

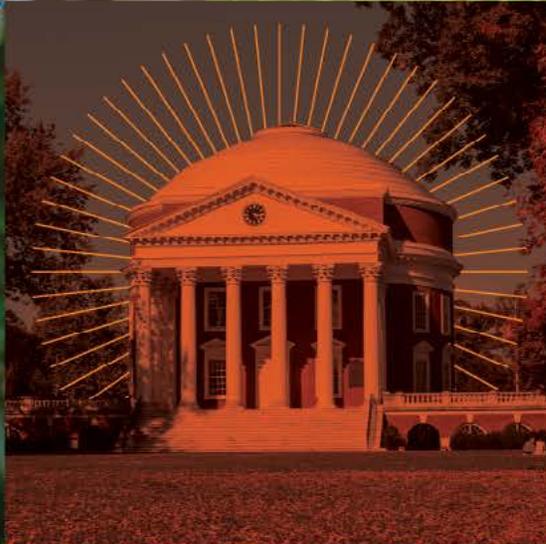


**2019-2020**  
**ANNUAL REPORT**

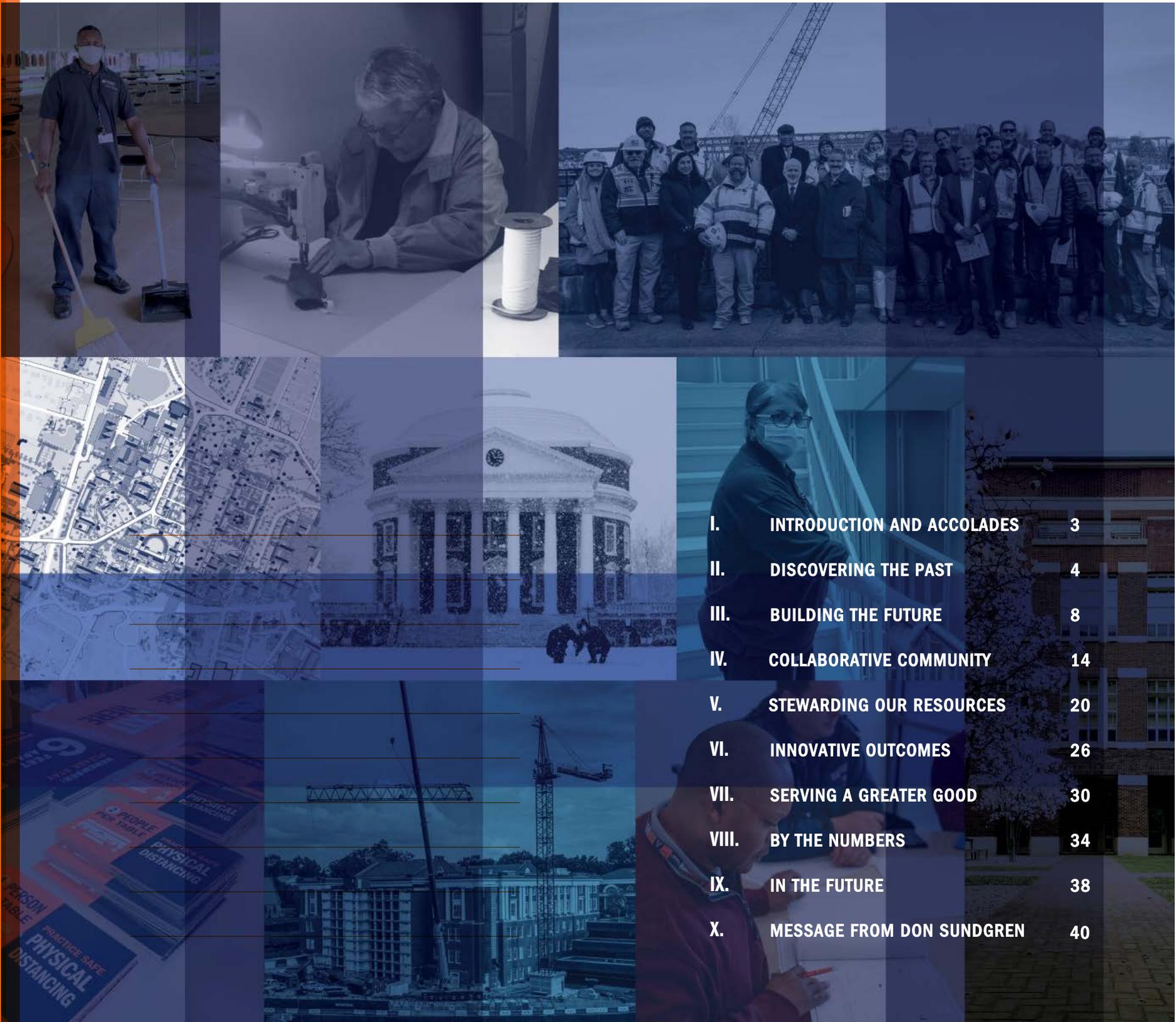
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**UNIVERSITY OF VIRGINIA**  
**FACILITIES MANAGEMENT**





# INTRODUCTION & ACCOLADES



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**WE ARE A COMMUNITY** of 1,200. We are craftspeople, landscape experts, program specialists, recycling gurus, custodians, tradespeople, environmentalists, architects, engineers and accountants. We can remodel an operating room, design a classroom, care for historic buildings and trees, balance a budget and fix a broken lock. We speak English, Spanish, Swahili, Nepali, and Kinyarwanda; to name a few.

**WE WORK TO SUPPORT** the University of Virginia's mission 24 hours a day, seven days a week, no matter the circumstances. This year has been particularly challenging for us, as it has been for people all over the world. We worked to support UVA Health's response to the COVID-19 pandemic, as the first medical center in the state to develop and administer its own COVID-19 testing, while patient care providers worked around the clock to heal the area's most vulnerable patients.

**WE RECOGNIZED** that our standard procedures, that we had grown accustomed to, would have to change. Rather than resist, we collectively took the very difficult step to change our perspective and establish new ways of thinking. In the process of many changes, we were able to take significant actions to reduce energy consumption, cut spending, keep our team members and their families safe, support the local community, develop several new COVID safety initiatives and make changes to the built environment that better prepare us for the future.

**OUR STORY** is one of adaptability and perseverance. We find ourselves today: stronger, more knowledgeable, with greater efficiency and ability to solve problems. In essence, our human capital has increased – individually and together, we are capable of more now than we were before.



Facilities Management

## OUR MISSION:

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

### 2019-2020 ACCOLADES

- **University Hospital Expansion and Brandon Avenue Green Street:** *ENR MidAtlantic 2020 Best Projects*
- **Educational & General Custodial Services:** *APPA's Effective and Innovative Practices Award*
- **Delta Force:** *Virginia Energy Efficiency Council Energy Efficiency Leadership Award*
- **Facilities Management Fleet:** *100 Best Fleets Green Fleet Awards*

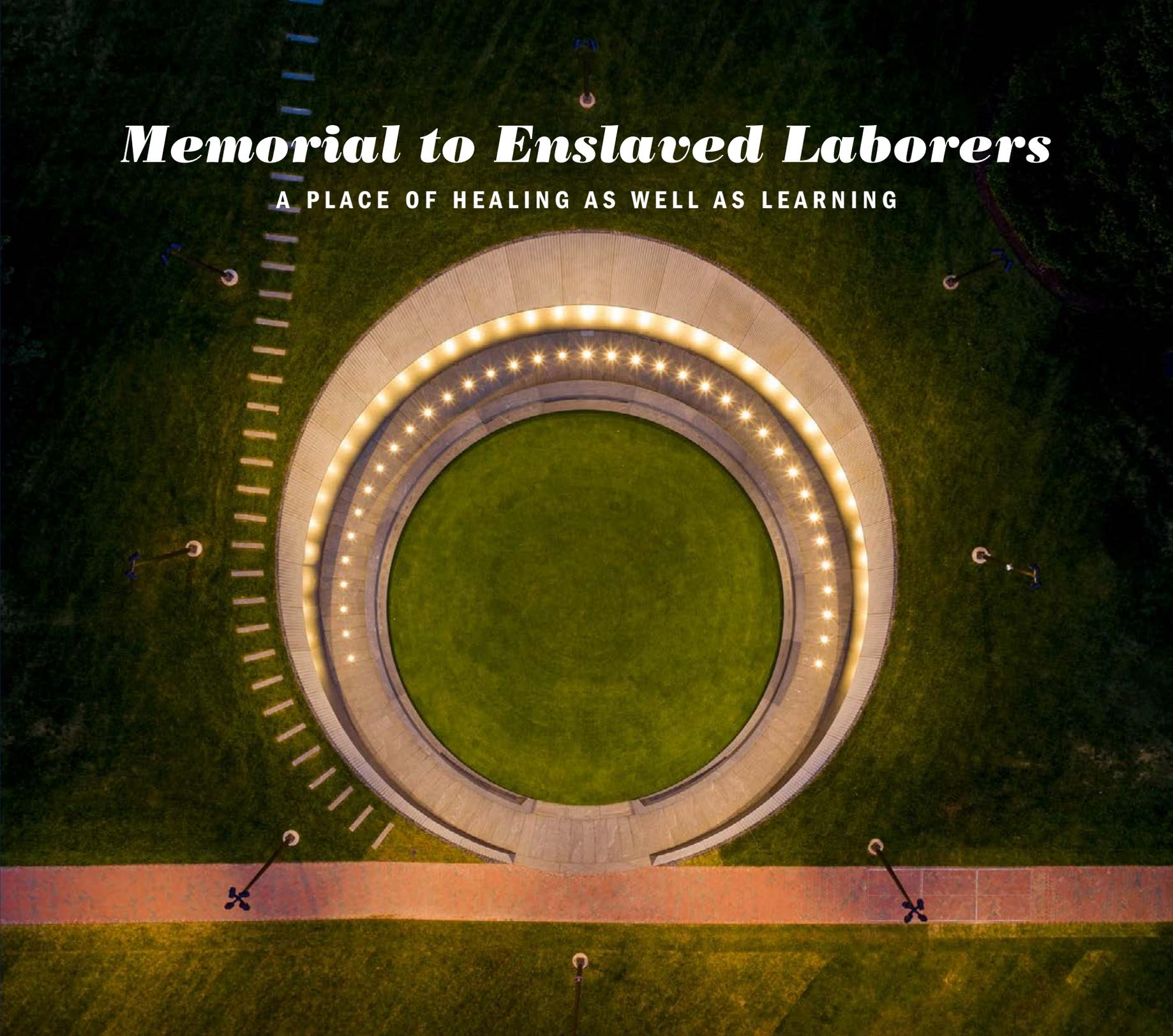
See more Facilities Management awards and features on page 32-33



*discovering* THE PAST

# *Memorial to Enslaved Laborers*

A PLACE OF HEALING AS WELL AS LEARNING



**“My hope is that the Memorial to Enslaved Laborers will serve not simply as a monument to the past, but as a vibrant, living space for the University and community to come together to learn, remember, and continue to try and close the gap between our aspirations and our everyday realities.”**

— President James E. Ryan

***Between the Rotunda and the Corner***, just east of Brooks Hall, the new Memorial to Enslaved Laborers rises smoothly from the grass, its concentric rings honoring nearly 4,000 men and women, names known and unknown, who were enslaved at the University of Virginia. Included within the UNESCO World Heritage Site, the memorial weaves into the daily fabric of University life, creating a new gathering space in a highly visible and public location.

The memorial's design is both intentional and symbolic. Its diameter echoes that of the Rotunda, and its concentric rings — made of the same granite as the Rotunda's upper terrace — represent the oppression of slavery, slavery's broken shackles, and its river paths to freedom. The outer ring is engraved with the subtle images of faces from period photographs, while the innermost ring bears 577 known names of the enslaved and includes memory markers to represent the names that are unknown.

The \$7 million memorial — which was completed in June 2020 — is a product of years of advocacy and research from students, faculty, staff and community members, as well as the President's Commission on Slavery and the University. UVA and community groups, including descendants of the men and women the memorial honors, gave input and feedback on the design.

The design team included the Office of the Architect for the University; Boston architectural firm Höweler+Yoon; Frank Dukes, co-founder of University and Community Action for Racial Equity; UVA alumna, cultural historian and designer Mabel O. Wilson, now a professor of architecture at Columbia University; landscape architect Gregg Bleam, who has taught at UVA and worked around Grounds for more than 30 years; and artist Eto Otitigbe, who designed artwork for the memorial's exterior wall.

Capital Construction & Renovations' Sarita Herman managed the project, playing a key role as a member of the Memorial to Enslaved Laborers Community Engagement Committee. Henry Hull, Richard Sergi, and Ted Nelson from the CC&R team also contributed to management of the project. Construction was completed by general contractor Team Henry Enterprises, a minority-owned business from Richmond. Construction included grading, utility work, laying a concrete foundation, improving stormwater management and sidewalks, and the installation of the large-scale stone blocks of the memorial. Facilities Management Landscape completed landscape restoration to the site in spring 2020.





## ***Alderman* RENEWAL** HISTORIC LIBRARY TO BE UPDATED WITH MODERN AMENITIES .....

Although the iconic Rotunda was the University of Virginia's first library, Alderman Library was constructed and opened in 1938 to house the expansion of book acquisitions and research materials. During the main library's 80 plus years, there has been no major renovation to the building, except for the addition of "New Stacks" that were completed in 1967.

Alderman Library is now receiving a substantial overhaul that will transform the library into a more modern facility while preserving some of its well-loved charm. The project is being managed by Capital Construction & Renovations staff including Kit Meyer, Charlie Durrer, Jesse Kidd and Henry Hull.

In May 2020, Alderman Library closed to undergo a comprehensive renovation that will bring the library up to contemporary standards of safety, accessibility, usability and service. The project – expected to be complete in the spring of 2023 – will build a new 130,000 square foot-addition on roughly the same footprint and renovate 100,000 square feet of the historic building. The renovated library will include additional space for collections, study areas, reading rooms, staff work areas and spaces for scholarly research and support, in addition to a major new entrance facing University Avenue.

Historic features of the library have been selectively removed and preserved including in the McGregor Room, which will be restored and remain on the second floor and in the Mount Vernon Room, which will be relocated from the second floor to the third and rebuilt exactly as it was. The library has saved about 400 pieces of furniture, mostly tables and chairs, that will be reused in the renovated space.



## **OBSERVATORY REPAIR**

After 135 years, the University's McCormick Observatory received its first new dome rollers. A May 2020 project – managed by Henry Hull, a project coordinator with Capital Construction & Renovations – replaced the dome's shutter rollers, which had become difficult to operate over the past decade.

The observatory's dome, built in 1884 and dedicated in 1885, has three slits that allow its telescope to view the sky. Each opening is covered by two shutters that ride on a series of rollers at the top and bottom of each shutter. The observer uses a rope to pull the shutters open manually, as has been done since the observatory's dedication. The original bearings inside the iron rollers had deteriorated from general use and environmental exposure, making the dome's shutters difficult to open and close.

Hull and CC&R Architectural Conservator Mark Kutney worked on the project with UVA Department of Astronomy faculty and staff as well as an outside historical astronomy expert, who studied the dome and the rollers and made a recommendation for the repair.

When the observatory was dedicated on April 13, 1885, it was considered one of the best telescopes in the country. The McCormick telescope was retired from active research in 1994 and today is used for education and public outreach.



# **Mark McGHEE**

**MASON PLASTERER SUPERVISOR**

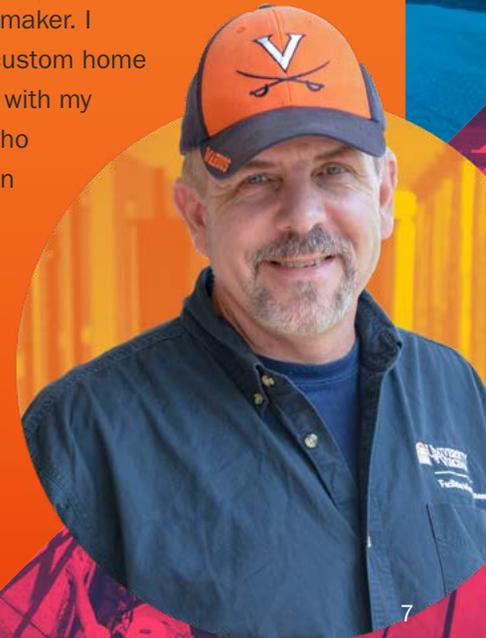
**SENIOR**

***What do you feel was your greatest accomplishment at work this year?***

A few projects include the handicap ramps and walks on the Lawn, Scott Stadium pavers and the columns on the Lawn.

***Do you have any hidden skills?***

I'm a master carpenter and cabinet maker. I was in custom home building with my family who has been building custom homes for over 100 years.





**BUILDING THE *future***

# TRANSFORMING THE TOWER

*Quick action  
accelerated the completion  
of the UNIVERSITY HOSPITAL  
EXPANSION project*



**The University Hospital Expansion project was completed in late April 2020, more than a month in advance of its scheduled completion, along with significant adjustments to the building design.**

An additional two floors opened in the six-story inpatient hospital tower this past spring, providing 56 negative-pressure rooms and 28 neutral rooms intended to serve isolated COVID-19 patients. The tower – which has been in the making for six years – originally included plans for only nine rooms to be negative pressure, which prevents air from escaping a room and potentially spreading the virus.

In early March 2020, the project team – which included Capital Construction & Renovations team members Chris Hoy and Chris Pouncey, contractor Skanska and designer Perkins and Will – started brainstorming ways to convert additional rooms to negative pressure and accelerate the project completion. In consultation with Health System Physical Plant Director Derek Wilson, UVA Health officials and UVA executive leadership, the team moved forward with plans to redesign a part of the building’s air system as well as obtain new rooftop fans that allow for large areas of the building to be converted to negative pressure as needed.

In addition to the project team’s efforts, Will Schnorr (Health System Physical Plant), Paul Stevens (Energy & Utilities) and Keith Poeppel (Office for Sustainability) worked together to determine ways to adjust additional rooms on the third and fourth floors to negative pressure by adjusting

airflows in each patient room and the surrounding areas and utilizing the rooftop fans.

These project adjustments would not have been possible without the support of multiple groups, including the Office of the University Building Official, the Virginia State Fire Marshal’s Office, HSPP staff, Facilities Management leadership and UVA Health officials.

As the project neared completion, HSPP Zone 1 maintenance and management teams worked alongside the UHE project team to receive the new spaces and equipment; reviewing and learning the new systems; making recommendations for operational improvements and confirming system operation through the Building Automation System. The Fire and Life Safety team worked countless hours to commission the building’s fire alarm and suppression systems and HSPP Renovations trades staff assisted in accelerating move-in by providing electrical support for new equipment, equipment move support and accessory fabrication, as well as extensive signage. In preparation for an influx of COVID patients in the building, the Elevator team stepped in to create a plan to move patients while protecting others who used the same elevators.

“We couldn’t have a normal hand-off process,” Hoy said of the transition of the space from the construction team to the maintenance team. “The hand-off from construction to maintenance was almost immediate, one minute to the next. There was a lot of trust involved. I think the FM family has done a good job of staying more connected than ever.”

**Chris Hoy** SENIOR SUPERVISORY CONSTRUCTION ADMINISTRATION MANAGER

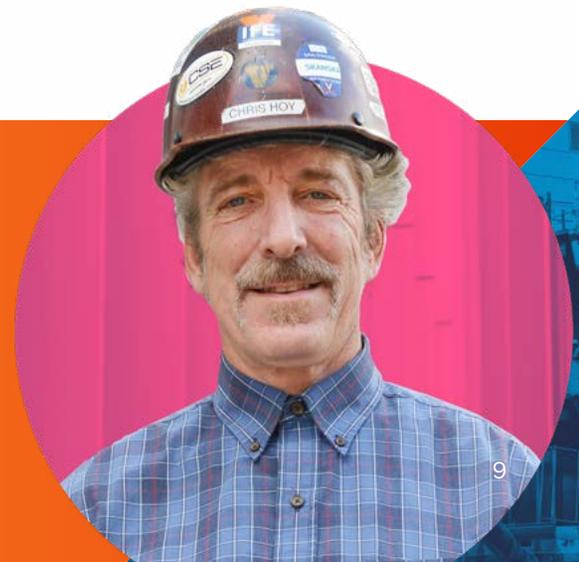
**What’s one change that’s happened during COVID you would like to see continue?**

People deciding to take the social high road and do the unenviable, not fun, not

glamorous things that have positive impacts on their community. I don’t like the masks, or the perpetual handwashing, or the social separation, but I love my community and I feel a sense of social responsibility.

**What do you feel was your greatest accomplishment at work this year?**

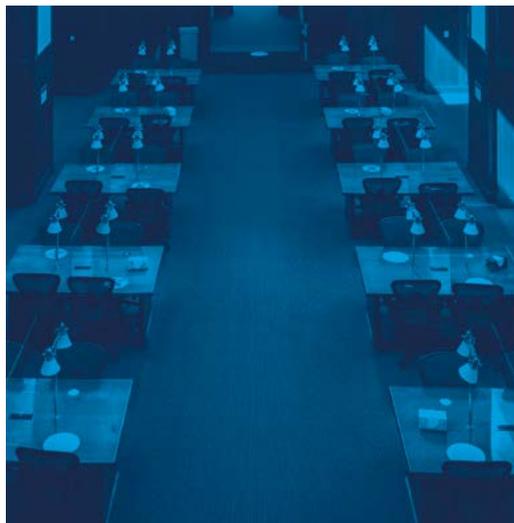
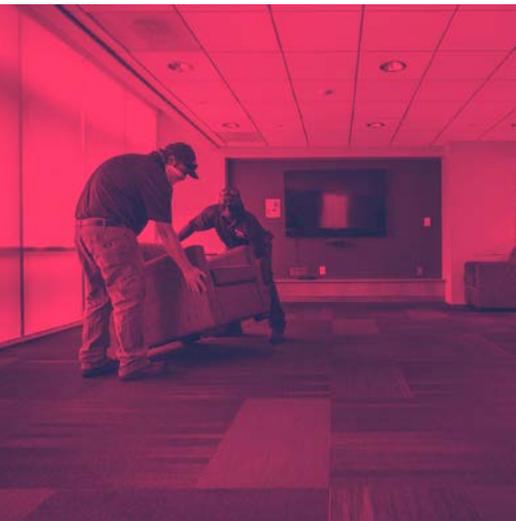
COVID readiness and participating in establishing a culture of trust amongst the team.





# Return to GROUNDS

*Facilities Management teams worked throughout the summer to prepare spaces for the return of students, faculty and staff for the fall 2020 semester*



***In partnership with*** the offices of the University Building Official (OUBO), the University Architect and the Provost, Facilities Management staff developed facility/space safety standards in accordance with Centers for Disease Control recommendations, as well as state and federal public health guidance. In addition, Facilities Management and OUBO staff members conducted outreach sessions with the University's 30 different schools/units to address specific needs.

Using these standards, Capital Construction & Renovations Design Services and Geospatial Engineering Services (GES) staff assessed spaces across Grounds to calculate reduced room capacities, the reconfiguration of furniture to promote physical distancing and the locations of plastic barriers and safety signage.

GES staff also created a new dataset for building access counts and a dashboard to view building occupancy to assist with planning of building operations and help reduce energy consumption. Automation Services and Systems Control collaborated to reduce building system operation hours in unoccupied buildings throughout the late spring and summer, resulting in an estimated \$150,000 in avoided energy costs for Housing & Residence Life's buildings.

Throughout the summer, the Housing Facilities team quickly modified building setups, cleaning processes and communication procedures to increase safety when students were approved to return. The biggest adjustment for the team included setting up and executing facilities services to support the University's various quarantine and isolation housing properties.

On top of the work to prepare existing spaces, OUBO and Facilities Management staff identified locations for seven large, open-air tents across Grounds to serve as alternate spaces for students to study, eat and socialize with increased physical separation. GES performed the capacity and site analysis as well as locating underground utilities for the tents. Zone Maintenance electricians installed lighting within the tents and Custodial Services and Recycling staff members regularly serviced the areas.

# Celebrating ACCESSIBILITY

## TEAMS WORK TOGETHER TO SUPPORT THE AMERICANS WITH DISABILITIES ACT

Facilities Management teams completed two recent accessibility improvement projects in the summer of 2020, the 30th anniversary of the Americans with Disabilities Act (ADA).

A project to improve accessibility along McCormick Road was managed by Cory Paradis and Dale Newton, members of the Capital Construction & Renovations team. The project included the installation of improved curb cuts and two raised crosswalks, which serve as a traffic calming measure to reduce vehicular speed and increase visibility of pedestrians. The crosswalks include additional signage and detectable warning surface pavers that help alert those who are blind of the approaching roadway. Construction & Renovation Services masons who completed these pavers were recognized by the Virginia Department of Transportation for their highly-skilled work.

A project to make two Lawn rooms fully ADA-compliant – managed by CC&R’s Amy Moses, Hans McInturff and Matt Pannell — was funded through a donation from Clint Heiden in memory of his sister Jo Frances Heiden.

Construction & Renovation Services trades completed the renovations, which included redoing the brick sidewalk between Pavilions V and VII in order to eliminate the step at the entrances to five West Lawn rooms.

Adjustments inside Rooms 23 and 25 included reworking the plumbing to allow for more room underneath the sink as well as lowering the light controls and closet shelving and rods.

UVA’s Barrier-Free Access Committee – made up of staff from Facilities Management, the Office of the University Building Official, the Office of the Architect and the Provost’s Office – works closely together on an ongoing basis to support accessibility on Grounds in a variety of ways.

In addition to larger accessibility improvement projects, Facilities Management teams support these efforts daily. Customer Service Supervisor Stanley Speed coordinates the department’s response to concerns submitted through UVA’s Report A Barrier website. Health System Physical Plant and Operations maintenance staff respond to needed fixes and perform preventative maintenance to keep important components such as door openers and elevators in top working condition.



# IMPROVING CANCER CARE

## *Multiple projects expand patient care*

UVA Health's care of cancer patients has increased substantially since the Emily Couric Clinical Cancer Center building first opened in 2011. Four recent projects managed by Capital Construction & Renovations staff aim to better serve growing patient care and research needs.

CC&R's Kristine Vey and Keith Schrimp are managing the projects, which include the renovation of the second and fourth floors of the Cancer Center, the expansion of the Community Oncology building and the construction of the new comprehensive UVA Breast Care Center.

Approximately 20,000 square feet on the fourth floor of the Cancer Center was renovated to create 56 new infusion stations and a 4,000-square-foot compounding pharmacy. The project also included the installation of monumental stairs connecting the first and second floors and relocating the retail pharmacy to the first floor. The project on the second floor included the renovation of 7,500 square feet that repurposed 12 infusion rooms to create exam rooms and support space, plus the creation of a conference room and rehab room.

The expansion of Community Oncology at Pantops will include a new pharmacy as well as reconfigured and expanded infusion space.

The new 18,500-square-foot Breast Care Center, also located at Pantops, will open in October 2020. It will provide patients access to comprehensive breast care in a single location, including clinical appointments, imaging, infusion treatments, laboratory testing and additional supportive care services. In addition, the new center will include abundant natural light and the latest technology and advanced treatment options.



## Digital evolution

The Geospatial Engineering Services (GES) team has been supporting a digital transformation of the University's documentation through multiple projects.

The GES team made substantial progress this fiscal year on the implementation of the OnBase electronic document management system, which will serve as a central repository for Facilities Management and a platform for electronic review of all construction drawings. OnBase Electronic Plan Review, which encompasses applications for review, permitting and occupancy, is now fully functional for both the Office of the University Building Official and non-code review groups.

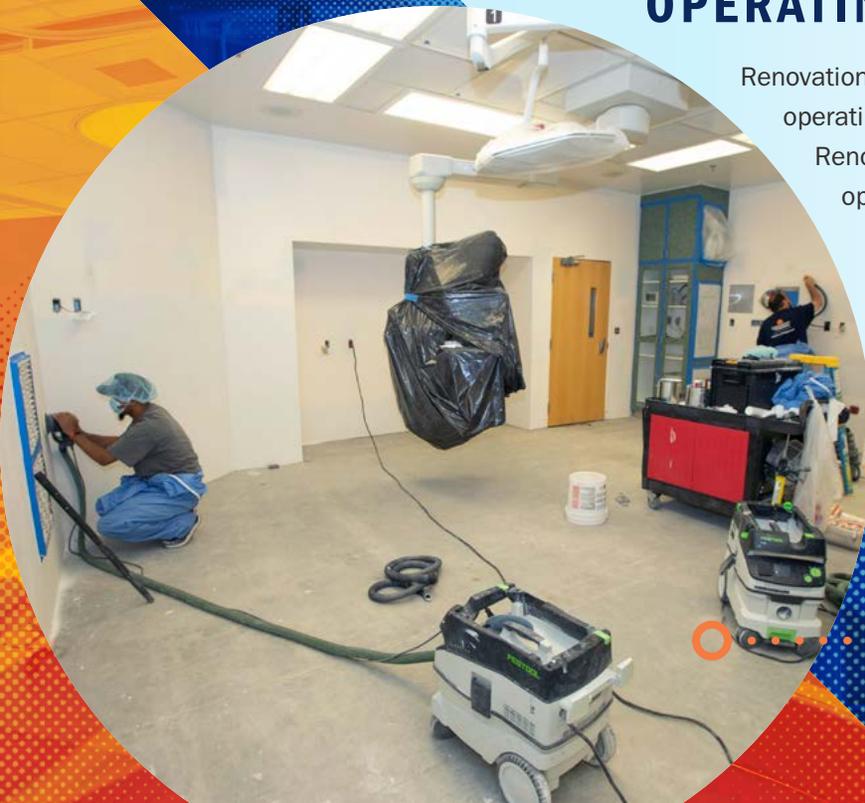
In addition, this fiscal year brought new staff and new perspectives to Building Information Modeling (BIM) processes and data management for Facilities Management. The GES team revamped the UVA BIM Guide to better align with Higher Education Capital Outlay Manual and Facilities Design Guidelines and is working towards a robust library of digital twin models.

## OPERATING ROOM UPGRADE

Renovations within the 24/7 University Medical Center are particularly challenging, especially within operating rooms that require head-to-toe surgical attire. The Health System Physical Plant's Renovations team has been donning surgical caps and body suits to enter the main hospital's operating rooms as they work to refurbish the spaces.

The project will upgrade all 28 operating rooms within the main hospital over a 14-month period, completing two rooms at a time. HSPP Renovations carpenters, electricians, plumbers, masons, plasterers and painters have completed the work, which includes the replacement of the floors and the doors, patching and painting the walls and upgrading the building automation controls.

The upgrades will ensure that the main hospital's operating rooms more closely match the operating rooms within the University Hospital Expansion tower, which opened in the spring of 2020.



# IV.

## COLLABORATIVE *community*



### ENHANCED CLEANING

*Adjusted cleaning protocols help  
protect against COVID-19*



#### ***In response to the coronavirus pandemic,***

Educational & General (E&G) Custodial Services developed enhanced cleaning and disinfecting protocols to prevent the spread of the virus.

In March 2020, the department's leadership focused on learning the science behind COVID-19 and its transmission, adjusting UVA's standards and guidelines based on guidance from the Centers for Disease Control, the Governor's Higher Education Reopening Guidance and the Virginia Department of Health. These adjusted guidelines are used by all Facilities Management custodial groups, including Housing Custodial, North Grounds Custodial and UVA's custodial contract partner.

The E&G Custodial Services leadership team attended webinars to keep track of changing recommendations, established daily Zoom meetings to disseminate and receive information, increased frequency of disinfecting high-touch surfaces and researched more effective and efficient EPA-approved disinfectants.

In the spring when the University's operational adjustments reduced on-site staff, several custodial staff members stepped up, serving in new and different roles as needed and doing their best to uplift the spirits of their fellow UVA community members such as leaving notes for customers. Recycling Services continued to support the University by ensuring that all waste continued to be removed on schedule from all UVA Health facilities and that sensitive paperwork was collected and destroyed in compliance with all regulations.

E&G Custodial Services and Recycling Services continued their collaboration to expand centralized trash collection within a significant number of buildings, eliminating the use of deskside trashcans and recycling boxes. This adjustment helps reduce the number of employees needed to service private offices, which also supports the University's social distancing efforts.

Another new collaborative effort within Facilities Management included the consolidation of the Landscape Services and the Recycling Services departments. This adjustment helps ensure the responsibility for all exterior spaces on Grounds remain within one department and allows for the two teams to better share staff responsibilities and equipment.

# WORKING Together

## *FM teams support UVA safety precautions*

Facilities Management teams were instrumental in the University's collaborative efforts to impose new public health and safety measures across Grounds to prevent the spread of the coronavirus.

The Sign Shop team started fabricating clear plastic shields in March 2020 to be used in UVA Health buildings and at the University Police Department. In the summer, the team moved on to create the shields for registration desks within Academic buildings and eventually for computer labs, libraries, open office spaces and research labs all over Grounds. Working with quarter-inch thick plastic sheets, the team would cut the sheets to the appropriate size and create feet for the shield to sit in, preventing any damage to tables and countertops.

"The team in the Sign Shop at Facilities Management has once again shown its ingenuity and creativity in fabricating plastic barriers to help keep the members of our UVA community safe," said Senior Vice President of Operations Colette Sheehy. Fabricating these shields in-house saved the University thousands of dollars.

The Sign Shop has assisted with numerous other safety efforts, including the sewing of hundreds of face coverings in early spring when supplies were limited, as well as the creation and installation of extensive safety signage decals, bus ads and banners.

More than 55,000 safety signage decals were printed and installed completely in-house by Facilities Management teams. The User Experience & Engagement team designed all of the COVID-19 safety signage, which includes reminders about social distancing, room capacity, personal hygiene and disinfecting. The Sign Shop printed the decals and staff from the Sign Shop, Housing Facilities and Zone Maintenance installed the decals around Grounds this summer.

In addition, the Logistics team assisted with University-wide efforts to order thousands of additional hand sanitizer stations and received a total of 42,000 face coverings that were then distributed to schools and departments. The Lock Shop team worked with UVA School of Engineering and Applied Science staff to fabricate and install more than 800 hands-free door openers around Grounds.

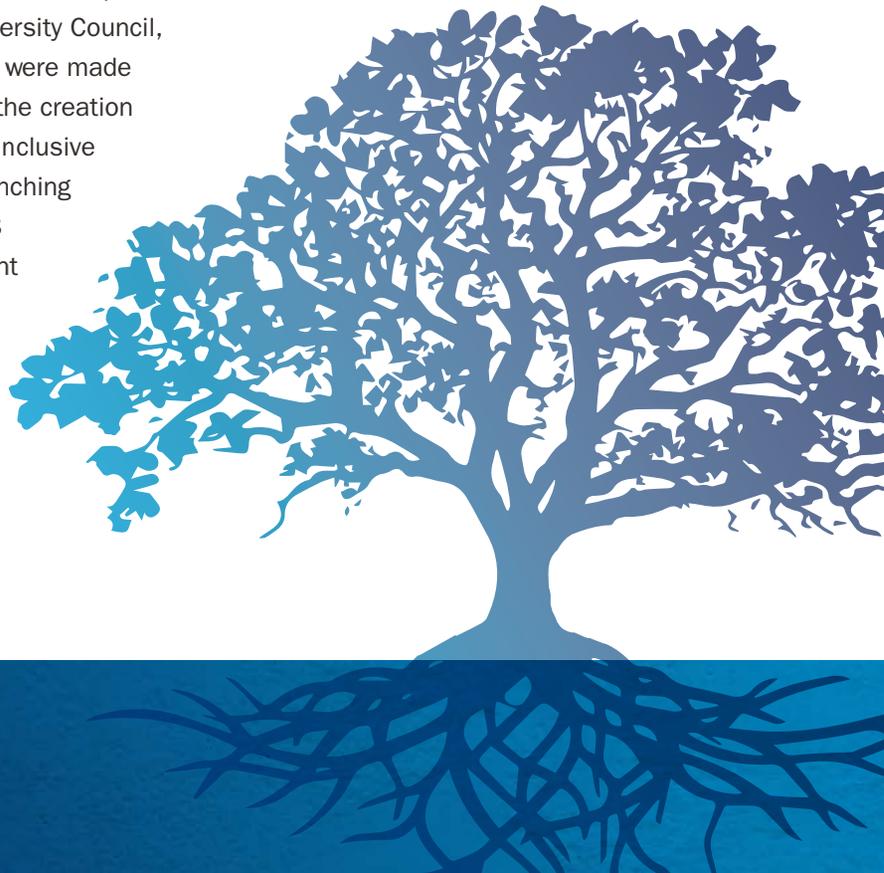


## *Expanding diversity efforts*

In 2019, Facilities Management established its Diversity, Equity, and Inclusion program as part the Occupational Programs department. The DEI program aims to engage employees with improving the department's culture through the lenses of diversity (the full spectrum of human attributes), equity (fair treatment) and inclusion (building community).

Diversity, Equity, and Inclusion Specialist Emily Douglas is supporting and expanding department offerings, including English Language Learners coaching, Mentoring, UVA Tradeswomen, Safe Space Training and other community collaborations.

The DEI program is charged with developing the Inclusive Excellence plan for Facilities Management alongside the Inclusive Excellence framework and timeline adopted by the University in January 2020. With a Facilities Management representative serving on the University's Diversity Council, connections with similar roles were made across Grounds which fueled the creation of the Facilities Management Inclusive Excellence planning team, launching in late 2020. It will include 18 members representing different areas of the department. The team will study strengths, challenges, opportunities and needs in relation to equity, inclusion, and diversity issues within Facilities Management and will submit their recommendations in March 2021.



# *Marip* **BERNARD**

## **CUSTODIAL SERVICES WORKER**

***What do you feel was your greatest accomplishment at work this year?***

I attended ESL conversational coaching classes offered by Facilities Management in partnership with VISAS and it really strengthened and helped me with my English language skills here at work.

***What's the best way to spend a weekend?***

Cooking traditional Burmese and Kachin food from my home country and having family dinner with my two sons.



# ADVANCING *Architecture*

## TEAMS COLLABORATE TO RENOVATE CAMPBELL HALL

**The renovation** of the first floor of Campbell Hall was designed and constructed completely by in-house forces. The building – home to the School of Architecture – was renovated to expand the fabrication lab spaces and student spaces, as well as upgrades to the finishes along the Naug Lounge corridor.

The \$4.7 million project was managed by Capital Construction & Renovations staff including Amy Stoops, Jon Bruneau, Tracy

Sandau, Brian Tinnell and Theo Diamond.

It was designed by CC&R's Design Services Group and the department's internal engineers, with construction completed by Construction & Renovation Services trades.

The School of Architecture pushed the design team to go beyond traditional academic building designs found on Grounds with requests for illuminated wall panels, sliding doors and magnetic glass. In addition to

the innovative design, the team faced an incredibly aggressive schedule for the project, which was completed in the winter of 2019.

Elements of the design were under additional scrutiny by the Office of the University Architect to protect the historical fabric of the building, which was recently added to the Virginia Landmarks Register. As a result, the project truly became a University-wide effort with involvement and collaboration from a variety of groups to be successful.



— BEFORE —



AFTER —

# OHS goes virtual

## Online training options and resources expanded

In response to the COVID-19 pandemic, the Occupational Health & Safety team boosted its informational resources and outreach to help prevent the spread of the virus and support employees during this challenging time.

The team developed extensive online offerings including a list of community resources, frequently asked questions and on-Grounds work guidelines, as well as changing the Health and Safety Minute newsletter to a weekly format. The team developed a COVID dashboard to better track COVID cases within the Facilities Management department, and a form that allowed supervisors and managers to easily and quickly notify key contacts in the case of a positive diagnosis.

OHS staff transitioned some safety trainings, safety committee and focus team meetings to a virtual format to encourage physical distancing. In addition, the department established a COVID-19 Construction Site Discussion team made up of 30+ invitees from various groups, including UVA Environmental Health & Safety, general contractors, subcontractors, the Virginia Department of Health and the Virginia Department of Labor & Industry. The team meets regularly to share best practices so that everyone working on Grounds is operating with the same expectations regarding health precautions and cleaning protocols.

The slowdown of in-person training has allowed OHS staff to reimagine Facilities Management's training programs, assessing and streamlining required courses and the assignment process. The OHS team is partnering with jobsite surveys to foster hands-on, ongoing training.

In addition, the Occupational Training team worked with UVA HR staff to transition the department's training materials into an online learning format within Workday, as well as records of past training courses to allow for easier access by employees.



### COVID-19 Resources for UVA FM

*These resources change and are updated at least daily, please be sure to check back in and share updated resources with your teams as they become available.*

#### UVA & Community Resources

- I may be sick:
- Use [the CDC's Coronavirus Symptom Self-Checker](#) to help decide when to call a doctor.
  - [UVA Teledoc](#)
  - [UVA Coronavirus Health Precautions](#)

## Special Edition

### The Health & Safety Minute

UVA Facilities Management—Occupational Programs

A weekly update for FM employees  
05.07.2020

#### ALL ABOUT FACE COVERINGS

Facilities Management is now requiring face coverings to be worn at all times, indoor and outdoor, unless working completely alone with no unscheduled visitors. [The CDC recommends](#) face coverings in any setting where other social distancing measures are difficult to maintain (e.g., grocery stores, pharmacies, essential worksites) especially in areas of significant community-based transmission.

The purpose of face coverings is to reduce the release of potentially infectious particles into the air when someone speaks, coughs, or sneezes. Cloth face coverings are not a substitute for physical distancing and washing hands and staying home when ill.

Here are examples of the various types of face coverings that are being used to protect public health:



#### N95 RESPIRATORS

N95 masks are only to be used when required by your job and/or task. N95 users are required to go through special fit testing & training. Users are fit tested to their specific model of face covering. If you are unsure if your job requires an N95 OR you need training, contact your supervisor or FM-OHS@virginia.edu.

If you are unsure if your job requires an N95 OR you need training, contact your supervisor or [FM-OHS@virginia.edu](mailto:FM-OHS@virginia.edu).



#### DUST MASKS

These look like N95s but they may not have the proper certifications that N95s have (e.g. NIOSH certification).

Dust masks are okay for voluntary use. They are typically sold in hardware stores for people who need protection from sawdust and other construction work. Dust masks are disposable.



#### KN95

Equivalent to N95 respirators, but are not cleared by the FDA and typically used in China. With worldwide supply shortages of N95s in America, more KN95 masks are starting to appear in this country.



#### NEOPRENE FACE COVERS

The material is thick and can prevent



#### SURGICAL MASKS & CLOTH FACE COVERS

These masks do not filter out particles to the extent that N95 and KN95



#### BANDANAS & NECK GAITERS

Cotton or synthetic materials are used to make these. The material is often thin for improved breathability, which means a decreased ability to contain droplets. Layering the fabric can help improve containment. Neck gaiters are made of stretchy synthetic fabric which makes



## Swift response

A large flood in the Battle Building in mid-January 2020 required the collaboration of multiple Health System Physical Plant staff members who were recognized for their exemplary teamwork.

HSPP crews responded to reports of flowing water in the Battle Building at 1 a.m. on a Friday and quickly identified a leak in the hot water piping on the second floor. HSPP Zone 1, Renovations and leadership staff members responded to the late-night call, jumping into action immediately. Individual's trades and positions did not matter, and the entire team did everything necessary to help – from mopping up water and emptying trash bins to installing shutoff valves and re-piping the failed joint.

From the initial response early Friday morning to the final repair work on Sunday, HSPP staff members were working around the clock to

return the building to full operation by Monday morning, which was critical for the medical center to ensure rescheduled surgeries could take place.

When the building was opened and clinical staff arrived for work on Monday morning, the director of outpatient surgery personally thanked HSPP staff stating that they were the reason the staff could perform surgeries that day. In addition, UVA Health Chief of Environment of Care Tom Harkins publicly recognized the exceptional service and unrelenting hard work of the entire team.

# Robert BISHOP

**ZONE MAINTENANCE SUPERVISOR**

**Can you briefly describe what you do?**

I lead a team of highly skilled tradespeople that support day to day operations in and around the medical center.

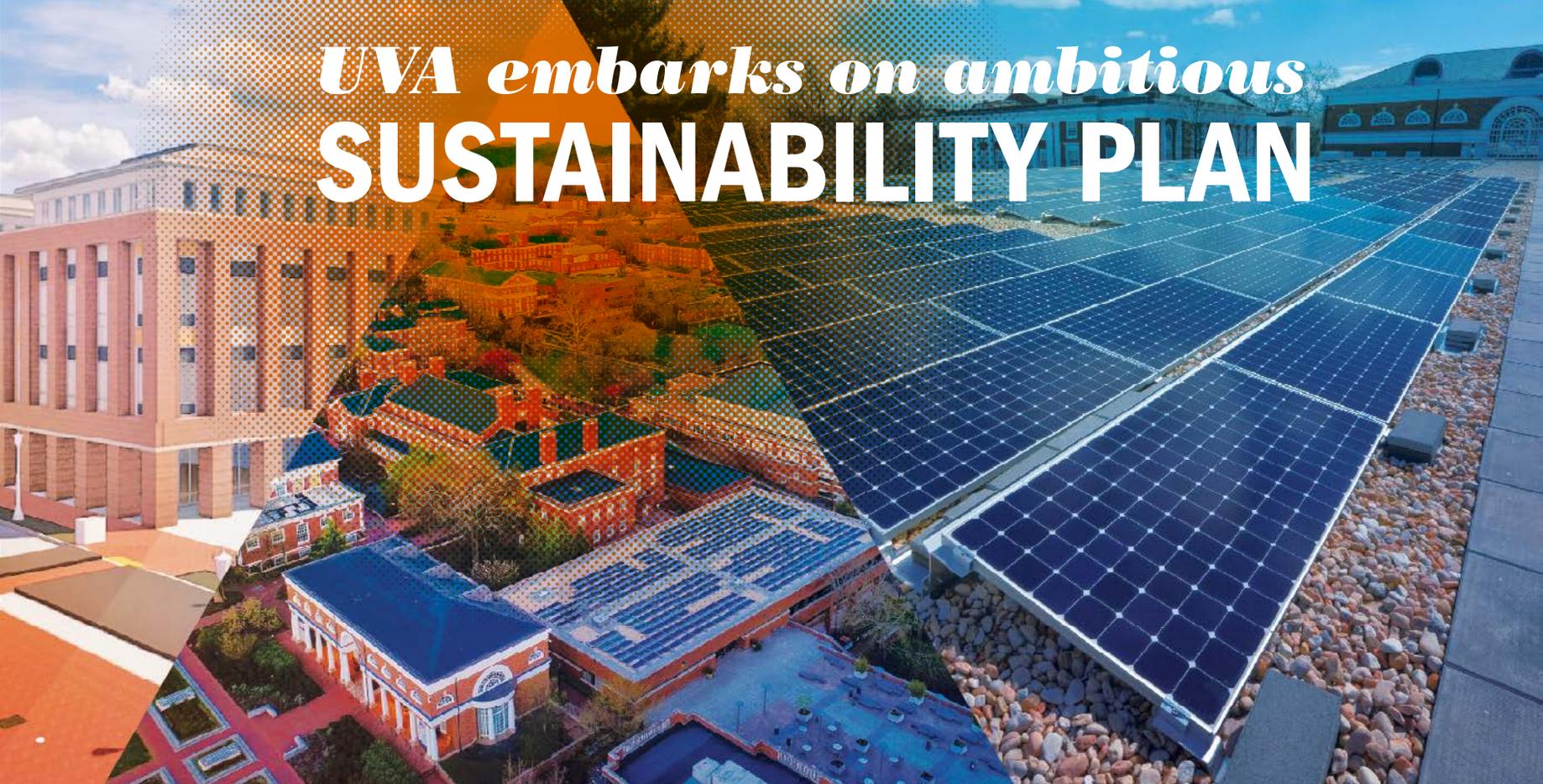
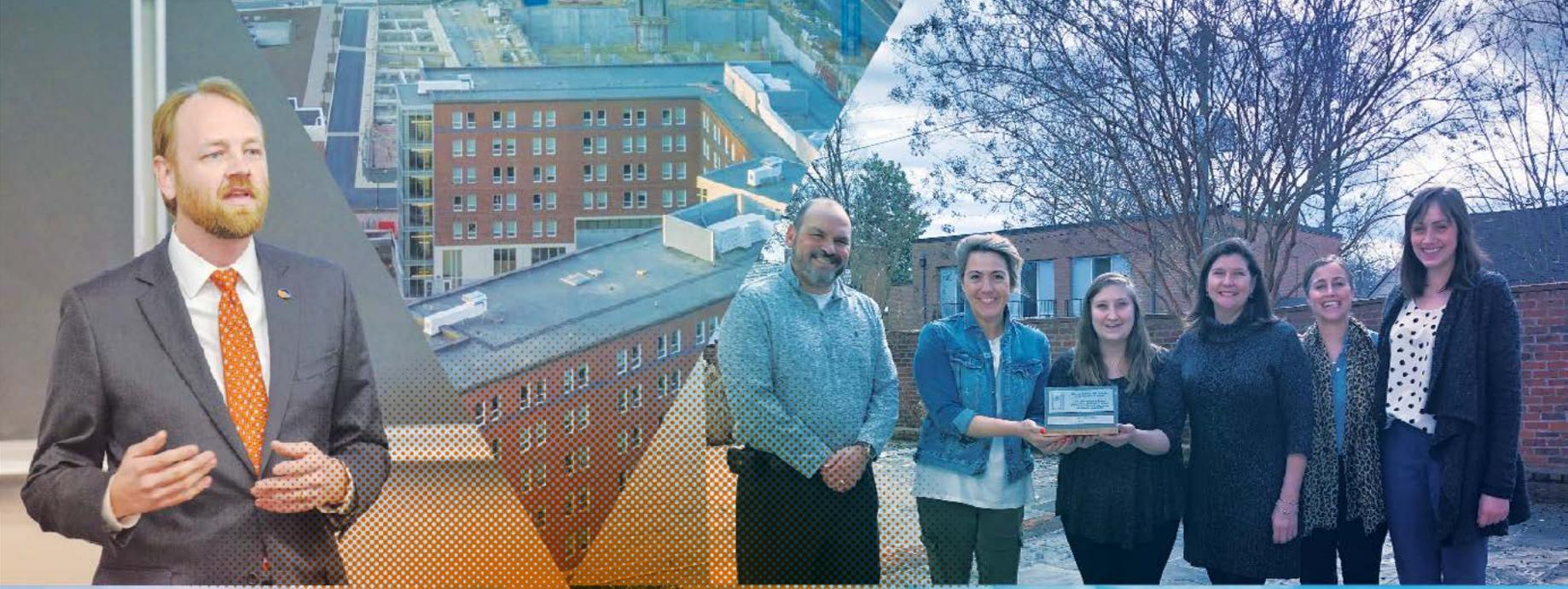
**What do you feel was your greatest accomplishment at work this year?**

Navigating through COVID with limited staff and still providing adequate support for medical center operations.

**What's the best way to spend a weekend?**

With family and close friends, usually attending or watching UVA football, basketball, or baseball.





*UVA embarks on ambitious*  
**SUSTAINABILITY PLAN**

## ***The 2020–2030 Sustainability Plan includes 10 goals that will guide the University’s progress for the decade ahead.***

For the Office for Sustainability, the past year was marked by accelerated climate commitments and new partnerships. In December 2019, the Board of Visitors approved a new sustainability resolution, which set the University's strategic direction for the next decade.

UVA commits to be carbon-neutral by 2030 and fossil fuel-free by 2050; achieve ambitious goals for nitrogen, water, waste and food; enhance sustainability-focused teaching, curricular development and experiential learning; and to pursue equity and deep engagement with the community. These goals align with UVA's 2030 Great and Good Plan and build upon the successes of previous sustainability resolutions, plans and

the work of many students, staff and faculty through the years.

In 2019, UVA achieved a 27% reduction in greenhouse gas emissions, exceeding its 2011 goal six years early despite significant growth in buildings and the student/employee population. This achievement was accomplished through a variety of innovative and impactful projects spearheaded by the Office for Sustainability.

Significant projects supported by Facilities Management teams included the UVA/ Dominion Power purchase agreements for renewable energy from the Hollyfield and Puller solar farms, systematic fuel switching to generate steam and hot water on Grounds

and Delta Force's energy efficiency activities in existing buildings.

Additional efforts include Facilities Management's work to design, build and operate high-efficiency utility plants and buildings, such as Bond House and the under-construction Student Health & Wellness Center which are both designed to use about 30% less energy than comparative buildings.

Plus, numerous successful campaigns dedicated to informing the minds and changing behaviors of UVA's community members including zero waste trainings, the Green Labs Certification Program and working with students and faculty on capstone research projects.

## ***Mohamed Osman*** **RECYCLING WORKER**

***What's the best way to spend a weekend?***

Spending time with my five kids, two boys and three girls,

ages 3 through 13. They keep me busy.

***Is there something you've learned from this experience with COVID?***

The importance of family. This year my kids can't visit their grandparents who live out of state and miss them very much.





# Green COLLABORATION

## ***Delta Force honored for energy leadership***

In spring 2020, the Office for Sustainability's Delta Force program was honored for its innovative efforts to drive energy efficiency by the Virginia Energy Efficiency Council (VAEEC). The program's energy engineers initiate work that is completed by Facilities Management teams, including Zone Maintenance, Energy & Utilities and Automation Services, and contractors.

"Facilities Management teams, as well as our building partners, all contribute to the success of the program and deserve recognition," said Sustainability Program Manager for Buildings and Operations Jesse Warren.

Two recently completed Delta Force projects at Newcomb Hall and the Aquatics & Fitness Center represent the type of substantial energy savings and strong working relationships that led to the VAEEC recognition.

The Newcomb Hall Delta Force project was initiated by the Automation Services Building Optimization Team who replaced pneumatic (compressed air) HVAC controls with more reliable, cutting-edge and efficient electronic controls and then fully commissioned the HVAC systems throughout Newcomb Hall to ensure they were optimized to provide the greatest efficiency and occupant comfort. The Newcomb Hall Zone Maintenance team updated fluorescent lighting with higher-efficiency LED lights, installed low-flow toilets and fixtures in the restrooms, and updated or repaired various HVAC system components. After a five-year payback period, the project fully paid back the \$1.5 million Delta Force investment in 2020 through utility savings, which will enable Newcomb Hall to save around \$300,000 annually in utility costs going forward.

The project in the Aquatics & Fitness Center (AFC) included similar efficiency upgrades with the underlying goal to improve the overall customer experience. Lighting upgrades were customized to enhance the feel of varied interior spaces, such as locker rooms, dance studios, the gymnasium, offices and common areas. All efficiency measures paid back the Delta Force investment of \$1.1 million within four years and has enabled the AFC to recognize \$300,000 in annual utility savings going forward. Working with Energy & Utilities, UVA Intramural-Recreational Sports was also able to further demonstrate its commitment to sustainability by reclaiming water from air conditioning units in the building that was previously released into the sewer. The water, which is removed from the humid air by the air conditioners within the pool and fitness areas, is now redirected to the nearby chiller plant to help reduce UVA's overall water consumption.



# TURNING TREES INTO LUMBER

Facilities Management staff supported a student initiative to transform downed trees on Grounds into usable lumber for both students and the Cabinet Shop.

Andrew Spears, who graduated with a Master of Landscape Architecture degree from the School of Architecture in 2019, first got the idea for his project during a “Materials and Culture” course with Capital Construction & Renovations Architectural Conservator Mark Kutney and

Andrew Johnston, an architecture professor. A UVA Sustainability Green Initiative Funding Tomorrow grant funded the materials for the wood kiln, which will house the milled wood that is heated by the sun and dried through the use of solar panel-powered fans which pull air out of the structure. Landscape Services staff assisted Spears with the assembly of the kiln, which is located at the Observatory Hill yard where the Landscape team typically hauls

downed trees to be composted and chipped.

In the spring of 2020, landscapers delivered to the yard several 13-foot poplar logs taken down near Alderman Library. These logs were set to be included in the kiln’s first batch in the fall of 2020.

## Reclaiming rainwater

Facilities Management teams supported multiple projects this fiscal year to capture rainwater and reclaim condensation to conserve resources.

A 700-gallon cistern was installed in the Facilities Management yard to be used by the Fleet team to wash departmental vehicles. In addition, two large underground rain collection tanks were installed as part of the Alderman Library renovation project.

The tanks will collect rainfall from the library’s 49,000-square-foot roof as well as an estimated average of 640 gallons of water per day from vapor condensation. This water will then be used at the Newcomb Road Chiller Plant just a few hundred feet away where it will provide at least nine percent of the water needed annually at the plant. The tanks will also divert runoff away from a flood-prone area, preventing erosion and possible contamination of water supplies.

Other recent water reclamation projects include the University Hospital Expansion project collection tanks serving the East Chiller Plant and the collection of condensation from the Aquatics and Fitness Center HVAC systems, which is used at the adjacent chiller plant.



# Converting UVA's HEATING SYSTEM

## PROJECT WILL BOOST EFFICIENCY AND CUT COSTS

To support the University's sustainability goals and move toward more energy-efficient and cost-effective infrastructure, UVA is in the process of converting the Academic portion of Grounds to low temperature heating water (LTHW) systems. Currently, the University uses a district heating system that distributes steam and medium temperature heating water (MTHW) from the Main Heat Plant to more than 10 million square feet of building space.

Several Energy & Utilities engineering staff members – Paul Zmick, Ed Brooks and Paul Stevens – worked with contract engineering firm AEI to analyze the existing systems and examined various models to develop a new design which will reuse existing infrastructure and equipment wherever possible.

The project will address multiple goals including utilizing existing data and metering to accurately size building heating systems, reduce emissions from the Main Heat Plant and best utilize the plant's new hot water boiler, save water by reducing the need for cooling towers and create a system that allows for future expansion and the use of more efficient and sustainable technologies in the future. A big contributor to these goals will be the installation of the new Heat Recovery Chiller located at the North Chiller Plant, adjacent to the Main Heat Plant, which will require the modification of heating water service entrance at 70 buildings.

Dave Fiero and Barry Miller, both team members of Capital Construction & Renovations, are managing the construction of the multi-year, three-phase project, which will involve the collaboration of staff from Energy & Utilities, Academic Maintenance Zones, Housing Facilities, Automation Services, as well as UVA Health and various building coordinators and occupants.

The Heat Plant and Chiller Plant groups will work to integrate the new Heat Recovery Chiller and optimize its operation, Power & Light will support the electrical needs of the project and the Utilities team is self-performing 10 of the building modifications, the demolition of two existing chillers as well as overseeing the contracted work.



THE NEW *Heat Recovery Chiller* WILL GENERATE **1,800 TONS** OF CHILLED WATER, WHILE SIMULTANEOUSLY GENERATING **31,000,000 BTU** OF HEATING WATER AT 170°F.

**21 MILLION GALLONS** of water will be saved annually due to the Heat Recovery Chiller

## FASTER CHARGING

Facilities Management's Fleet and Power & Light teams collaborated with UVA Parking & Transportation to install a new electric vehicle charger in the Central Grounds Parking Garage.

The charger was received as part of a joint effort made available by Virginia Clean Cities and a Virginia Department of Environmental Quality Statewide Public EV Charging Network grant that was secured by Transportation Operations and Fleet Manager Michael Duffy.

Power & Light electricians supplied power to the new charger, which is the first level 3 DC fast charger accessible to the public on Grounds. There are a limited number of these types of chargers in the Charlottesville area, which can charge a vehicle in 1.5 hours. There is an existing level 2 AC charger in the Central Grounds garage, which can charge a vehicle in 8 hours.



# Jalisa STINNIE

## ELECTRICIAN APPRENTICE

***What do you feel was your greatest accomplishment at work this year?***

Working with Construction & Renovation Services on a job site from start to finish, from the demo stages tracing out existing wires to taking them all out, taking down existing conduit runs, taking down light fixtures and emergency signs. I was just starting to read blueprints to know where new circuits need to be added, where outlets need to be placed, etc. It felt good to be able to see how far along a project was coming to actually be able to see my work. It's harder in maintenance to see where you make a difference because everything is already up and running, you just have to keep it that way.

***What's the best way to spend a weekend?***

On weekends when I'm not working my second job, I travel and spend most Sundays with my mom, sisters and nieces and watching football.





*Creative* SOLUTIONS

*Facilities Management teams supported wastewater surveillance, enhanced HVAC filtration and other innovative efforts to protect against COVID-19*

## ***Facilities Management teams were crucial***

to the success of numerous pioneering projects in 2020 to support the University's operations throughout the COVID-19 pandemic.

In the summer of 2020, multiple teams supported Dr. Amy Mathers, an infectious disease physician at UVA Health, and Lisa Colosi-Peterson, an associate professor in UVA's Department of Engineering Systems, who led the University's effort to monitor residence halls' wastewater for the presence of COVID-19.

Staff members from Energy & Utilities, Health System Physical Plant, Capital Construction & Renovations and Housing Facilities supported an initial pilot study involving the collection of samples in buildings where occupants were tested frequently to establish a safe, reproducible strategy for wastewater sample collection from residential spaces.

To expand the testing across all residence halls on Grounds for the fall semester, Senior Associate Director of Energy & Utilities Paul Zmick and Utility Systems Distribution Manager Cameron Ratliff developed a plan to utilize autosamplers, which sit inside a manhole and are programmed to take wastewater samples periodically.

"If Facilities had not been so supportive and enthusiastic, we could not have done this," Colosi-Peterson said. "Paul [Zmick] didn't even blink when I cold-called him to ask for his help accessing UVA sewage."

The team designed a rotation plan to cover the wide array of student residence buildings using 15 autosamplers, some of which were built in-house by Utilities staff due to high demand for the equipment.

In addition to the wastewater monitoring, Facilities Management staff members closely monitored and analyzed recommendations for HVAC systems and standards, adjusting procedures as needed. A UVA HVAC Standing Task Force – comprised of registered professional engineers, an industrial hygienist

and building code officials – met regularly throughout the summer of 2020 to focus on identifying and assessing different heating, ventilation and air conditioning mitigation strategies.

The Building Automation Team, in conjunction with Office for Sustainability engineers and Zone Maintenance teams, analyzed and updated the programming of building systems to maximize the outside air ventilation rates in occupied spaces across Grounds. In addition, high-performance MERV-13 air filters were installed for the enhancement of filtration in over 8 million square feet of buildings on Grounds.

Earlier in the spring of 2020, Health System Physical Plant and Capital Construction & Renovations teams assisted with the preparation for a robot that UVA Health purchased to disinfect its most critical personal protective equipment. The robot, known as "Tru-D," used UV light to disinfect up to 6,000 N-95 masks per day at a time when the surge of demand for such items aggravated a national shortage.

## ***Kristina Williams*** PIPEFITTER/STEAMFITTER

***What do you feel was your greatest accomplishment at work this year?***

Getting my master's license in plumbing.

***What's one change in your life brought on by COVID that you actually enjoy?***

People and life have slowed down tremendously. I feel it gives us time to focus on the more important and little

things in life that we sometimes miss with all the hustle and bustle of everyday "normal" life. I have really enjoyed getting the extra time to spend with my daughter, as time is something you can never get back once it's gone.



## WORKING REMOTELY /// *Teams telecommute to support physical distancing*

In response to the pandemic, the University drastically scaled back its operations in March 2020, requiring all faculty and staff who were able to work remotely to do so. This change required the collaboration and innovation of the entire organization, including the setup of hundreds of remote workstations and the transition to video conferencing and web-based document collaboration tools.

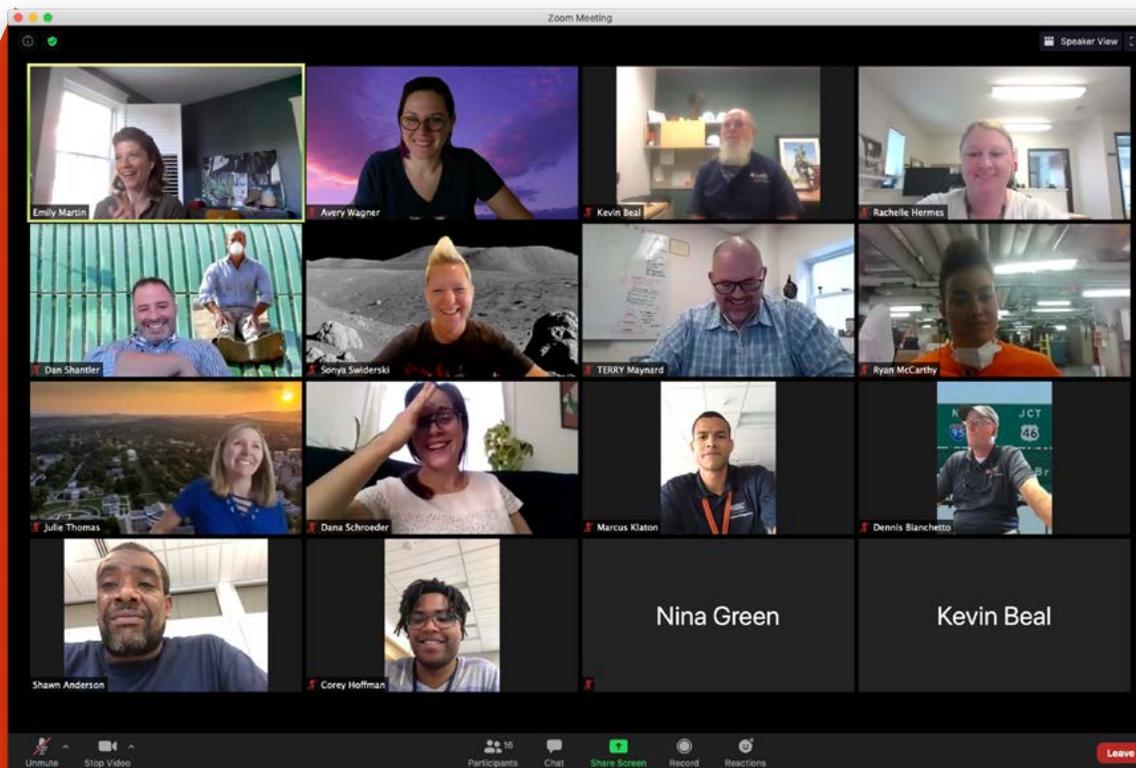
The Technology & Innovation Help Desk led Facilities Management's effort to adjust employees to this new normal, loaning out equipment for remote use, configuring personal computers, identifying any spare equipment that could be utilized as well as trouble-shooting various issues such as enabling secure connections and boosting internet speed.

"This simple adaptation...was one that countless others around the world were also

embracing, but the speed and precision with which [Facilities Management] mobilized and leveraged its advantages was truly impressive," said Assistant Director for Maintenance Mike Payne. "With this platform up and supporting daily connections between team members and their leadership, a resilient and collaborative new way of doing business was underway."

Teams were forced to come up with creative alternatives to in-person meetings, including the Office of the University Building Official moving to video inspections of projects and Capital Construction & Renovations, Finance and other teams transitioning numerous procurement processes to virtual formats. Pre-bid meetings, preproposal conferences and site visits were all modified to take place virtually using video conferencing and web-based document tools. Teams also utilized electronic signatures to execute contracts and service orders.

"When the need for something becomes imperative, you are forced to find ways of achieving it," said Director of CC&R Contract Administration Jeff Moore. "While we don't know what the future holds in terms of COVID-19, we do know that our resilient and innovative team will adapt and overcome any challenge with the loyal support of their Facilities Management family and architect/engineer and contractor partners."

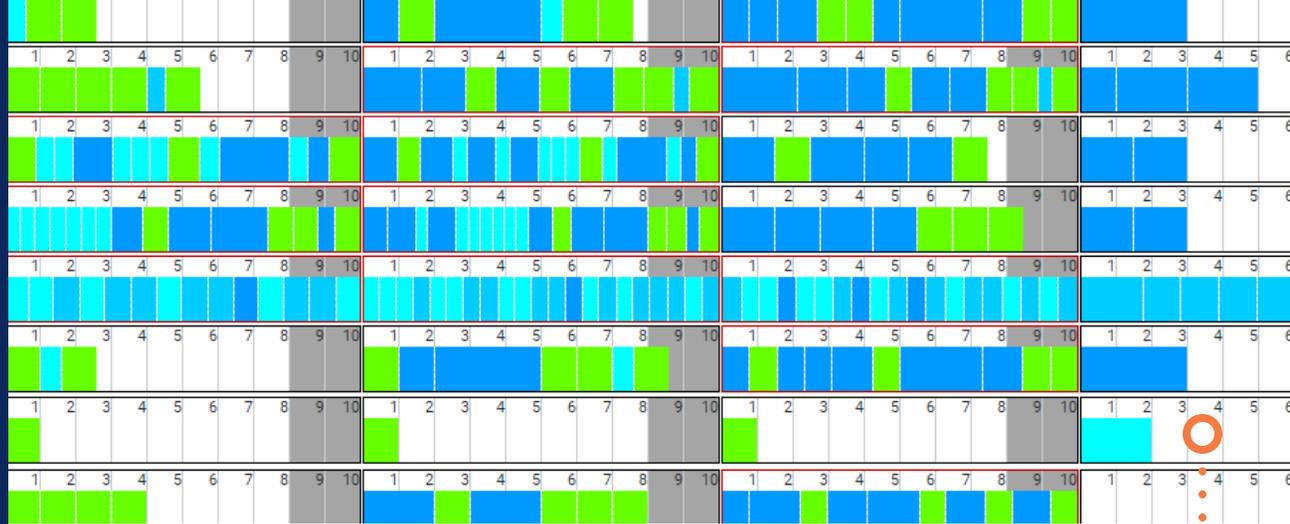


## Introducing CC&R

In January 2020, Facilities Management realigned the services of Facilities Planning & Construction and Project Services into a consolidated organization, Capital Construction & Renovations, under the leadership of Mark Stanis. The new name better conveys the services provided by this department, engaging employees as one team and enhancing communication with construction and renovation customers across Grounds.

The consolidation required the collaboration of staff members among multiple teams, including Finance, Technology & Innovation and UVA HR Business Partners. Many financial processes were adjusted to accommodate the new structure, including the creation of one chart of accounts for the project management software e-Builder.

“We see this consolidation as an opportunity to streamline and enhance construction projects,” said Stanis. “And look forward to serving the University as a more cohesive organization.”



## STREAMLINED SCHEDULING

Technology & Innovation and Programs & Informatics staff collaborated on a recent project to better assist Facilities Management teams with planning and scheduling work.

The AiM Team Scheduler application – which will replace the old Work Order Dashboard – provides a graphical interface that displays a full list of work orders in each shop, allowing a user to assign employees to phases and “drag and drop” a job onto a specific employee’s schedule.

The application was first launched in summer 2020 with a phased rollout through winter of 2021. The color-coded display helps easily distinguish employee availability and priority status of work.

Project leads – Everleigh Stokes of T&I, Ken Moyers and Shaun Farrell of P&I – built the specifications for the new application based on an initial long-standing request from Energy & Utilities and then received additional input and feedback from many Facilities Management teams including the Academic and Health System Physical Plant Maintenance teams.

During the development phase, AssetWorks determined that the Team Scheduler tool would benefit many of their customers and ultimately made the decision to integrate it directly into the AiM application and offer it as a purchasable module.



## *Delivering fresh food*

***With an assist from Facilities Management,*** Local Food Hub was able to expand its Fresh Farmacy program in the spring of 2020 to meet evolving community needs for access to fresh, healthy food during the COVID-19 pandemic.

From May through July 2020, about 20 different Facilities Management employees assisted with the effort, delivering a total of 4,000 bags of food to community organizations. The food was supplied by local farms and packed by UVA Dining employees. Senior Coordinator of Operations Lydia Santangelo led Facilities Management's involvement with the effort, coordinating employees to assist with the deliveries two days a week to a total of five different locations.

Local Food Hub created the Fresh Farmacy program in 2015 as a prescription food program with the Thomas Jefferson Health District, working primarily with low-income health clinics in Charlottesville. "When Local Food Hub approached us to help them ramp up produce deliveries to vulnerable community members, we saw it as an opportunity to be a good partner and help address a community need," said Colette Sheehy, the University's senior vice president for operations.





# LONGTIME DONORS

For more than 20 years, Facilities Management has been supporting the community with its quarterly on-site blood drives. This past fiscal year, 101 units of blood were donated by employees before the on-site drives were put on hold in March 2020 due to the pandemic.

Despite the cancellation of departmental blood drives, longtime donors encouraged others to

donate instead at local blood donation centers by sharing the reasons why they choose to give.

“I donate blood because of my grandmother who was a heart transplant patient and I am also an organ donor as well,” said Senior Facilities Services Coordinator Deneen Morris, who has been donating blood since

the 1980s. “We all know people that have been in accidents, had operations, or other health issues, and we also know there will come a time when we’re likely to need blood products ourselves,” said Systems Integration & Development Manager Scott Martin, whose donations recently passed the 11-gallon threshold, or 88 pints.

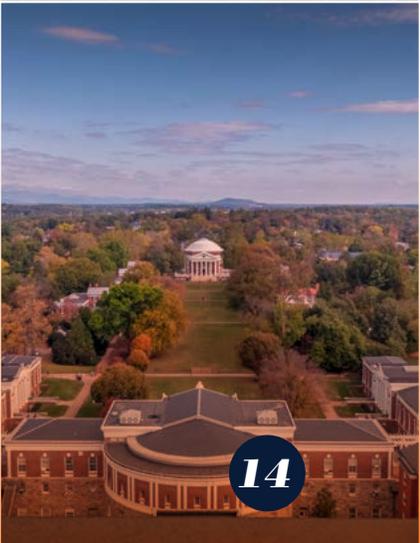
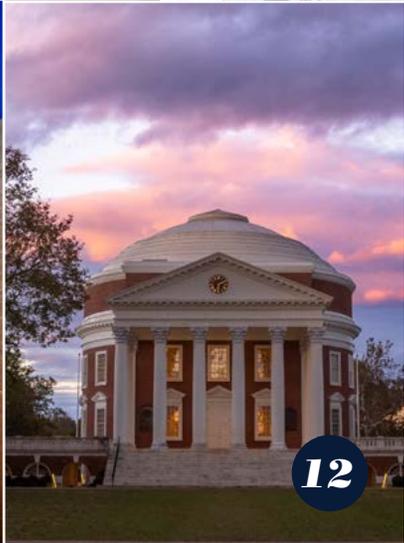
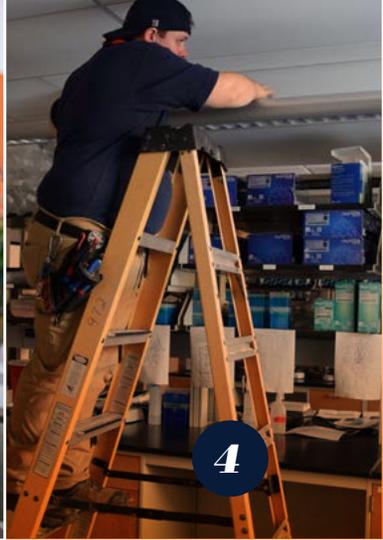
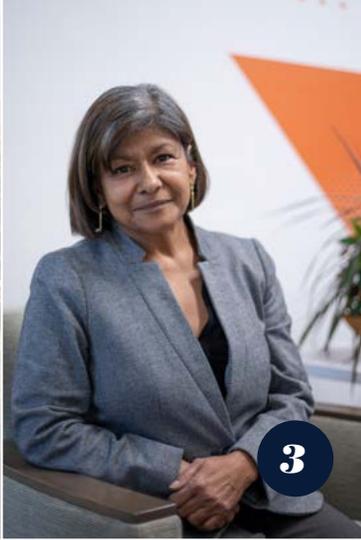
## Engaging the community

The Office for Sustainability and the UVA Committee on Sustainability continued to expand outreach this past fiscal year, sponsoring new and expanded events.

In January 2020, more than 180 people attended the 2020 Martin Luther King Day Community Celebration event, Black Youth in the Climate Movement. Through hands-on activities, participants were able to interact and engage with others around the topic of climate change and its impacts on communities of color and under-resourced communities.

In the spring of 2020, the Clean Water Working Group, chaired by Environmental Resources Civil Engineer Dawson Garrod, sponsored a storm drain mural contest to highlight the importance of water quality protection and the impact of stormwater pollution. Two winning designs were chosen and scheduled to be painted along storm drains on McCormick and Culbreth roads in the fall of 2020.





# AWARDS & RECOGNITION

## 1) University Hospital Expansion

- ENR MidAtlantic 2020 Best Project, Health Care
- Healthcare Design HCD 10 awards: Chris Hoy, Capital Construction & Renovations

## 2) Brandon Avenue Green Street

- ENR MidAtlantic 2020 Best Project, Landscape/Urban Development
- 2019 ASLA Southeast Honor Award – Analysis & Planning

## 3) Educational & General Custodial Services

- APPA's Effective and Innovative Practices Award for development of a professional certification track based on Green Seal's GS-42 Standard.
- UVA Hoos Building Bridges Award: Associate Director Vibha Buckingham.

## 4) Delta Force

- Virginia Energy Efficiency Council Energy Efficiency Leadership Award

## 5) Facilities Management Fleet

- 100 Best Fleets Green Fleet Awards: No. 43 in Green Fleet Awards in North America. One of 5 university fleets to be recognized in North America in 2020.
- Honorable mention in 100 Best Fleets in the Americas 2020.

## 6) Occupational Programs

- Charlottesville Regional Chamber of Commerce's Community Leadership Award: Diversity, Equity and Inclusion Specialist Emily Douglas.
- Occupational Health and Safety and the West Grounds Zone Maintenance team collaborated to achieve stage 1 of the Occupational Safety and Health Administration Voluntary Protection Challenge Program.

## 7) Utilities, North Grounds Maintenance, Geospatial Engineering Services and Systems Control Center

- Certificate of Appreciation from the Judge Advocate General's Legal Center and School (TJAGLCS) on behalf of the U.S. Army, for the teams' assistance with a water main break in September 2019.

## 8) Ivy Corridor Landscape Framework Plan

- 2020 SCUP Excellence Awards Honor, SCUP Excellence in Landscape Architecture for Open Space Planning

## 9) West Lawn Accessibility

- American Society of Landscape Architects – Potomac Chapter, Merit Award for Social Impact
- Feature in The Chronicle of Higher Education

## 10) Bonycastle and Kent/Dabney (McCormick Road Residences), Old Ivy Road Office Building and New Cabell Hall

- U.S. Green Building Council Virginia Leadership Awards

## 11) Memorial to Enslaved Laborers

- Features in Architectural Record and The New York Times

## 12) Rotunda Restoration

- American Institute of Architects 2019 Institute Honor Awards for Architecture

## 13) UVA Hospital

- U.S. News & World Report has ranked University of Virginia Medical Center as the No. 1 hospital in Virginia for the fifth consecutive year.

## 14) UVA Grounds

- UVA ranked No. 1 most beautiful college campus in the U.S. by Matador Network and one of Conde Nast Traveler's 50 Most Beautiful College Campuses.
- Tree Campus USA 2019 designation by Arbor Day Foundation.

# Miguel FARRIA

## SYSTEM ADMINISTRATOR

### *Is there something you've learned during this experience with COVID?*

I have enjoyed learning all about my colleagues in Technology & Innovation because when we shifted to remote work this year we began doing a morning Zoom call — one team member will ask an icebreaker question for everyone else to take turns answering. These anecdotes and bits of personal information are amusing, insightful, and often hilarious. It has gone very far in maintaining and increasing the cohesion of our team.

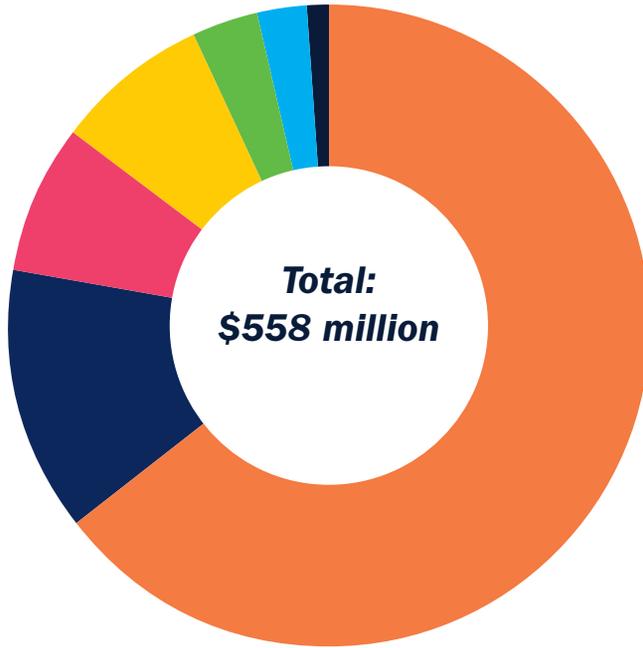
### *Do you have any hidden skills or talents?*

I'm really good at spoiling our Yorkie with treats and toys. I can use a map, protractor and compass. I can always fit one more thing in the dishwasher.



## Facilities Management

### HOW WE SUPPORT UVA



- Planning, Design & Construction: \$360M
- Energy & Utilities: \$74M
- Academic/Auxiliary Maintenance: \$43M
- Health System Maintenance: \$43M
- Support: \$18M
- Custodial: \$14M
- Grounds: \$6M

### Our Employees

There were **1,188** total full-time positions in Facilities Management in the 2019–20 fiscal year.

During the annual Service Awards, **146** employees celebrated **2,685** years of service.

### Work Orders

**143,257** work orders completed

Requests for repairs and service – known as work orders – are received from customers, Facilities Management staff in the field and automatically-generated for routine inspections of equipment and created for large construction and renovation projects.

### Assets

**55,225** total assets

Assets are pieces of equipment that are part of a building system.

Assets by maintenance zone:

**15,956** Health System Physical Plant

**11,966** Housing Facilities

**6,840** West Grounds Zone

**5,754** Central Grounds Zone

**4,298** McCormick Road Zone

**2,329** Newcomb Zone

**2,129** North Grounds Zone

**5,953** Other

# OCCUPATIONAL PROGRAMS

**STRONGER TOGETHER** • Occupational Programs is a composition of University of Virginia Facilities Management programs that are directly related to employees' career enrichment and personal and professional well-being and growth.

## APPRENTICESHIP

**8 apprentices** graduated in the class of 2020, completing **8,000 hours** of trades education and on the job training.

**50 total apprentices** currently in the program with breakdown of apprentices by trade: **14** plumbers, **5** carpenters, **16** electricians, **15** HVAC technicians.

**11** longtime Facilities Management employees were honored during a UVA Apprenticeship Program lunch honoring those who graduated from the program **30-plus years ago**.

**120** on-the-job trainers shared their skills.

**120+ community members** attended the first ever Apprenticeship Summit in October 2019.

## OCCUPATIONAL HEALTH & SAFETY

**112** safety reviews of jobsites & work environments: **4,932** positive observations, **173** negative observations

**75** hazards fixed, including providing first aid and bloodborne pathogen kits for all C&RS jobsites

**45** Safety Stars awarded

**6** safety committees, with a total of **66** meetings

**4** active focus teams, with a total of **24** meetings

## OCCUPATIONAL TRAINING

**42** employees participated in the FM Mentor Program.

**180** managers and supervisors attended Best Practices/Business Impacts of Worker's Compensation.

**700 working hours** were spent by staff implementing the Workday Learning Management System.

**23** staff members attended a smartphone workshop for ELL students.

**42** employees attended the APPA Supervisor's Toolkit training.

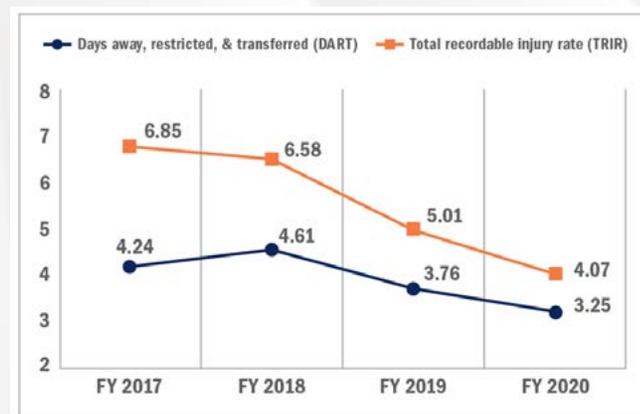
## DIVERSITY, EQUITY AND INCLUSION

**43** total participants in the Center for American English Language and Culture ESL programs – a **59% increase** from last fiscal year. Plus, **1** participant graduated to the VISAS Language Consultant Program and a previous graduate returned to the program as a coach.

**14** local employers participated in job fair offering job seekers the chance to join the workforce in a skilled trade.

Community collaborations with **7** different organizations, including non-profits and state and local government groups.

## REDUCED INJURIES



## BUILDINGS & GROUNDS

**18 million** square feet for all UVA facilities, including **13.7 million** square feet in Academic division and **4.3 million** square feet in UVA Health Division

**560** buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of **\$5.27 billion**



The Facility Condition Index (FCI) indicates the condition of UVA's portfolio of buildings by dividing the value of the maintenance backlog by the replacement value. An FCI of 5 percent or less is considered to be in good condition.

**265** vehicles and **88** pieces of equipment in the Facilities Management fleet, including **19** electric and hybrid vehicles

**306** buildings in the Academic Division (including the Medical School, Nursing School, and Health Sciences Center Library). Of those, **72%** are more than 30 years old

**3,298** acres (**1,240** acres of contiguous area near Grounds) owned by the University of Virginia

**10,000** trees (about) on Grounds, not including groves or woodlands

**6.27** miles of utility tunnels

**220** miles of underground heating (steam/condensate, medium temperature hot water), cooling (chilled water), water/sewer and storm sewer distribution lines

## SUSTAINABILITY

**27%** decrease of greenhouse gas emissions in calendar year 2019 compared to 2009, exceeding its 2011 goal **6** years early

**13%** reduction of UVA's energy use intensity, defined as total energy use divided by total square footage, between 2010 and 2019

**9.8%** decrease in waste generation in 2019, diverting **44.2%** of all waste from the landfill by recycling **6,371 tons** of waste

**70** LEED certified buildings, **9** new and existing buildings certified in the 2019-2020 fiscal year

**1.9 million** pounds of surplus property from the landfill diverted during the second year of operation for the UVA ReUSE Store

**2,479** solar panels on Grounds (890 UVA owned, 1,589 Dominion owned)

**123,800** solar panels off-Grounds at UVA Hollyfield Solar and UVA Puller Solar facilities

## Capital Construction & Renovations

### PROJECT AND CONSTRUCTION MANAGEMENT SERVICES

Construction work-in-place totaled **\$269 million**

**235** active construction projects

**\$2 billion** ongoing design and construction

### CONSTRUCTION & RENOVATION SERVICES

Construction work-in-place totaled **\$42 million**

**174** active construction projects

# Coronavirus RESPONSE

- **55,748** safety signage decals printed and installed
- **50** safety signage decals designed
- **42,000** face coverings ordered and distributed to Academic employees
- **2,600** hand sanitizer dispensers ordered and installed
- **860** hands-free door openers fabricated and installed
- **2,129** clear plastic barriers fabricated and installed

## SERVING THE GREATER GOOD

**4,000** bags of food delivered to families in need through a partnership with Local Food Hub.

**93** FM employees donated a total of **\$17,670** to the Commonwealth of Virginia Campaign Charity Donation Drive in 2019.

Facilities Management donated **169** toys, **3** bikes and **\$525** to Charlottesville's annual Toy Lift.

**101** units of blood were donated by FM employees to the American Red Cross during the 2019-2020 fiscal year.

**152** coats, **180** pairs of socks, **42** hats/scarves and **30** pairs of gloves were donated by Facilities Management employees during a winter clothing drive benefitting the Waynesboro Area Refuge Ministry and Valley Mission.

# Kelli CRADDOCK

## FINANCE SERVICES MANAGER

*What do you feel was your greatest accomplishment at work this year?*

My greatest accomplishment was assisting in the merger of the Facilities Planning & Construction and Project Services teams to form the Capital Construction & Renovations team.

*What's the best way to spend a weekend?*

Most weekends are spent either at the soccer fields watching my daughters play or working at our family restaurant, Rhett's Bar and Grill, that recently opened in the Zions Crossroads area.



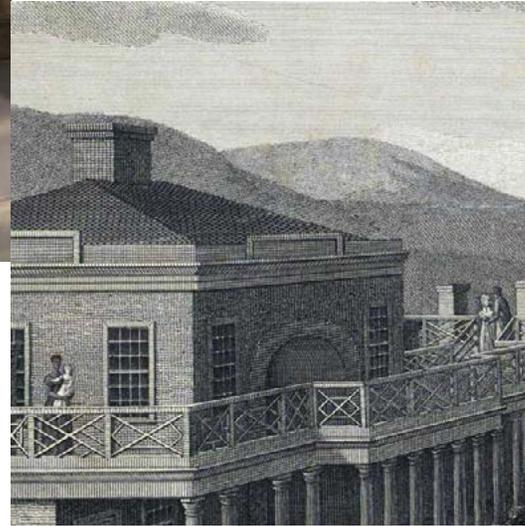


## Contemplative Commons

The Contemplative Sciences Center will act as a bridge for learning and research across all schools at the University of Virginia. The new 55,000-square-foot building will include major learning spaces designed with the flexibility to accommodate collaborative, contemplative and highly experiential modes of learning. An accessible bridge will run along the south side of the building providing entry to the third level; and a new, accessible bridge will connect the building to the School of Education and Human Development and West Grounds and cross Emmet Street to Brown College and Central Grounds.

## Racial Equity Task Force

In September 2020, the University of Virginia Board of Visitors endorsed several goals and recommendations developed by UVA's Racial Equity Task Force. These included reviewing policies regarding hiring, wages and promotion processes to ensure equity, developing educational programs around anti-racism and changes to UVA's historic landscape.



## School of Data Science

The School of Data Science – UVA's 12th school and the first established since 2007 – was established in 2019 funded by a \$120 million gift. A new facility for the school is currently in design with a planned location at the southeast corner of the Ivy Corridor, the land between the intersection of Emmet Street and Ivy Road and Copeley Road to the north. This building will be the first academic building constructed as part of the Ivy Corridor master plan.



## Finance transformation

The University of Virginia is in the process of implementing a UVA-wide project focusing on a robust and effective financial management approach enabled by a fully integrated cloud-based technology. Facilities Management teams are supporting this effort, and related initiatives, that will improve and streamline purchasing practices and materials management.

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## MESSAGE FROM DON SUNDGREN



***I want to thank*** all of our Facilities Management employees for their hard work and perseverance throughout this challenging time.

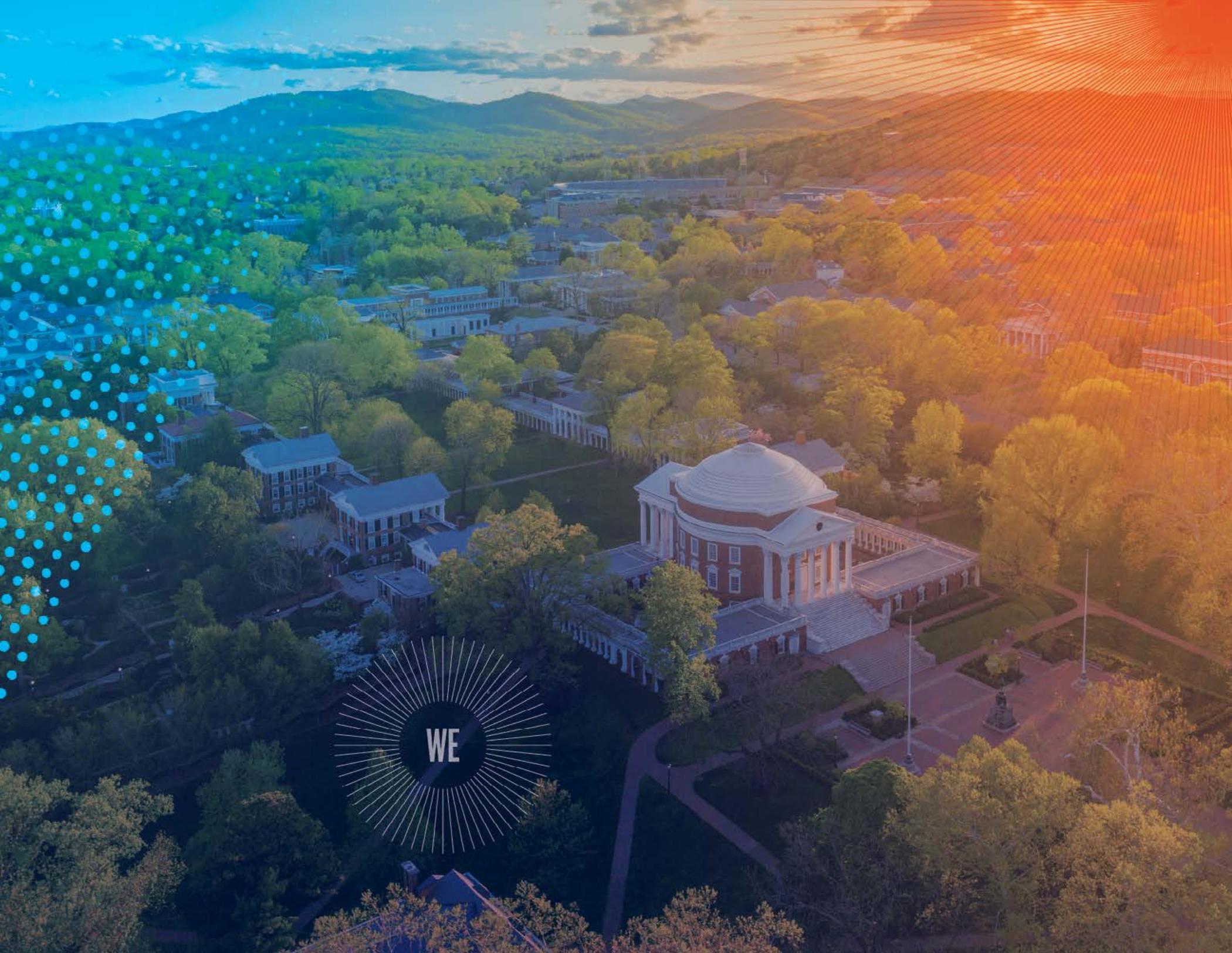
In March 2020, in response to the coronavirus pandemic, the University of Virginia drastically reduced its operations to protect the health and safety of students, faculty, staff, patients and the greater community.

Many of our employees continued to work on Grounds throughout this time, with additional requirements of the pandemic and reopening layered upon their standard responsibilities of maintaining the University's operations. Many of our people also started working remotely in March and continue to do so, adapting to an ever-changing environment. No matter the situation, our employees have continued to provide unwavering, fantastic support of the University.

This year, our department celebrated the completion of large projects and kicked off new ones, while also implementing numerous cost-cutting measures and reworking existing processes to better protect our staff and the entire UVA community.

We cannot predict what the future will bring, but based upon the past few months we can say with confidence that Facilities Management will continue to rise to the occasion and meet the challenges that are presented.

Donald E. Sundgren  
Associate Vice President and Chief Facilities Officer



WE



# UNIVERSITY *of* VIRGINIA

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