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The contents of this report will touch on many of the people and programs I am particularly proud to be associated with. Our Apprenticeship Program, in its 31st year, continues to be a model for training and development for the skilled trades areas. Our Safety Program continues to build on the foundation of increasing safety awareness throughout our workforce and reducing accident rates. As the year ended, the Building Services Division was well on its way to obtaining Green Seal certification and our Landscape Division completed an unprecedented complete renovation of the Lawn. The Maintenance and Project Services groups are proud to contribute to significant preservation work in the Academical Village. These are just a few of the noted accomplishments that are an example of the caliber of people and innovative approach to facilities services I see on a daily basis.

The commitment to customer service has long been a trademark of the staff of the Operations and Maintenance Department. This starts with our Customer Service Desk professionals helping the University community with their needs throughout the day. Our landscapers, custodians, and trades people interact daily with staff and the public, projecting a friendly and professional attitude. This willingness to please is demonstrated perhaps most notably each year as we prepare the Grounds and event venues for the 40,000 parents and guests attending Final Exercises. The pride of ownership, the pride in making a difference, and participating in an event so important to the University reminds us how important we are to the University family.

We are so very proud of our contributions to the University’s offerings of education, research, health care, and public services and take seriously our roles in providing the facilities services that allow the faculty, researchers, and health care providers to excel in their fields. We play the important role of providing clean, efficient classrooms, labs and offices for one of the top ranked institutions in the world; of maintaining the landscape for a World Heritage Site; of preserving buildings designed and built by Thomas Jefferson. We are privileged to be part of such a place as the University of Virginia.
Voices of Adult Learning

Facilities Management honored Voices of Adult Learners essay competition honorees. The following participants were honored with awards: Islam Makhmudov, (in photo) honorable mention for his essay *My First Neighbor in America*, Abdalla Mohamed, winner for his essay entitled *My Best Day at Work*, Nasreen Aswadi, honorable mention for her essay *Working in the Garden*, Nafisa Azizi, honorable mention for her essay *First Day in America*. This year marked Abdalla’s fifth winning entry. Fifteen Facilities Management employees participated in ESL and 17 in GED classes in 2012-2013.

Warren ‘Hubba’ Wood, Sign Shop Supervisor, was one of 22 people to be presented with the Carnegie Medal in 2013, which recognizes heroes in both the United States and Canada. This award honors those who have risked their own life to save other lives under extraordinary conditions. Warren and his son acted bravely to pull three persons from a burning vehicle in Crozet, after the vehicle had struck a tree. Warren continued to show his colors by dying his hair pink. He bet friends and colleagues if they could raise $6000 to support a fundraiser for the UVA Cancer Center Breast Care Program, he would dye his hair. The funds were raised and Warren held true to his word.

Reflection on 37 years at FM

Hattie Agee, Senior Manager for Housekeeping, took the time to tell of her professional and personal journey while at FM. It is a telling look into how the University has changed over those years from her perspective, from punch cards to electronic, from harsh chemicals to “green seal,” as well as the increased diversity in staff. She also reflects on her personal family and experiences summing it up best by, “Although we all change, and life is all about change, we are all the same.” Her story was featured in the “First Person” section of The University of Virginia Magazine and can be viewed on their website in the Summer 2013 edition. http://uvamagazine.org
We thought 2012 was a banner year for Building Services, however, 2013 has managed to top it. By making the decision in late 2012 to pursue GS-42 certification of our cleaning program, we were able to leverage its requirements to achieve other important goals for the department.

Goals such as strengthening managers’ and supervisors’ skills to be able to manage large projects, improve inventory control measures, enhance the perception of team members’ value, and establish first time standards for areas such as custodial carts and closets.

We also achieved some non-GS-42 related goals: custom design and implementation of an automated quality inspection tool, professional development training opportunities for front-line Top Performers, and managing the merger of the Housing team as part of a master plan to operate our business more consistently and more cost effectively.

The Quest for Certification…and More

To gain GS-42 certification, a cleaning program must meet all requirements and standards of the Green Seal Institute. Green Seal is the not-for-profit organization that defines requirements for “cleaning for health”. Our goal is to not just earn certification before December 31, 2013, but to also leverage the process to gain additional benefits.

Staff Development…Pride in Professionalism

The most valuable by-product of our certification journey was the development opportunity it presented to our supervisors and managers. The front-line team members who were oriented to GS-42 certification goals have benefitted with an enhanced knowledge of what they do and how they do it. As part of helping develop procedures to meet Green Seal requirements, they gained proficiency and confidence in doing the following:
- Function as a successful team focused on shared goals
- Weigh pros and cons and make unanimous decisions as a team
- Collaborate between work zones and shifts
- Research and evaluate best practices
- Package team recommendations and deliver them in presentations to senior managers
- Consult manufacturers’ recommendations on how to best maintain floor materials

Improvements in Operational Protocols and Tools

In addition to individual and team development, the process to achieve certification also yielded the following:
- First time uniform standards for custodial carts and closets
- Detailed technical procedures to drive consistency across work zones
- Clarity in the steps involved in meeting (or managing) customer expectations
- Solutions to long-standing problems such as an “Event Planning Form” to improve service to customer events
- A suggestion program that not only cultivates and harvests ideas, but is designed to stimulate collaboration between front-line employees and supervisors
- A customer satisfaction survey that will provide specific data to help us better partner with customers across Grounds
Better Control of Inventory; Better Use of Supervisor Time

Another milestone connected to GS-42 was the installation of a Vendor Managed Inventory (VMI) pilot in seven Newcomb Zone buildings. If it achieves what’s been promised, we should see:

- Reduced costs via tighter control of products selected and when purchased
- Increased time for supervisors to dedicate to value-added tasks, e.g., inspections and team coaching
- Automatic reporting to help meet Green Seal product tracking requirements

Measuring the Quality of “Clean”

A highly successful collaboration between Building Services and IT resulted in an automated cleaning quality audit tool.

Based on APPA levels of cleaning, the tool calculates a score that measures the quality of cleaning. The data collected can then be manipulated into reports to pinpoint trends and trouble spots. Internal comparisons can be done zone to zone or to industry standards. Scores are tied to numeric ‘bands’, with the worst scores triggering a mandatory Corrective Action Plan (CAP). We already are seeing the benefits in ‘what gets measured gets managed’.

Continuing Professional Development

We continued our foundational development plan for supervisors and managers with three programs:

- Time Management | Problem Resolution | Decision-making

Our most important development accomplishment in 2013 took six front-line top performers to the next level in preparing them for future responsibilities. As a bonus, the Top Performer course work is contributing to requirements in the Housekeeping Career Path. Over a six-week course, front-line participants learned to:

- Handle and prevent interpersonal conflict | Identify problems and assess their solutions
- Make decisions by using a memorable tool | Focus on the do’s and don’ts of clear communication

Managers Acquire Budgetary Finesse

This year saw a breakthrough in managers understanding and working with their building specific budgets. Through a series of educational orientations, they are now comfortable with:

- Reading financial reports | Interpreting variances | Identifying root causes | Allocating costs appropriately

Residential and Academic Buildings Merge

In early April, the Housing Division and Building Services’ teams merged, which effectively began the process of building one cohesive cleaning quality team. By August, we were able to identify some early ‘wins’:

- Successful Summer Conference with significantly reduced overtime
- Improvement in customer satisfaction levels as measured by customer feedback
- Greater focus on managing customer expectations and increasing levels of customer service
The Facilities Maintenance division provides corrective and preventative maintenance services for over 13 million gross square feet of Academic and Housing facilities. This team of nearly 300 men and women contributes to an exceptional physical environment by ensuring all systems and facilities within these areas are kept in good working order.

Maintenance Zones comprise seven teams of skilled trades professionals committed to serving customers in specific geographical areas.

Central Grounds covers the Academical Village and all other facilities between Hospital Drive and McCormick Road, including the South Lawn complex. Its office and shop are in the Amphitheater facility.

Newcomb is housed in the basement of Newcomb Hall and serves the academic buildings along Emmet Street and up the hill to McCormick Road, including Ruffner Hall, Memorial Gym, Alderman and Clemons libraries and Monroe Hall.

North Grounds was the first zone established by Facilities Management. From its location in the School of Law, it also serves the facilities nearby, including Darden, TJAGLC and the Miller Center.

Southwest McCormick was the second zone, established ten years ago. It is housed in Olsson Hall and serves the engineering and science customers in that area.

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

Arts Grounds serves those facilities north of University Avenue, including Madison Hall, Carr’s Hill, Campbell Hall, Ruffin and Culbreth Theater.

Central Shops provide a broad range of services that include Fire Protection, Elevator Maintenance, Lock Shop, and Roofing. These shops are unique in that they also provide services to the medical center.

Central Shops also include trades that exist in the zones, such as Carpentry, HVAC (Heating, Ventilation, Air Conditioning), Plumbing, and Electrical. Both groups perform preventive maintenance, repairs, inspections, service requests and provide specialized trade support during renovation and construction projects. The central shops and maintenance zones combine resources as needed to successfully meet the needs of their customers.

Mike Merriam  Associate Director for Facilities Maintenance
Support for University Academic and Housing facilities improvements

- Participation with the Rotunda dome roof replacement and the planning for a total Rotunda restoration
- Commissioning support for Phase 1 of New Cabell Hall classrooms and offices
- Staffing up for three new high-rise dorms on Alderman Road
- Commissioning of the Thrust Theater, centerpiece of the new Arts Grounds
- Logistical support for the Newcomb Hall renovation
- Support for the Slaughter Hall renovation in the Law School

Changes within the Academic and Housing maintenance organization

- Promoted Paul Zmick, former Superintendent of Mechanical Trades, to Assistant Director of Maintenance, a position which entails management of all central maintenance trades shops plus the McCormick Road Zone (science and engineering facilities).
- First full year of the Arts Grounds Zone, under the leadership of Bill Farish and Tony Marusak, which serves facilities north of University Ave and east of Emmet.
- Tony Santana, who has managed Newcomb Hall maintenance since 1985 and the Newcomb Zone since 2009, took over the Housing Zone upon the retirement of Burt Joseph.
- Promotion of Matt Acree (Fire Systems) and Eddie Morris (Elevator Service) to Senior Supervisor in recognition of their roles in managing both academic and health systems service departments.
- Expanded involvement of zones in the planning and support of special events such as Final Exercises, Reunions, Lighting of the Lawn, and Fall Commencement.
- Creation of an evening crew, led by Paul Veselinovic, to perform HVAC preventative maintenance and respond to after-hours emergencies.
The Landscape Division has the responsibility of creating and maintaining the historic Grounds of the University, which for most visitors, patients, and prospective students establishes an impressive first impression. The department is responsible for the oversight and care of all of the exterior spaces of the University. The department is divided into zones across Grounds including a crew dedicated to turf. Blending advanced technology and environmentally conscious practices, the Landscape Division performs all grounds related tasks. The Landscape Building was recently completed to provide a much needed new home for this division.

**Major Landscape Projects**

**Rouss/Robertson landscape replacement**
Replaced the originally installed declining landscape with a modified version with the intent to establish a healthy and appealing perimeter of the buildings.

**Old Cabell Hall north slope improvements**
Installed a new ground plan planting and hedgerow as part of the Accessibility Project.

**Law School’s Purcell Garden renovation**
A new courtyard landscape was installed as part of the building addition creating a more formal setting for the courtyard. Trees had to be lifted by crane over the building, in order to reach the courtyard.

**Emmet St/University Avenue Green Space improvement**
An appealing entrance corridor with green space, trees and day lit stream has replaced an old gas station in this location.

**Capital Construction Projects**

**Thrust Theater**
This project not only included a typical ground planting of trees and turf, but included a rooftop garden as well. It also was the site for this year’s Founder’s Day Tree honoring former President Casteen.

**Lannigan Field Improvements**
Installed new turf, trees and perennial garden around the perimeter of the track and ticket box.

**New Cabell Hall Courtyard**
Major facelift for an underutilized courtyard.
Facilities Management Safety team diligently works to create a safe work environment for over 1,300 FM employees. Focus is on communication and education of staff on current safety codes and procedures as well as compliance measures.

Training and Safety Programs
Safety Training | Medical Evaluations | Accident Investigations | Mechanical Room Inspections | Service Closet Inspections | Respirator Program | Forklift Program | Flagger Training Program

Accomplishments
Housing and Facilities Management safety programs merged under the same leadership with one set of rules and training.

87 new hires—4.5 hour new employee training.

Safety Team collaborated with HSPP elevator crew on a safer access door installed for the employees on the roof of MR-4.

In Action
At Davenport Stadium, the air filter to all of the air handlers are scheduled for replacement by the HVAC crew. The crew must travel a few hundred feet in a cramped space to access a fire hatch. To safely light the path, lights were installed all the way down the area to help the HVAC employees see without having to use a flashlight. In addition, new safety handles were installed at the top of the hatch for the employee to use to transition from the ladder to the concrete pad. This will ensure safe travel and accessibility for years to come.

Brian Shifflett  Safety Program Manager

The cost of individual claims can vary greatly. As the figure shows the total count isn’t an indicator of total cost.

This figure demonstrates counts of each type of incident leading to a claim in FY 2013 by FM staff.
The Projects Services division provides comprehensive construction planning and implementation of renovation projects throughout the Academic and Health System divisions of the University. Our services range from providing general trade support for small projects to full design-build services on larger projects.

Project Services Work Groups

Production Engineering
Coordinate design efforts of A/E consultants, plan reviews and produce small project plans to expedite designs for renovations.

Planning and Estimating
Provide construction cost estimates and construction schedules to both Academic and Health System divisions on projects ranging from small renovations to large research facilities.

Construction Project Management
Involved in the coordination and execution of projects and development and administration of service contracts. Utilize both University trades and contracted services to perform needed projects and tasks.

Project Services Trade
Comprised of highly trained trades people and is responsible for performing renovations and improvements. Services include:

- Environmental remediation
- Carpentry
- Masonry
- Plaster repair
- Sheet Metal
- Plumbing
- Electrical
- Cabinetry
- Sign fabrication
- General services
- Upholstery

The quality of work, dynamic skillset, and value offered by Project Services work groups have made this department a sought after choice at the University for renovations, expansions, and facility improvements. This is evident in the increase in total work performed over the past four years.

Batten Incubator
The W.L. Lyons Brown Innovation Laboratory (i.Lab) located in Sponsor’s Hall at Darden School of Business. The incubator promotes and encourages the incubation of business ideas and collaborative space for students interested in entrepreneurship.

The scope of this project included the renovation of the existing lobby, the addition of a coffee bar, addition of new meeting rooms, and the incubator, as well as various mechanical and electrical upgrades. Conceptual design was by SMBW. The architect of record was the UVA FP&C Design Group. The engineer of record was Dewberry. Construction was implemented through Facilities Management Project Services group.

2013 Annual Report

Mark Stanis
Associate Director for Project Services
Projects

1224 West Main Street (Blake Center)

Project Services performed design and construction services for a series of renovations throughout the Health Center which allowed for the demolition of 1224 West Main Street (Blake Center). These renovations totaled approximately $6-7 million of design and construction over a seven month period.

**Project List**

- X-ray Wing Renovation
- 1003 West Main Street Renovation
- OMS 4th Floor Surgery Offices
- CDW 4th Floor Surgery Offices
- Cobb Hall 1st Floor Office Renovations
- Misc. West Complex Office Renovations

McLeod 3rd Floor

Project Services completed the McLeod Hall 3rd floor renovation for the School of Nursing. This project involved a complete interior demolition and rebuild including all utilities inside the space. The total renovated space was 10,000 s.f. at a cost of $1,531,000. The space will be used for office, training simulation labs and debriefing rooms.

Brown College Retaining Wall

Deteriorated elements of the Brown College Retaining Wall were removed and renovation of the wall was completed. Renovation included 100% masonry repointing, new bluestone sills and the reconstruction of balusters and rails.

Range Room Renovations

Over the summer of 2013, the West Student Rooms #29-45 were renovated. The renovation included patching & refinishing hardwood floors, installing new window sashes and fireplace mantles and repair and painting of walls, interior trim, screen shutter doors and exterior doors.
Work Management supports the needs of the University and Facilities Management through a combination of services. These services and programs evolve as we strive to optimize the value realized from human and financial resources expended in caring for the University’s facilities.

Customer Service | Customer Relations Management | Deferred Maintenance Program
Facility Inspection Program | Materials Receiving | FM Fleet Management
Preventive Maintenance Program | Asset Management | Classroom Improvement Program

The Service Desk staff is the first point of contact for many customers. This past fiscal year, they received, authorized, and processed approximately 56,000 work orders.

The Customer Relations Manager proactively engage with customers and are always available. They strive to continuously improve the departments working relationship with our customers, especially through attention to changing customer needs and priorities.

Materials Receiving & Fleet Management
This was a year of change for the materials receiving group and housing maintenance zone storeroom. The housing zone storeroom and materials receiving groups merged to form the basis of a new materials management group. Under the same leadership, led by June Bates, their resources can complement one another as they strive to get the right material to the correct building at the right time and support the various FM departments. They look forward to input from all involved.

Work Management FM Support Services
AiM Work Management Implementation—Phase III
Work Management staff were a driving force in the effort to convert from the old work order management system to the new AiM work order system. The FM departments, Operations & Maintenance, Energy & Utilities and Health System, all successfully transitioned to the new work order system. Chris Smeds, FM Chief Technology Officer, says this is akin to “performing a heart transplant on someone running a marathon.” Shaun Farrell, Joey Tombs, and Anita Hasbury-Snogles were key participants from Work Management during the implementation effort. The Academic and Health System service desk, along with Systems Control have done a tremendous job in support of the new system and adapting to a fundamentally new operating environment.
Maintenance Program Managers plan, initiate, and administer critical on-going efforts such as facility condition assessments, preventive maintenance, asset management and classroom improvement. Their responsibilities include allocating resources appropriately throughout University facilities, infrastructure, grounds and minimizing facility life cycle costs. They also oversee complementary programs such as structural inspections, the fire and life safety committee and insurance claim support.

Deferred Maintenance Program

The Deferred Maintenance (DM) program continues to show improvement in achieving a Facility Condition Index (FCI) of 5.0% or less by fiscal year 2015, a goal established by the Board of Visitors beginning in 2005. The progressive decrease in maintenance backlog is largely due to increases in deferred maintenance budgets and significant capital renewal projects.

Projects supported by the Deferred Maintenance Program contributing to lowering the FCI in fiscal year 2013:
- Madison Hall Elevator replacement
- Dawson’s Row #1 Renovation
- Lambeth Colonnade Renovation
- Gilmer Hall Façade Repair
- East Range Roof Replacement
- Jordan Hall HVAC Renovation
- Olsson Hall Roof Replacement
- Rotunda Exterior brick repair

Classroom Program Accomplishments

- Maury Hall Auditorium renovation
- Astronomy 265 classroom renovation
- Thornton Hall 120/119A renovation
- Support classrooms in Newcomb Hall and Ruffner Hall Capital projects

Asset/Preventive Maintenance Program

18,067 asset records were created in the AIM CMMS, including records migrated from Maximo and records imported for new buildings. This effort included re-classifying assets according to RS Means implementation of Uniformat, which will enable comparisons of PM data with industry standards. While this was underway, we continued to issue PM for a total of around 37,000 work orders.

This chart illustrates the progress made by the Deferred Maintenance (DM) program goal of reaching a 5% FCI by fiscal year 2015. The bottom line illustrates the progress made towards reaching the goal of a 2% budgeted amount allocated to the DM Program.

This chart demonstrates the consistent growth of the Current Replacement Value (CRV) and the decrease of the facility maintenance backlog. The CRV increases each year due to inflation and newly commissioned facilities.
Facilities Management encourages employees to seek opportunities for education and training to develop their skills, learn new technologies, acquire necessary certification for their trade and learn best practices.

**Apprentice Program** welcomed a group of nine dedicated apprentices to Facilities Management. This leading program serves as an important tool in the recruitment, retention and development of staff for the skilled trades area.

**Graduates** six members graduated in 2013. Recognized were: George Stinnie (HVAC), Zack Mays (Plastering), Howard Brown II (Electrical), Jason Hite (Electronics), Bobby Stanley (Electronics) and Justin Doniel (Electrical).

**Essential WorkSkills Program** a 10-course curriculum designed to help employees develop skills and competencies for success by enhancing communication skills and understanding workplace operation. The April graduates were:

- Housing Custodial - Charles Agee, Julian Johnson, Robert Taylor, Reginald Rose, Jr., Kristina Williams
- Building Services - Pero Arapovic, Eugene Chambers, Cheri Greene, Debra Hamm, Jesse Johnson, Sr., Brenda Michie
- Landscape - Dallas Barker, Michelle Beaudreau, Robert Birckhead, Hunter Bolen

**Continuing Education**

June Bates, Materials Manager, completed her studies in December for a Master of Arts in Human Services - Executive Leadership from Liberty University.

Jason Hite, Elevator Mechanic, received his Associates Degree in Applied Science and Computer Technology from PVCC in May.

Paul Zmick, Facilities Maintenance Mechanical Trades Superintendent, completed a Master’s Degree in Systems Engineering from the University of Virginia’s Accelerated Master Program in May.

Mark Webb, Associate Director for Work Management, completed a Master’s degree in Management of Information Technology from McIntire School of Commerce.

**Certification**

Mike Barnett, Fire Systems Assistant Technician, recently completed Level I certification from the National Institute for Certification in Engineering Technologies (NICET)

Michelle Beaudreau, Landscape Senior Worker of North Grounds Zone and Zach Root, Landscape Worker of Medical Center Zone, recently achieved certification as Certified Horticulturists from the Virginia Nursery and Landscape Association.