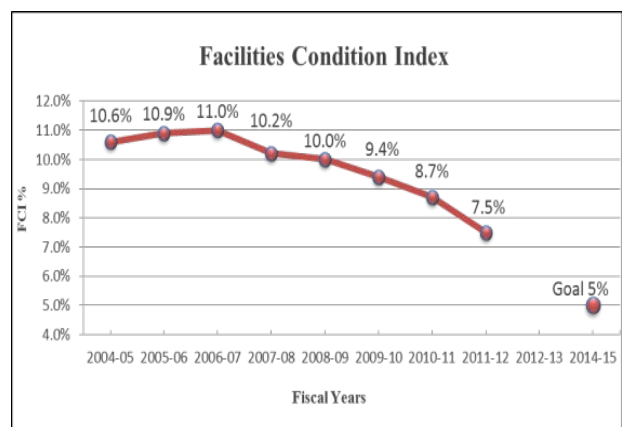
Work Management made significant progress in reducing the Facility Condition Index (FCI) to 7.5%, as shown in the adjacent chart. In 2005-06, the Board of Visitors established a long-term plan to reduce the deferred maintenance backlog of E&G facilities and the corresponding FCI to 5 percent or less by fiscal year 2015.

Building Services Division completed their first full year of front-line staff development via the Housekeeping Career Path, a structured career advancement system through four stages mapped to demonstrated growth in techniques, competencies and technical knowledge. The Division also successfully deployed Zone specific "Gleam Teams" who use specialized techniques and equipment to bring floors, mirrors and other surfaces to the next level in "clean and shine."

The Facilities Management Safety team continues to make progress in creating a safer work environment for our more than 1,200 employees. The team initiated a new Employee Safety Training class for new Facilities Management employees conducted

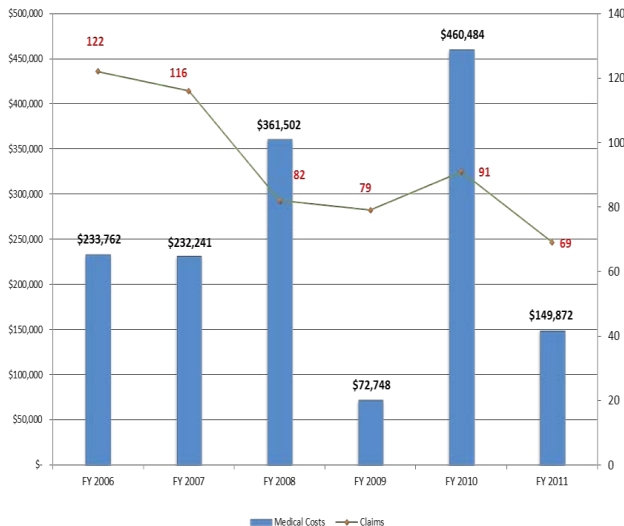


To control dust during the Lawn Restoration, Landscape Specialist Greg Rogers sprays the area where a tree contractor will air-spade to relieve the compacted soil around the tree roots.



Building Services Associate Director Vibha Buckingham talks with supervisors Tina Mills and Judy Kingrea at the June "State of the Union for Building Services" and team-building session.

All FM Claims in FY 2006-2011



HSPP Zone 2 Plumber Steamfitter Slobodan Letic advises Apprentice Aaron Davis as they make repairs.



HSPP Painter Keith Bridges and Supervisor Kenny Williams were among the shop crew members who volunteered to repaint 28 operating rooms during several Saturday shifts to accommodate the University Hospitals' Operating Room schedule.

on their second day of employment and covers Right to Know, fire safety, asbestos awareness and master safety rules. In addition, an improved accident reporting system enables management to track accident trends and make proactive decisions for accident prevention.

The HSPP Fire and Life Safety Inspection Services Division facilitates code compliance. Inspections were completed for renovations in the hospital and construction in the West Complex. Continuous compliance inspections as well as bi-annual Statement of Conditions inspections for all patient care areas are completed each year and are instrumental in maintaining Joint Commission and Centers for Medicare and Medicaid Services accreditation.

HSPP Zone Maintenance teams continue to support the Health System's expansion and upgrades through a well-established program for preventive maintenance, corrective maintenance, major maintenance and deferred maintenance. Accomplishments included:

- Zone 1 completed its first full year maintaining the new Emily Couric Clinical Cancer Center and is integrating the Hospital Bed Expansion into the existing facility.
- Zone 2 supported domestic water heater replacement for MR-4 and the Annex; installed bypasses on lab air handlers and replaced condensate lines from water heaters in MR-5.
- Zone 3 supported routine maintenance requests, utility outages and replaced a number of fire panels locations including Barringer, Davis and McIntire wings and the Multistory Building; HVAC replacements were made in Steel and Barringer.
- Zone 4 continued maintenance of outlying Health System facilities including the newly added clinical building in Augusta Professional Park, supported the closing of KCRC's inpatient wing and installed a new fire alarm system at Northridge.

The HSPP Zone Support Group's six trades shops – plumbing, electrical, carpentry, painting, masonry/plastering and welding – completed turnkey projects for Health System facilities. Projects included ICU renovations, Emergency Room and Medical

Center painting projects, and replacement of sprinkler heads through the Multistory Building.

Facilities Maintenance Division provides corrective and preventative maintenance services for over 13 million gross square feet of Academic and Housing facilities using maintenance zones supported by specialized central maintenance shops.

The most recently established is Central Grounds Zone which covers the Academical Village and all other facilities between Hospital Drive and McCormick Road, including the South Lawn complex.

Newcomb Zone serves the academic buildings along Emmet Street to McCormick Road.

North Grounds, the first zone established by Facilities Management serves the School of Law and facilities nearby.

Southwest McCormick was the second zone, established in 2002, serves the engineering and science customers.

Housing, which covers over two million square feet of dorms, apartments, and houses, has two zones: one focused on the predominately first-year dorms along Alderman Road and the other on the upper-class and faculty residences across the University.

In September 2012, we will establish the Arts Grounds Zone to serve facilities north of University Avenue, including Madison Hall, Carr's Hill, Campbell Hall, Ruffin, Culbreth Theater and others.

The central shops provide a broad range of services that include Fire Protection, Elevator Maintenance, Lock Shop, and Roofing. These shops are unique in that they also provide services to the Medical Center.

See departmental annual reports for more on the specific accomplishments of [HSPP](#) and [Operations & Maintenance](#).



Locksmith Supervisor Gene Bellomy and Locksmith Senior Scott Johnson complete a replacement lock installation.



Electrician Senior Tim Elliott (L) and Health System Physical Plant (HSPP) Zone 1 Superintendent Richard Barbour inspect a screen monitoring service to designated areas of the hospital.



Elevator Mechanic Kevin Lawrence (R) and Assistant Mechanic Travis Henderson install a new orchestra elevator lift switch box which was designed, fabricated and built by the Facilities Management Elevator Shop for Culbreth Theater.

Financials

The Finance Department provides accounting, budgeting, financial reporting, accounts payable, and payroll support for Facilities Management's total business volume of \$359.7 million and 1,133 filled full-time employees. The department is comprised of Fiscal Operations, Facilities Planning & Construction Financial Services and Energy & Utilities Finance.

In addition to accomplishments made by these three units, the Finance Department accomplished a number of major projects in 2011-12: Those included

- Represented Facilities Management in the New Institutional Financial Model Core Workgroup, and assessed Facilities Management's readiness to implement the new model.
- Planning and implementation of a new Facilities Management enterprise system.
- Accounting and reporting for Housing Operations & Maintenance work.
- Development and implementation of a funding plan for renovations and additions to Facilities Management shops and work spaces.

University of Virginia Facilities Management Financial Summary	
Salaries and Benefits:	\$ 65,984,398
Utilities:	\$ 54,095,358
Planning and Construction:	
Construction	\$ 154,620,574
Architectural & Engineering	\$ 20,804,730
Total	\$ 175,425,304
Maintenance and Operations:	
Materials and Contracts	\$ 48,572,208
Travel and Training	\$ 435,251
Information Systems	\$ 2,866,299
Other	\$ 12,314,647
Total	\$ 64,188,405
Total Expenses	\$ 359,693,465

Further details on the accomplishments of the Finance Department and its three entities are available in the 2011-2012 [Finance Annual Report](#) on the Facilities Management website.

Programs

Information Systems

Facilities Management Information Systems (FMIS) continues to maintain the highest level of network availability in a 24/7/365 operation as well as state of the art technology security and effective response to Facilities Management customers.

The major focus of FMIS for 2011-2012 continued to be the implementation of the AiM Work Order Management system, a computerized maintenance software system designed to more efficiently process work requests, improve accountability, and extend the useful life of assets. AiM modules that went live in 2011-2012 include Property & Space, Preventive Maintenance and Asset Tracking, and Work Management and Finance.

Continued implementation of System Center Configuration Manager (SCCM) now provides centralized remote administration capability allowing help desk technicians to provide technical support to users remotely.

Information Systems staff worked with the Vice President for Management & Budget's Performance Assessment Workgroup to develop metrics and assess customer satisfaction for Facilities Management.

Continued development of the FM web site is providing more dynamic content and improving the usefulness to FM staff and other site visitors. Organizational changes this year include the consolidation with FP&C IT support personnel. As part of this consolidation, the IT Project and Web Management business unit was created.

The 2011-2012 [Information Systems Annual Report](#) has further details.

Training and Development Programs and Resources

In August 2011, HR&T hosted the first Manager Enrichment session designed to increase leadership by improving problem solving, interpersonal communications skills, conflict resolutions skills and organizational change management skills. Presentations were made by UVa Vice President for Management & Budget Colette Sheehy, a former UVa Student Body President and several Directors and Facilities Management senior managers. The Manager Enrichment program will enhance bench leadership strength within FM and prepare the department for the challenges of the future.

In collaboration with the CFO Office, HR&T coordinated the annual Leadership Forum in January 2012. Titled "Momentum: It Starts With Me", the Forum provided supervisory employees with feedback from the President's Staff Survey and data showing how Facilities Management (FM) compared with the University as a whole. The key topics presented and discussed included embracing diversity in the workplace, improving



Billing & Payroll Manager Martha Creasy and Engineering & Design Division Director Ernie Barber share a laugh as they consider one of the communication exercises during the Manager Enrichment event.

communication, enhancing technology and providing training and development opportunities. To make improvements in those four areas, Momentum Action Teams (MATs) were formed in the following months. The MATs began reviewing employee suggestions for improvement and creating action plans to implement the positive changes desired.

Facilities Management's on-site English as a Second Language (ESL) and General Educational Development (GED) classes remain vital and well-attended because of continued employee interest, strong support from supervisors, and our partnership with the Charlottesville City Schools Adult Education Program. Twenty-four Facilities Management employees participated in GED classes and 11 employees attended ESL classes. Additionally, our six winners of the ESL/GED Voices of Adult Learners essay contest, held in conjunction with the annual Virginia Festival of the Book, were honored at this year's Apprentice & Education Recognition Ceremony.

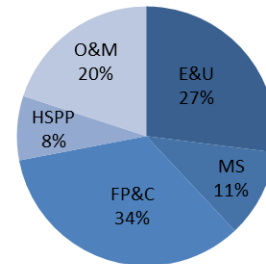
Also at that ceremony, Facilities Management was proud to celebrate the educational achievements of five employees this year: one employee earned a Doctorate Degree, two earned their Bachelor's Degrees, one earned an Associate's Degree and one completed his GED.

Facilities Management continues to support two important University Human Resources training courses by recruiting employees for Supervisory Essentials and Essential WorkSkills. These foundation courses, for supervisors and entry-level employees respectively, provide critical information and skills for achieving successful job performance. Twenty employees completed Supervisory Essentials and 27 employees completed Essential WorkSkills.

Rewards and Recognition Program

Facilities Management recognizes and acknowledges the efforts of our employees through the use of Promotions, Role Changes and Reward & Recognition awards. This past year FM had 38 Promotions/Role Changes and 34 In-Band Adjustments. During the fiscal year Reward & Recognition Awards totaled \$105,300 representing an 11% decrease from the previous fiscal year. The adjacent chart displays the percentage of Reward & Recognition awards based on number of individual awards issued by Business Unit.

**FY11-12 Rewards & Recognition Awards
by Business Unit**



Apprenticeship Program and Trades Training

HR&T continued to coordinate with Piedmont Virginia Community College to provide on-site Trades Recertification classes as a service to FM tradespeople who must complete required training for renewal of their State license in their trade. This fiscal year, 138 employees participated in the classes which are offered twice during the year.

After thirty years, the University's Apprenticeship Program continues to be highly sought after and utilizes a competitive recruitment and selection process. Facilities Management HR&T is responsible for management of this widely respected and nationally known program. During the 2012 application period, we received nearly 600 applications for the 4 postings being recruited for in the trades of Electrical, HVAC, Plumbing, and Electronic Technician. Out of those applicants, 7 apprentices were hired. We hired 1 apprentice into Electrical, 1 apprentice into Plumbing, 2 into the Electronics Technician positions and 3 apprentices into HVAC positions.

Career Paths

Following the official launch of the Housekeeping Career Path during the previous fiscal year, the HR&T team directed significant effort to implement the processes surrounding its administration. As the 2011-2012 fiscal year closed, a Landscape Career Path was developed and launched and a Recycling Career Path is under development. We anticipate that the transparency of the paths and the ability for the employee to take greater ownership of their career along with the tie-in with compensation will enhance FM's employee satisfaction, retention, and develop a highly skilled workforce.

See the [Human Resources & Training Annual Report](#) for more information on these and other initiatives.



Design Manager David Villiott was recognized as an EOP (Equal Opportunity Programs) Champion by the University Office of EOP at an October ceremony. The awards recognize those who perpetuate principles of equal opportunity and exhibit leadership qualities for social justice and equal rights. EOP staffer Melissa Oliver wrote, "David has been the 'go-to' person to ensure structures and programs at UVa are accessible to those with physical disabilities...long before the Americans with Disabilities Act was passed in 1990."



Electrician Apprentice Nicola Lemmer entered the UVa Apprenticeship Program shortly after she graduated from Madison County High School in 2011. She was particularly interested in the Apprenticeship Program for the opportunity it offered to learn a trade through classroom instruction in addition to hands-on experience.



Stephan Nelson, Supervisory Senior Project Manager with FP&C, was awarded the Samuel R. Crockett Award for his "significant efforts toward strengthening the relationship between the University of Virginia and the College at Wise." In making the presentation at the May Board of Visitors meeting, Simeon Ewing, Vice Chancellor for Finance and Government Relations at the University of Virginia's College at Wise, said Stephan has served as a tireless advocate for improving the quality of the College at Wise – work that included oversight of more than 20 projects at the College since 1996.

Community Involvement



At Camp Holiday Trails, teams including Dave Paley, Mike Henshaw, Joann Im, Kate Meyer, Tim Spencer and Phil Saunders planted and mulched flowerbeds while Jennifer Heckman watered.



Information Systems' Jacob Neal and Keith Southerland, and Project Services' David Simpson replaced deteriorating exterior siding.



This team had an organized line-up that made log splitting and wood stacking an easy task: team members included (L-R) FP&C's Shawn Walker and Landscape's Shannon Adams, Ibrahim Mapre, Jacob Lane, Michelle Beaudreau, Lisa Breeden and Wes Franklin.

Facilities Management employees continue to generously support nonprofit service organizations through several traditional events and individual community work.

During the annual Day of Caring, more than 100 Facilities Management employees used their skills and energy to improve facilities at Camp Holiday Trails, the Senior Center and the Babe Ruth League field.

When the Commonwealth of Virginia Campaign held its annual fund-raising event for more than 1,000 non-profit organizations in our region, Facilities Management employees donated over \$21,000.



Building Services team members Trella Stewart (left) made sure the Charlottesville Senior Center offices were spotless; Mario Biazon dusted ceilings at Camp Holiday Trails.



Arborist Don Goebel worked in trees at Camp Holiday Trails.

Day of Caring photos by Sarita Herman, GeoSpatial Resource Center



At Camp Holiday Trails Project Services Carpenter Matt Pannell and Review Unit Managing Architect/Engineer Bob Waite removed a sliding glass door and the frame so they could repair the floor that had rotted out.



Even though the structure may look like a rabbit hutch at first, James Zehmer listens to Ruta Vasiukevicius' explanation of the weather-proof mail box design as Project Services team members Ben Collier and Brian Tinnell hammer and measure.



Far left: Building Services' Joey Newton, Daisy Walker and Linda Harlow plan while Larry Burley cleans ambitiously.



Landscape's Ibrahim Mapre trims vegetation around the pond.



Camp Holiday Trails now has safe, new guardrails for the mountainside roadways, thanks to the work of (L-R) Lou Persinger, Jeff Moore and Sathish Anabathula.



Project Services' Jason Lam and Henry Garrison installed Cat 6 cables for a new networking system for the whole building. They also checked every electrical panel on the property for faulty conditions.



University Employee Councils' Fall 2011 community service effort was a school supply drive for underprivileged students in our area. Facilities Management Employee Council Chair Molly Shifflett shows off a few of the supplies. When the barrel was delivered to the Salvation Army, our employees had enthusiastically donated notebooks, pens, and backpacks as well as generous monetary gifts.



On September 11 at Charlottesville's 10th Anniversary Commemorative Event on the Downtown Mall, Facilities Management was represented by colleagues and long-time volunteers of the North Garden Volunteer Fire Company Chuck Pugh (E&U Power Systems Distribution), Ronnie Dudley (Roofing Crew) and Sandy Gardner (Maintenance Plumbing Shop). First responders and their company vehicles gathered at the County Office Building before proceeding to the Mall where vehicles were displayed for the March of Honor.



Our employees are enthusiastic and reliable supporters of the quarterly blood drives co-sponsored by Facilities Management and Virginia Blood Services. L-R: Safety Officer Mark Breeden, who donates via apheresis throughout the year, shows off this drive's clever new T-shirts while Project Manager David Paley sports his "red badge of courage" as he prepares to return to work after donating. HR Generalist Elsa Sherrill and Customer Service Representative Ernestine Burruss are frequent blood donors. Facilities Inspector Wayne Harlow waits calmly while the VBS phlebotomist finishes procedures for Plumber Apprentice Mariah Kurpel.



Sign Shop Supervisor Warren Wood, a 28-year member and a former assistant chief of the Crozet Volunteer Fire Department, was recognized in November for coming to the aid of three people in a burning vehicle.

When co-workers called for help for a colleague who was having a heart attack, David Londree, Trades Utilities Senior Worker with Housing Maintenance, responded and administered CPR until Emergency Medical Services arrived. The colleague survived thanks to David who remembered what he had learned in the CPR training.



As a volunteer for the February 2011 Muscular Dystrophy Association Charlottesville Lock Up, Programmer Analyst Jason Moore was "arrested" and escorted to "jail" until he posted \$700 in bail generously donated by colleagues and friends.



For the 2011 Big Warm Up, Employee Council Chair Molly Shifflett and Landscape Representative Shannon Adams bundled up coats donated by Facilities Management employees in partnership with Executive Vice President's Council.



As the holiday season approached, Facilities Management employees generously donated new toys, bikes and money to the annual Toy Lift. Operations & Maintenance's Teresa Dillard, Anita Hasbury-Snogles and Michael Drake packed the gifts for delivery to the local Kids Lift Foundation. The toys go to families in Albemarle, Buckingham, Charlottesville, Fluvanna, Greene, Nelson and Orange.



Chief Facilities Officer
Donald E. Sundgren

Deputy Chief Facilities Officer
Richard H. Rice, Jr.

Administrative Assistant
G. Maxine Maupin

Organization

Facilities Management

University of Virginia

Human Resources & Training
Director
Rebecca R. Leinen

Information Systems
Technology Officer
Chris Smeds

Finance
Director
Michael Cline

Director
Energy & Utilities
Cheryl L. Gomez

Systems Development
and Integration

Geospatial
Resource Center

Instrumentation &
Metering

Systems
Control Center

Chiller Plants

Heat Plants

Sustainability Programs

Delta Force

Recycling

Sustainability
Outreach

Utilities

Power & Light

Environmental
Compliance

Director
Facilities Planning & Construction
Annette Cyphers

Engineering & Design

Academic Division

Health Systems Division

Construction Services &
Contract Administration

Director
Health System Physical Plant
John R. Rainey

Operations

Hospital
Zone 1 Maintenance

Research
Zone 2 Maintenance

West Complex
Zone 3 Maintenance

KCRC, Fontaine, Off- Grounds
Zone 4 Maintenance

Health Systems Engineering

Director
Operations & Maintenance
Jay Klingel

Facilities Maintenance

HVAC, Fire
Systems, Elevators

Maintenance
Services

Arts Zone

Central Grounds
Zone

Housing Zone

Newcomb Zone

North Grounds
Zone

Southwest
McCormick Zone

Building Services

Landscape

Project Services

Safety Program

Work Management