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.

2019–2020 ACCOLADES

• University Hospital Expansion and Brandon Avenue Green Street: ENR Mid-Atlantic 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: 200 Best Fleets Green Fleet Awards

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

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

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.
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.

III. BUILDING THE FUTURE

Celebrate 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 Panaitis 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 McInturf 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 the West Lawn rooms. Adjustments inside Rooms 23 and 25 included rerouting the plumbing to allow for more room underneath the sink as well as lowering the light controls and closet shelves and rods.

UVA’s BarrierFree Access Committee – made up of staff from Facilities Management, the Office of the University Building Official, the Office of the University 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.

Inter-departmental cooperation is key to supporting accessibility on Grounds. 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.

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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.
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.

Educational & General (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.

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 shields to the appropriate size and create feet for the shield to sit on, 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 of 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 Tradewomen, 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.

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 Brunewa, Tracy Sandau, Brian Trettell 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.

ADVANCING Architecture

TEAMS COLLABORATE TO RENOVATE CAMPBELL HALL

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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.

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.
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.

Mohamed Osman

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.
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  through utility savings, which will enable 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 wood that is heated by the sun and dried through the use of solar panel-powered fans which pull air out of the kiln. 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, landscape crews delivered to the yard several 13-foot (4-meter) sapel sawn oak 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_generator
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.

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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 wiring 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 niece and watching football.
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 Cotoss-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,” Cotoss-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.
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.”

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 Shaan 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.

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.

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.
AWARDS & RECOGNITION

1) University Hospital Expansion
   - ENR Mid-Atlantic 2020 Best Project, Health Care
   - Healthcare Design HCQ 50 awards: Chris Hoy, Capital Construction & Renovations

2) Brandon Avenue Green Street
   - ENR Mid-Atlantic 2020 Best Project, Landscape/Urban Development
   - 2019 ASLA Southeast Honor Award – Analysis & Planning

3) Educational & General Custodial Services
   - APWA’s Effective and Innovative Practices Award for development of a professional certification track based on Green Seal’s GS-62 Standard.

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.

6) Occupational Programs
   - Charlottesville Regional Chamber of Commerce’s Community Leadership Award: Diversity, Equity and Inclusion Specialist Emily Douglas.

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 (TAGACS) 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

10) Memorial to Enslaved Laborers
    - Featured in Architectural Record and The New York Times

11) 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.

12) 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.

13) Bonnycastle and Kent/Dabney (McCormick Road Residences), Old Ivy Road Office Building and New Cabell Hall
    - U.S. Green Building Council Virginia Leadership Awards

14) Ivy Corridor Landscape Framework Plan
    - 2020 SCUP Excellence Awards Honor, SCUP Excellence in Landscape Architecture for Open Space Planning

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Miguel Faria
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

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.

BY THE NUMBERS

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

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
5,754 Central Grounds Zone
4,298 McCormick Road Zone
2,329 Newcomb Zone
15,956 Health System Physical Plant
2,129 North Grounds Zone
11,960 Housing Facilities
6,840 West Grounds Zone
5,953 Other

Occupational Programs

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 luncheon 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 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.

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.

REduced Injuries

OCCUPATIONAL HEALTH & SAFETY
112 safety reviews of workplaces & work environments: 4,932 positive observations, 173 negative observations
78 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
81. 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

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 8,371 tons of waste

SERVING THE GREATER GOOD
101 units of blood were donated by FM employees to the American Red Cross during the 2019-2020 fiscal year.
4,000 bags of food delivered to families in need through a partnership with Local Food Hub.

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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

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.

Capital Construction & Renovations
1,495 vehicles and 280 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
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

The E&G Facilities Condition Index
5.27 billion estimated replacement value of buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of $5.27 billion

E&G Facilities Condition Index
$5.27 billion estimated replacement value of buildings and corresponding infrastructure in the UVA portfolio, with a conservatively estimated replacement value of $5.27 billion

$2 billion
$2 billion

$5.27 billion
IX.

In the Future

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 changing 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 Copley 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 UV-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.
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