



**In This Issue**

Leadership: Mutual Respect....2  
 HR Restructuring .....3  
 Hoo's New, etc.....4  
 Trades License Expiring?.....4  
 Safety is Our Priority.....5  
 Noted with Regret.....6  
 Customers' Compliments.....6  
 Goodbye Timesheets?.....7  
 Professional Development.....7  
 A Renovation Story.....8

**Joyce Chewning**, (second from left) Facilities Management's Day of Caring and the Combined Virginia Campaign (CVC) Coordinator, was presented with a **Heart and Soul Award** for giving unselfishly of her time and in recognition of her record of unparalleled dedication and long-term commitment to service, Ida Lee Wooten, Director of Community Relations, announced at CVC's Luncheon March 20. "Year after year, Joyce Chewning provides leadership by example through both her individual volunteerism and her management of our involvement in both the Day of Caring and the Combined Virginia Campaign (CVC)," Jay Klingel, Director of Facilities Operations and Maintenance, said in his tribute to Joyce. She managed all Day of Caring correspondence, staffing and logistics as well as all CVC pledge distribution, collection and record keeping. Pictured with Joyce are (L-R) Colette Sheehy, Vice President for Management and Budget; Rick Rice, Deputy Chief Facilities Officer; Todd Romanac and Jody Lahendro, Day of Caring Team Coordinators, and Jay Klingel.



**The South Chiller Plant Expansion, Phase II**, will provide an additional 4,000 tons of cooling capacity to the existing system which services the University of Virginia Health Care Systems. In the adjacent photos (L-R clockwise) Project Manager Mike Garascia inspects the



pumping system installation to one of the three 7000 gallon-per-minute secondary pumps. Construction Administration Manager Charlie Durrer explains the secondary pumping system to

FP&C Director Sack Johannesmeyer and Chief Facilities Officer Don Sundgren. Construction workers place the fiberglass



beams that will shape the 23 ft. cooling tower that stands above the roof level dunnage steel. Engineering and Design Manager Ernie Barber (right) talks with Site Superintendent Everett Bradburn during an inspection of the \$22,500,000 project.



# Leadership Forum Teaches Effective Communications & Mutual Respect

Mutual Respect was the theme of the 2008 Leadership Forum sponsored by the Office of the Chief Facilities Officer January 15, 16, 17.

“Our goal for the 150 supervisors attending one of the three day-long classes was to give them a solid, working knowledge and applicable tools for teaching effective communication skills to their work center employees,” Rebecca Leinen, Human Resources and Training Director, explained. “Because mutual respect is the first requirement for effective communication, the attendees worked in groups throughout the day, studying the many aspects of listening, respecting, sharing and collaborating on problems and projects.”

Faculty and Employee Assistance Program (FEAP) Consultants Mary Sherman and Rebecca Mason outlined and discussed keys to “Effective Communication in the Workplace,” noting that the first skills needed are

- self awareness: the ability to examine our thoughts and feelings before and during the conversation,
- safety: the ability to see process vs. content and decrease defensiveness,
- insight: the ability to understand how our “style under stress” and our perceptions affect behavior.

Chief Facilities Officer Don Sundgren participated in the sessions and provided a Facilities Management update each afternoon.

“The University is expanding and we are taking on more responsibility, and that means more opportunities for our people. While we are not a core business of the University, like education and research, we are a critical support activity and the success of those core businesses, the success of the University, depends on the work of Facilities,” Don said. “Each day, each month, each year we need to be able to look back and feel good about what we did and how we did it. An important part of that is how we treat our customers and how we treat each other. As supervisors, be the kind of leader for whom you would want to work, including catching people doing things right and giving them recognition for it.” Don also reminded supervisors of his open door policy and invited the attendees to talk with him about their concerns and challenges.

The session closed with a team-building exercise led by



Reggie McGhee and Chris Smeds. Each table was given an uncooked egg, drinking straws, paper clips, tape, rubber bands and two cups and told to package the egg so it would survive an 8-foot drop (right photo). The results were remarkable creations with names like Egg Drop Soup, DaBomb and Bye Bye Birdie, and some were very messy. But the point was made: effective communication is vital, for success and for learning.



# So What Is Human Resources Restructuring, Anyway?

The University of Virginia officially began restructuring in July 2006 in order to create its own administrative systems—or modify the state’s—in several areas, including procurement, construction, finance, information technology (IT) and human resources (HR).

In facilities and construction, restructuring has already made a difference in how quickly buildings can be built because the University doesn’t have to get approvals from the state for every bid or every project.

In HR, restructuring allows UVA to develop a new system that is more responsive to the institution’s needs, to your needs, and to the marketplace. The University has a management agreement with the state that says which areas of this new HR system can change and which must stay the same (see bullets below). The new system will apply to all University Staff as soon as it is developed and implemented. Classified Staff may stay in the state system or enroll in the new one.

UVA has asked staff to help build the new system in several different ways. In the fall of 2006 focus groups that included staff were formed; then in spring 2007 a large survey was sent out to all staff and their supervisors. The results of that survey helped determine how the University should design human resources programs.

Next, University Human Resources asked for volunteers and nominees to start building the new system. There are now 280 people working on 20 task forces: 15 task forces are looking at career paths and five at policies supporting careers. Many of the staff members on the task forces asked to be a part of this process.

At the end of March the task forces will submit their recommendations to the University administration for review. Throughout May and June there will be an opportunity for you to comment on the task force recommendations. Around July, the task forces will address the public comments and make any necessary adjustments. The Board of Visitors has final approval of the new system.

There will be an enrollment period from October through December for Classified staff, when employees will have a chance to compare the two systems and learn what advantages there are in enrolling. UHR is planning open sessions for employees to talk to someone about how to make a decision. Many aspects of the new system will launch in January 2009, but some may take longer to implement than others.

The University’s goal is to recruit, retain, develop and competitively compensate a superior workforce, and the results of the survey indicate that there is a lot of room for improvement. A new University Staff HR system will help us to make changes our employees have recommended. Even if you’re not on a task force, there are still many ways you can participate! For more information on HR Restructuring go to the website at [www.hrs.virginia.edu/restructuring](http://www.hrs.virginia.edu/restructuring), email [HRrestructuring@virginia.edu](mailto:HRrestructuring@virginia.edu) with your questions, or call Jim Traub, director of the HR restructuring effort, at 982-2888.

## What Will Change?

- Compensation: pay-for-performance and market-based salary ranges
- Career Development: career paths, with training and development opportunities to advance your career
- Performance Evaluations: different rating scales
- Other policies like severance, flexible work schedules, standards of conduct, etc.

## What Won’t Change?

- Retirement
- Health Insurance Coverage
- Workers’ Compensation
- Access to the state’s Grievance Procedures
- Leave: for the most part won’t change but may add a few new programs

- Alexandra Reborn, Communications Specialist, UHR

## Mark Your Calendar – Dates to Note

April 9 – 9 a.m.-12 noon HVAC code update class  
April 15-May 15 – Apprentice Program applications  
April 16 - 9 a.m.-12 noon Plumbing code update class  
1-2 p.m. Gas fitters code update class  
April 23 - 12 noon Apprentice Reunion/Recruitment Luncheon  
May 18 Final Exercises  
June 12 Ice Cream Social and Vehicle Show  
November 6 Fall BBQ

## Need Information and News?

University Human Resources news, updates and announcements are posted on line <http://www.hrs.virginia.edu/>

The University’s weekly news is posted on the web at <http://www.virginia.edu/uvatoday/thisweek/>

# Hoo's New

## Operations

Dorothy Breckenridge Housekp Wkr 1  
 Gary D Morris Plumber  
 Stephanie Helterbran Landscape Wkr  
 Warren E Blakey Housekp Wkr 2  
 Dedrick C Johnson Housekp Wkr 1  
 Claudine D Bullock Housekp Wkr 1  
 James C Brice Housekp Wkr 1  
 James P Murphy Landscape Supv  
 Elisama M Waja Housekp Wkr 1  
 Matthew Brown Fire Sys Asst.  
 Wesley Franklin Lands. Sr Wkr  
 Mary Steppe Housekp Wkr 1  
 Johnnie Banks Housekp Wkr 1

## FP&C

Joseph Phillips Sr Project Mgr.  
 Zachary Brackett Project Coordin.  
 Joseph Rainwater Project Director  
 Heather Crissman Office Coordin.  
 Craig Hilten Project Mgr.  
 George Cullen Contract. Admin

## Business Management Services

Aurora Crane Fiscal Tech

## Energy & Utilities

Devin Brown Trades Utility Wkr.  
**Health System Phys. Plant**  
 Eugene Hodges Trades Util. Sr Wkr.  
 Slobodan Letic Plumber  
 Courtenay Starks Cust. Service Rep  
 Christopher Haney Painter  
 Wayne Turner HVAC Mechanic  
 James Baugher. Trades Util. Sr Wkr.  
 Christopher Gross Painter

*\*New hires, transfers & promotions  
 from wage/temporary status to full-time,  
 12/11/07- 2/29/08*

# Hoo's Transferred & Promoted \*

## Operations

Brian Tinnell Carpenter Lead  
 James Cashwell Plumber Lead  
 Alton Morris HVAC Sr Mech.  
 Bradley Ingram Fire Sys. Tech

## FP&C

Steve Ratliff Supervisory CAM  
 Katherine Meyer Project Manager

## Business Management Services

Hollis Lawson B&G Supv. B

## Energy & Utilities

Brandon Lucas HVAC Mechanic

## When does *Your* Trades License Expire?

All Facilities Management employees holding a journeyman or master tradesman license are now required by the Department of Professional and Occupational Regulation for the Commonwealth of Virginia to complete a continuing education

course in each discipline in which they hold a license.

This is effective with licenses that expire in 2008 and after, as a condition of renewal. For example, an individual holding a master electrician license will be required to complete an approved electrical continuing education course. An individual holding a master electrician and master plumbing license will be required to complete an approved continuing education course in electrical and plumbing.

For the convenience for those employees, co-workers and supervisors, Facilities Management has arranged for HVAC, gas fitter and plumbing code update classes to be offered on-site.

Attendees have been selected in order of their expiration date and notified of scheduled classes although "stand-bys" may be called if there are emergency cancellations. Additional classes will be offered on-site later in the year. When attendees finish required classes, a copy of the certificate of completion must be given to the HR&T Office for your personnel file. Questions? Contact Cara Graham, Training Coordinator, at 982-5898 or [cmg6x@virginia.edu](mailto:cmg6x@virginia.edu)

## Hoo Retired

Florence Buchholz, Fiscal Operations Manager for Business Management Services, retired January 24 after 25 years of service to the University. After working as a Budget Analyst Senior on the University Hospital Project, she joined the Alderman Road team when Facilities Management was implementing computerized maintenance and moving to responsibility centered accounting. Florence helped develop many of the financial reports and rate setting methods still used today. In the Year 2000, Florence accepted an offer to manage the Fiscal Operations unit and to help usher in the Oracle system, excelling in both areas. She built a strong professional team and effectively managed through a period of unprecedented financial growth, Don Sundgren, Chief Facilities Officer, wrote in a letter of commendation for her service. She also streamlined labor reporting, added the accounts payable function, improved the billing process and, through her leadership, made the organization's transition to Oracle almost seamless, he added. The shirt Florence is wearing here was signed and presented by all the members of the Financial Usability and System Support (FUSS). FUSS is sponsored by Integrated System Deployment and Support (ISDS). Florence says she will be allergic to acronyms for the rest of her life.



Tracy Plunkett joined us in March as the new Fiscal Operations Manager.

# Safety is Our Priority



Hi Everyone -- I am Mark Breeden, one of the two Safety Officers for Facilities Management. Last quarter you heard from Brian Shifflett, the other officer, who talked about falls in housekeeping.

I would like to talk about our Fall Protection Program and commend the employees who are helping make our roofs safe for us to work on them. First, we want to thank Roofing Supervisor Mike Crawford, Roofer Sidney Taylor, Environmental Health & Safety Occupational Safety Specialist Michelle Whitlock, HSPP Zone Supervisor David Tyree, Safety Officer Brian Shifflett, and all of our roofing crew for making the Fall Protection Program work.

When I first began working as a roofer with Mike Crawford 20 years ago, there were not many options for fall protection so Mike had us wear harnesses with a rope and we tied off to whatever was secure on the building. Another technique was to have one

roofer stay on the peak of the roof and literally hold a rope connected to the roofer who was removing or adding shingles – sounds fairly low-tech, I know, but it worked. Eventually, Mike found a manufacturer who made temporary anchors that could be installed to the roof deck with screws. The roofers could then “tie off” to the roof anchors and use a rope and harness while they worked. But because the temporary roof anchors had to be discarded after each use, this was costly, *and* time consuming because we had to pull and replace the slate or shingles after each job.

When I was hired as a Safety Officer, my first task was to make our Fall Protection Plan safer and more beneficial for the University. With the help of two knowledgeable vendors, we found permanent anchors for our roofs which cannot be seen from ground level. Mike and the roofing crew have installed the roof anchors on 90% of the sloped roofs including those at the Hospital at David Tyree’s request.

The Roofing Department has also purchased equipment to work on standing seam roofs. This piece of equipment clamps to the metal seam and gives our employees a tie off point to attach their new ergonomically-correct harnesses. In the adjacent photo, Dwayne Taylor, our Safety Representative for the Roofing Department, is wearing that harness – you can see the pivot points at different areas of the harness making it easier on the employee to bend and move freely while completing any type of roofing.

Brian and I have also worked with other Facilities Management and HSPP shops to purchase harnesses for their employees to use for working on flat roofs because, even though a roof may be flat, it is not exempt from the OSHA standards or our Fall Protection Program. Unless the roof has a parapet wall that is 39 inches or greater, our employees must be in their harness and tied off to an anchor point.

Facilities Management supplies us with all the anchor points and different pieces of safety equipment such as our standing seam anchor and the ergonomically-designed harnesses along with portable retractors and rope that we need to work safely. We use them because we want to leave in the evening the same as we came in each morning. Thanks for following safe work practices!



The 8<sup>th</sup> Annual Design Inforum sponsored by Facilities Planning and Construction was attended by 73 architectural and engineering firms who wanted to meet project and procurement staff and learn about upcoming and proposed projects. Photos L-R: Administrative staff Betty Bowman, Molly Shifflett, Jody London, Kim Breeden, Maria Ragland and (not available for the photo) Shawn Walker handled preliminaries and registration. FP&C Health System Manager George Southwell and Senior Project Manager Fred Dunn pose with a rendering of the Emily Couric Cancer Center.

## Noted with Regret



Murray Howard, who worked with us from October 1982 until August 2002 as Curator & Architect for the Academical Village, died in December. He will be remembered for his work, his appreciation of his co-workers and their skill, and his great sense of humor. A tribute to his life

and accomplishments can be read at <http://www.virginia.edu/uvatoday/newsRelease.php?id=3946> In a letter he wrote in July 2002, Murray said *“Facilities Management can well boast of a restoration and maintenance program that is the University’s best hope for keeping the place alive and ...in superb condition. By my calculation, more than two hundred individuals among us have worked directly on those buildings and the grounds ...Each year I have seen the dedication and seriousness with which you care for this place. The quality of work done with pride, as a part of the long history of work here by others before and yet to come, makes me believe that the place will endure well as long as that type of dedication lasts. I am proud to have been a part of this undertaking alongside you, I thank you for your friendship, and I wish you well.”*

## Cavalier Spirit for a Young Tech Fan



Sign Shop team members **Carl Shifflett**, Supervisor **Tommie Collier** and **Robert Gray** were commended for their generous assistance last fall when a physical therapist from St. Mary’s Home for Disabled Children in Norfolk was chauffeuring a 12-year old patient - an avid Virginia Tech fan - for the last Tech home game of the season and decided to take a pit stop in Cavalier country. When their van’s battery died, the visitors thought they would be stranded in “enemy territory” and miss the kick-off. Carl, Tommie and Robert were installing signs nearby and offered their assistance; the Tech fans were soon on their way in time to make the game. These Facilities Management employees were “incredibly helpful and kind,” the therapist wrote.

## Compliments from Customers to...

Building Services employees **Pat Smith** and **Floyd Fowler**: The Institute on Academic Diversity hosted an event at Jordan Hall Conference Center March 6-8, I had the opportunity to work with your stellar employees, Ms. Patricia Smith and Floyd Fowler. They were a vital part of my recent conference’s success story. Housekeeping services were not scheduled that weekend because it was University Spring Break. Ms. Smith recognized our problem – 150 conference attendees would be at sessions those days and would not have clean restrooms or banquet areas – she and Mr. Fowler graciously volunteered to give up their holiday for us. Further, they agreed to come back on Saturday to help us end the conference. Thank you - we had one of our most successful conferences to date! *Catherine M. Brighton, Ph.D., Assist. Prof., Curry School of Education, Director, Institutes on Academic Diversity and Excellence*

Locksmiths **Gene Bellomy** and **Scott Johnson**: Thank you very much for the very speedy response to my call. The locksmiths were here immediately, got the door working and explained what the problem had been. Thanks for excellent and prompt service. - *Tim Tolson, Res. Computing Sup. Mgr, ITC*

McCormick Zone Building Services employees **Wanda Snead**, **Sally Carter**, **Norman Hughes**, **Dora Gholson** and **Phyllis Meredith**: On February 22, in anticipation of bad weather, chemicals were spread on the entryway stairs at Olsson Hall which, made the entryway very slippery – we were concerned because the next day we were hosting a department open house for prospective students and many visitors. These five responded immediately to our 4:30 p.m. call, even though this was late - they mopped and cleaned the floors, stairs and entry ways – they were quick, thorough, polite and efficient. We thank you for helping

us on such short notice. – *Christine Palazzolo, Computer Science Dept.*

Moving Crew members **Tim Gilmer**, **David Wood** and **Bernie Farish**: Thanks for all the help they provided to the Commerce School in moving items from Monroe to Rouss-Robertson. They ‘lugged the stuff,’ and were careful in loading and unloading. We made numerous ad hoc requests of them which they dealt with straight-away. Todd Romanac and the crew were flexible in the schedule. Their tough work made it much easier for us to make the move. We really appreciate their efforts. *Andy Ruppel, McIntire School of Commerce*

And again **Tim Gilmer**, **David Wood** and **Bernie Farish**: Thank you for your help with our office move February 20. You did a great job and offered suggestions we could use. – *Lillian Robertson, Dept of Medicine, Infectious Diseases*  
*University of Virginia Facilities Management*

# Goodbye to Paper Timesheets?

Over the past few weeks, University Human Resources has been visiting with Employee Communications Councils and employee groups to talk about a shift from paper time sheets to an automated time and attendance system. The proposed system would help employees and supervisors by reducing the chances for error and the time spent processing time and attendance.

This system would apply to all academic-side staff, both Classified and University, but not to faculty. This system would not be connected in any way to the daily log-in to your computer, nor would it be a phone-based system similar to the Medical Center's. Instead, the system would be accessed through the existing on-line IS (Oracle) Self-Service application (now used for other functions like retrieving pay slips, W-2s, address changes.) Employees would be responsible for clocking their own time. The system would be completely on-line, but programmed to synch up with existing time clock systems.

The biggest change would be the move to a bi-weekly payroll. This means instead of being paid on the first and

sixteenth of the month, employees would be paid every other Friday. Advantages to this include

- a more regular and predictable pay schedule (no more trying to figure out what day of the week the 16<sup>th</sup> will be)
- overtime shows up in the next pay period
- exempt employees will track leave, not time worked
- two times a year there would be an "extra" paycheck that did not have health care and other annual benefits deducted. This is because a bi-weekly pay period occurs 26 times a year, but those benefits are still deducted only 24 times a year.

Important note: each paycheck would be slightly smaller, because the same amount of money will be distributed over more paychecks. Even if this new system were implemented, it would not be in use before April 2009.

Because this system is still in the planning stages, UHR is looking for feedback from employees. If you have questions and comments, please share them by emailing [payroll@virginia.edu](mailto:payroll@virginia.edu) or calling the Payroll Department at 924-4350. - *Alexandra Rebhorn, Comm. Specialist, UHR*

## Congratulations on Professional Development Achievements

**Ron Herfurth**, Senior Mechanical Engineer with the Office of the University Building Official, earned two new certifications – Plumbing Plans Examiner and Commercial Plumbing Inspector - from the State Board of Housing and Community Development in November. Certification requires attendance at a 3-day class and passing tests for each certification.



**Shawn Farrell**, Senior GIS Analyst in Energy & Utilities, and **Martin Best**, Contract Administrator Senior in FP&C, completed the final of the four APPA Institute tracks - General Administration & Management; Maintenance & Operations; Planning, Design & Construction; Energy & Utilities; and General Administration - and graduated from the APPA Institute in January at Newport Beach, CA.

**Bill Farish** (right), Maintenance Supervisor for the University's service call system, completed APPA's five-day Supervisor's Toolkit course, also during the APPA Institute.

Seventeen Facilities Management employees were among the latest graduates of University Human Resource's Essential Work Skills (EWS) program. They are:

<b>Donnie Armstrong</b>	<b>Russell Jackson</b>
<b>Greg Beasley</b>	<b>Janice Morris</b>
<b>Shirley Bennington</b>	<b>Joe Mattera</b>
<b>Robert Breckenridge</b>	<b>Larry McGruder</b>
<b>Howie Brown</b>	<b>Diane Rush</b>
<b>Sallie Carter</b>	<b>David Starkes</b>
<b>Tiffany Hall</b>	<b>Theresa Washington</b>
<b>Marcus Mallory</b>	<b>DeUahn Wells</b>
<b>Hassan Mahamud</b>	

EWS is designed for new as well as experienced line and staff support employees and employees reentering the workforce, and was first offered in March 2007. The 11-week sessions address the need for effective interpersonal skills and additional information helpful to doing their jobs. Classes address topics such as speaking with confidence and teambuilding. Class discussions and group exercises help with practical skill application.

"I have found this program to really help employees become more confident and empowered in their job and in communicating with their co-workers," Cara Graham, HR&T Training Coordinator and an instructor for EWS said. Employees who successfully complete the training receive \$600 added to their base salary.

To be nominated for an upcoming class, please see your supervisor.

What sounds simple isn't always so simple...

## The real story behind a renovation & installation of 480 seats

Warren Britts of HSPP, using the example of the renovation of the McLeod Hall Auditorium in the School of Nursing (SON), recounts the phases of one of those projects that can take on a life of its own (and the lives of many employees). Seats and desktops in the auditorium were badly in need of repair, and replacement parts for the 1970's era seat were unavailable. Several years earlier, Facilities Management had prepared a budget request for maintenance reserve funds for repairs but the auditorium could not be taken out of use until a new facility was completed. Finally in 2006, plans and the interior design for the new Claude Moore Nursing Education Building were in progress. Renovation of the auditorium began the day after graduation (2007) and had to be completed by the first week in August. The events unfolded like this:

The existing seats, heavy stage furniture and the asbestos tile floor were removed by Rufus Rush, Asbestos Abatement Supervisor, and Kenny Smith, Roland Taylor and Logan McGann (not pictured). New carpeting was installed.

The balcony seating did not meet new building code spacing requirements -- Warren, as project manager (right photo, 3rd from R) had to work with officials to obtain a waiver to allow the old seat spacing.

Just as it looked like everything was coming to a neat close, a faculty member asked if the coat hooks on the auditorium's oak



picket walls could be removed because they posed an eye injury risk to taller people.

"No problem," Warren thought, until he discovered that the fabric wall covering *behind* the pickets was dry-rotted and filthy and would have to be removed.

New challenge: the pickets were damaged during removal and had to be replaced; next new challenge: the pickets were no longer manufactured.

But there was good news: Robbie Campbell, Cabinet Shop Supervisor, and Ricky Morris, Cabinet Finisher, came to the rescue and duplicated 400 new wooden pickets and trim.

Meanwhile, HSPP Electricians (left) Dean Lackey, Jim Comer, Paul Chaney, Steve Smeck and Jesus Gaona installed the conduit and raceway for a totally new audio-visual system being installed by an outside contractor.

New challenge: The electricians discovered that the fabric covering the sound panels was also filthy and dry-rotted. August was only days away when Warren finally found a mill that could duplicate the seat upholstery fabric in lengths that would fit the sound panels but the fabric arrived in mid-August when events were scheduled.

This meant that Supervisor Otis Hackett and (above) Carpenters Dan Lindsey, Barry Crawford, Phil Kleinheinz, Otis Hackett, Jr., Rodney Spencer, Jack Bryant, Scheffel Carpenter, Jason Hamshar, Al Hensley and (below) Martin Rush would have to learn a new skill (upholstering walls), and work weekends completing the work and installing the new trim.

That was done and the job seemed to be complete, until a decision was made to add acoustical wall sound panels to the brick side walls of the auditorium.

New challenge: Find a company to build and install the panels during the December break. By January, that was done, too, and the project was complete.

The total renovation required coordination of over 30 staff members and 10 different commercial vendors.



Thanks to the HSPP and Facilities Management shops, with their typically resourceful, "can do" attitude, the job was completed on time and to the customer's standards.