Welcome to the Facilities & Real Estate Services FY20 Annual Report, a recap of a year like no other in Penn’s history. This is an opportunity to review our Division’s activity, showcasing significant goals, initiatives, and projects that have reached major milestones, thanks to our collective hard work and collaboration with our Schools and Centers. Amidst many uncertainties and challenges during these times, our FRES community has exhibited strength and resilience to work together for the greater good. It is because of these efforts, in part, that our University remains impactful, innovative, and inclusive as we continue to plan and maintain a campus for the future.

Today’s work has required entrepreneurial thinking, optimism, transparency, and a whole lot of teamwork. Over these past several months, we have witnessed many individuals and full departments collaborate, moving quickly to support the best interests of the institution. We have recognized the great diversity of our FRES staff, each member bringing different perspectives and valuable assets to our campus life, which helps to make our vision become a reality. And we have been reminded that we are stronger together as we work as a community through this new normal.

We are fortunate to be at one of the world’s leading research and educational institutions with access to one of the world’s best health care systems. We have a responsibility to ourselves and to our fellow community members to create, to the best of our ability, a safe environment where all can thrive and make the most of an evolving situation. The commitment, professionalism, and agility of FRES staff to pivot during recent times is notable, addressing ongoing operations and adjustments to changing occupancy and circumstances. All of this effort is to get us back to some normalcy of life in the days ahead, restoring our beautiful university campus to its most magnificent charm and full functionality. Let’s take this opportunity to celebrate our successes and share our Penn pride in the roles we play and the special place where we work. We will keep each other going strong, working smarter, and being healthy as we move along the path together into this next academic year.

Sincerely,
Anne Papageorge
Vice President–Facilities & Real Estate Services

Facilities and Real Estate Services provides the expertise, business process, policies and standards, requisite plan, design, contract, opening, maintain, and research physical assets of the university. In addition, our Division is responsible for the strategic planning, management, and operation of non-academic university property and collaborates with the neighborhood to create a safe, diverse, and economically vibrant destination. We maintain 218 buildings on a campus of 259 acres, excluding the Health System, New Bolton Center, and Moreland.”

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The emergence of the global coronavirus pandemic reached the Greater Philadelphia area in March 2020, upending our well-laid plans in Facilities & Real Estate as well as the rhythm of our personal lives. As FRES, we met the demands of emergency crisis response logistics and communications in the middle of an ever-changing environment and guidelines. We knew that our agile response during a time that has been unlike any we have experienced before would make all the difference on future days.

The following are highlights of the actions taken by each FRES department to safeguard the health and safety of our team members, meet staffing needs, communicate up, down, and across within the Penn community, and support our neighborhood, retailers, and our colleagues in Penn Medicine.

**OPERATIONS AND MAINTENANCE**

- Consolidated shifts; significant overtime reduction limited to emergencies; management staff working remotely where possible.
- Operated with reassigned number of housekeepers and trades on rotation to address essential work, adjusting staffing levels as needed.
- Operated building HVAC systems in unoccupied mode setting when possible to conserve energy.
- Performed preventive maintenance on essential systems in anticipation of phased laboratory openings.
- Implemented COVID-19 online staff training program.
- Communicated weekly with Building Administrators.
- Notified emerging industry safety guidelines & adjusted ISM services in anticipation of campus re-occupation.

**REAL ESTATE**

- Rent abated for Penn locally owned and operated retailers as a result of non-essential business closure and limited customers on campus evaluated monthly.
- Rent relief consideration for Pennovation Works members on a case by case basis. Rent abated in spring and summer.
- Assisted students with off-campus and Fraternity and Sorority move-out.
- Worked with Penn Department of Public Safety (DPS) and Penn Environmental Health and Radiation Safety (EHRS) to organize a drone show by a Pennovation Works company to thank frontline healthcare workers and first responders.

**DESIGN AND CONSTRUCTION**

- Complied with State shutdown of 35 active construction projects required in March 2020 to make sites safe and secure.
- Waivers granted for projects related to life-sustaining work, such as PSOM virus research lab and Pavilion; and for New College House West and Tangen Hall weatherization work.
- Contractors resubmitted safety plans to comply with COVID-19 site-specific safety guidelines and enforced by a Pandemic Safety Officer. Enclosed (indoor) projects are limited in quantity of workers for social distancing.
- Resumed construction May 2020 for 16 projects.

**ADMINISTRATION**

- Initiated a periodic newsletter, FRES Brighter Side, to communicate information, reminders and community building engagement activities.
- Verified all employees were able to access the necessary tools and data to perform their work at home and initiated remote IT training, IT Snack and Learn Series.
- Worked with Schools and Centers to review the FY21 Capital Plan.
- Restated FY20 and FY21 cash flows based on the FY20 six-week construction stoppage and delay of future capital projects.

**OFFICE OF THE UNIVERSITY ARCHITECT**

- Consultants continue to advance design remedy for all active projects. Design Review Committee has adopted virtual meeting format.
- Philadelphia Department of Licenses and Inspections (L&I) launches eCLIPSE, an online building permit program.
- CAD Box remains supported for all utility projects and essential operations.
- Marked Earth Week 50th anniversary with Power Purchase Agreement (PPA) announcement, webinar, and video launch; promoted outdoor wellness activities including Nature Rx and 30x30 challenge.

**INCLUSION, INNOVATION, IMPACT**

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The Administration department is responsible for Finance and Business Planning, Information Technology, and Human Resources. Responsibilities include management of the capital planning and approval process for the University, planning and analysis, evaluation of accounting treatments for our real estate and development transactions, payroll, purchasing transactions, and capital accounting for design and construction projects. The Department also supports the Division’s technology needs, recruitment, and human resource functions.

In 2019, the entire University of Pennsylvania transitioned to Workday, an HR, payroll, and financials platform that uses cloud-based technology and offers enhanced security. Throughout the year, FRES non-union employees were trained in Workday for timekeeping, benefits enrollment, and PTO and payroll management. Throughout FY20, 90% of FRES staff participated in a training program offered by the University. These opportunities included various classes and workshops including various classes and workshops offered by the University, as well as IT Stack & Learn sessions, and implicit bias training.

In late 2019, FRES employees came together for our Annual Update Meeting, where VP Anne Papageorge spoke about the Power of Penn and presented her vision for the future of the University. The meeting, held multiple times over several days in order to allow all staff in shifts to attend, celebrated our accomplishments over the past year and outlined our major contributions to campus development planned for the next few years. View a PDF of the 2019 presentation on the FRES Intranet, Pennkey and password required.

In April, FRES team members were recognized at the virtual 2020 Models of Excellence Awards ceremony. FRES receives a Models of Excellence Award. He and his team successfully migrated from the Walnut Street Data Center to the Pennovation Center while modernizing network infrastructure, delivering immediate and long-term benefits to Penn, achieving sustainability targets, and providing cost savings.

FRES' STEP-UP recognition program continues to recognize and encourage behaviors that lead directly to the accomplishments of the University and FRES' mission. A list of those receiving a STEP-UP award can be viewed in the Penn Community section on the FRES Intranet. Pennkey and password required.

On December 14, FRES staff gathered to celebrate the season with a holiday meal and gift exchange in the Penn’s Women’s Center, a formerly named Housekeeper’s Lounge. As the event honors recipients for Years of Service in FRES, STEP-UP and volunteering on FRES’ Engagement Committee, to see a full list of those recognized, visit the FRES intranet, Pennkey and password required.

In order to keep staff connected while working remotely, in April 2020, FRES introduced “The Brighter Side,” a regular newsletter communication with information, reminders, and community-building ideas. The newsletter included helpful information about University wellness, reminders about benefits, and updates on the University’s response to the COVID-19 crisis. FRES’s thirteenth annual Employee Recognition ceremony was planned for March, but was instead conducted remotely, as a consequence of the COVID-19 situation. This year’s honorees included recipients of Penn’s Employee Recognition ceremony who were recognized, visit the FRES intranet, Pennkey and password required.

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Economic Inclusion

For years, a robust diversity program has been in place within Facilities & Real Estate Services to reach economic inclusion goals for minority and women-owned businesses and for minorities and women in the work force.

Economic inclusion goals have now been expanded to incorporate Tier 2 diversity spend and FRES is working with Purchasing Services in developing metrics. Some areas of opportunity include materials purchasing contracts, on-call contractor spend with specific diversity third party collaborators and introductions between on-call contractors and specific diversity third party collaborators and assisting in developing relationships.

CONSTRUCTION

The Design and Construction department implements the University’s capital plan for new construction and renovation of existing properties. The team works closely with the Schools and Centers, design teams, and contractors to ensure that capital projects are completed on time and on budget, while meeting the quality level expectations of the University.

The Project Managers lead the Schools and Centers through the budget approval process, design, procurement, and construction of these capital improvement projects.

COMPLETED PROJECTS

The revitalized Penn Squash Center opened in fall 2019, featuring two new glass exhibition courts, an expanded lobby including a squash hall of fame, new restrooms with full ADA accessibility, and separate men’s and women’s team rooms. The new $18.2M renovation also includes enhanced spectator viewing and new team rooms. The new $18.2M renovation also included accessibility, and separate men’s and women’s team rooms.

The new $4-50G SF, $87.65M Wharton Academic Research Building on track for completion in fall 2020. Linking to the south side of Steinberg Hall-Dietrich Hall, the four floors of academic and research space will include flat classrooms, group study rooms, research spaces, and office space.

PROJECTS IN CONSTRUCTION

Construction continues on New College House West to provide residence for Class of 2025. The $169.5M, 250,000 GSF residential project will feature new steps, seating, and plaza enhancements. Expected completion is October 2020.

The University Meeting and Guest House, located at 3808-10 Walnut Street, is being repositioned as a supplemental office and housing space adjacent to the President’s House. The $26.25M renovation of offices and suites will serve University dignitaries during short-term stays, and is expected to be completed in summer 2021.

The new 82-450 GSF, $87.65M Wharton Academic Research Building will feature new steps, seating, and plaza enhancements. Expected completion is October 2020.

The $5.1M renovation of ground floor space in College Hall will create a welcoming space for first and second year students of the College Hall. The $26.25M renovation of offices, meeting rooms, and suites will serve University dignitaries visiting the College. The $26.25M renovation of offices, meeting rooms, and suites will serve University dignitaries visiting the College.

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The Office of the University Architect is responsible for the oversight of the design, physical development, and preservation of University facilities, including off-campus facilities (Morris Arboretum and the New Bolton Center for Veterinary Medicine). The University Architect oversees the University's design review process, campus planning, and design selection, as well as zoning and accessibility requirements. The staff in the Department also facilitates the Capital Plan, oversees landscape design and improvements, signage, and Climate and Sustainability Action Plan 3.0 efforts for the University. The Department is responsible for tracking and maintaining all space data, such as floor plans, square feet, and departmental areas for the University.

PROJECTS IN DESIGN

Announcing the University's commitment to energy research at our Walnut Street gateway, the Vagelos Laboratory for Energy Science and Technology will consolidate existing and emerging industry leading energy research, and Technology will become the new home for the VIEST and VIPER programs and feature highly functional, flexible, efficient lab space design supported by vertically-oriented collaborative spaces, minimizing disruption to residential life.

The Biotech Commons will reimage the biomedical library space on Hamilton Walk to serve as an area of cross-disciplinary collaborations that enhance emerging data science research in all of Penn's schools and academic centers. Planned features include active learning classrooms, student project spaces and labs.

The neighboring Shadley College House Renovation project will add a new accessible elevator at the entrance and provide new program spaces in the college houses and academic buildings.

The comprehensive Quadrangle Renovation project will restore the historic academic campuses' unique academic library spaces on Chestnut Streets, will serve as a hub for cross-disciplinary collaborations that enhance emerging data science research in all of Penn's schools and academic centers.

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Penn has been recognized as a top performer in the 2010 Sustainable Campus Index (SCI), achieving high marks in transportation, diversity and affordability. A publication from the Association for the Advancement of Sustainability in Higher Education (AASHE), the Sustainable Campus Index recognizes top-performing sustainable colleges and universities overall and in 17 impact areas, measured by the Sustainability Tracking, Assessment & Rating System (STARS). SCI, a publication from the Association for the Advancement of Sustainability in Higher Education (AASHE), the Sustainable Campus Index recognizes top-performing sustainable colleges and universities overall and in 17 impact areas, measured by the Sustainability Tracking, Assessment & Rating System (STARS).

In May 2020, the University of Pennsylvania signed a Power Purchase Agreement (PPA) for the creation of a solar power project reaching the University significantly closer to meeting its commitment of a 100% carbon neutral campus by 2042, as outlined in the Climate and Sustainability Action Plan 3.0. The agreement providing for two contracts will result in the construction of two solar power projects totaling 220 megawatts, which is projected to produce approximately 455,000 MWh of electricity annually. Penn will purchase all electricity produced at the sites – equal to about 75% of the total electricity demand of the academic campus and the University of Pennsylvania Health System – for 25 years at a rate competitive with conventional electricity prices.

The agreement (consisting of two contracts) will result in the construction in 2021 at the scale of the PPA ranks it at the top of solar and wind installations created by an organization’s ability to plan, respond and recover in the event of an outage or disruption in order to continue operations and uphold the core mission of the University. Certification, the Office of Budget and Management Analysis, and the Division of Finance.

Since its inception in 2018, the SAFE card program (Safety Avert from Employees) has addressed 232 reported safety concerns, and moved 100 others toward completion. The SAFE card program accomplishes an employee to report a safety issue and the keep that employee in the loop as it is addressed and resolved. Front Protection studies and engineering designs were completed for 330 buildings, resulting in enhanced safety for Penn employees and contractors who access these buildings. More than 440 Trades staff completed work-specific safety trainings in FY20, demonstrating Penn’s strong commitment to safety in the workplace. Training topics included in-house OSHA, confined space, and CPR, electrical safety, fall protection, and city plumbing and electric fall protection, and city plumbing and electric.

In collaboration with FRES Design & Construction, an upgrade of the controls system at MOD7 was completed, resulting in increased reliability and efficiency of the University’s chilled water production. The Enhanced Retro-commissioning Program (eRCx) has now studied 10 additional laboratory buildings. Energy reduction measures identified to date by the eRCx initiative have the potential to reduce the campus building-related energy usage by 13%.

In 2019’s Power Green campaign, the energy messaging of the CSAP3.0 launch and 2019’s campaign shared the Eagles Green Fridays, allowed staff members to incorporate green tips in support of Penn’s sustainability goals. The collaborative initiative, which organizes a University-wide fall protection, and city plumbing and electric.

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MAINTENANCE

At the end of February 2020, O&M had reduced the number of work orders avoiding completion by one third. Prior to March 2020 and the interruption of standard work practices due to COVID-19 response, O&M continued to make headway on shortening the work order list for all shops. More than 90% of work orders are completed within 30 days. Prior to COVID-19 work adjustments, Operations & Maintenance increased hours spent on response to day-to-day situations, Operations & Maintenance continued to make headway on shortening the work order list for all shops. More than 90% of work orders are completed within 30 days.

INCLUSION

FRES Annual Report FY2020
November 2019 marked the one-year anniversary of the JPOD @ Philadelphia. As a full-service business and technology incubator housed at the Pennovation Center, JPOD @ Philadelphia’s goal is to identify and accelerate the development of early-stage health care solutions from the Philadelphia region’s life science ecosystem. During the JPOD @ Philadelphia’s anniversary, representatives from our Philadelphia health and biotechnology start-ups shared how partnering with JPOD @ Philadelphia has impacted their company’s growth over the past year.

Innovative companies at Pennovation Works continued to expand and achieve accolades from academia and industry. Strella Biosciences and Instahub were awarded Penn’s Presidential Innovation Prizes in 2019. Two Upstarts and Garages were new to the Pennovation Center community, while Cocoa Press graduated from its space in the Center and moved across the site to expanded space in the Office Building. More Innovator Fairs were held at Pennovation Works in June 2019. Lia Diagnostics and ZeroEyes were continued to expand and win accolades from academia and industry. Strella and Instahub were impacted by the 3rd annual Pennovation Works Accelerator Cohort 2019, featuring Hardwork Movement, a Philadelphia community concert on September 27th, 2019. Food trucks Philly Goodfellas and Constance, a based hip-hop group. Attendees also enjoyed a live performance by neo-soul artist, Jacqueline Constance. Food trucks Philip Goodfellas and Constance were on site for refreshments. Cocoa Press graduates from space in the Office Building.

On Sunday, October 4, over 100 makers and 1,000 visitors came together at Pennovation for the second annual Philadelphia Mini Maker Faire. The Faire was a chance to highlight the renaissance of Making within the city's manufacturers, artisans, and inventors. Students were able to start their startups and physical products into successful businesses. The 2019 Third Annual South Philly Job Fair was held at Pennovation Works in June. The job fair was a free event with more than 60 employers in attendance, including: Aramark, SEPTA, Jevs Human Services, PECO, PNC Bank, Temple University and Penn. Some companies offered on-site interviews and job search counseling.

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In 2019, the 3rd annual Pennovation Works Accelerator Cohort 2019 opened on Sept. 11, 2012, as a national research and development center for select dog.
IN THE HEADLINES

APRIL 28, 2020
Drones Light Show in University City Honors Workers on Frontlines of Pandemic

CBS Philly

APRIL 22, 2020
Nature as a refuge in unsettling times

Penn Today

APRIL 13, 2020
Penn signs Power Purchase Agreement for largest solar project in Pennsylvania

Penn Today

APRIL 1, 2020
How small businesses around Penn are surviving the coronavirus crisis

Penn Today

FEBRUARY 19, 2020
The Fresh Grocer at 40th and Walnut to close in March; Acme to open this year

West Philly Local

DECEMBER 13, 2019
2019 Holiday Happenings in University City

University City District Newsletter

NOVEMBER 15, 2019
Penn Museum reimagines its African, Central American galleries with a modern view

The Philadelphia Tribune

NOVEMBER 8, 2019
Pennsylvania and America’s Brain: John Updike’s Final Penn Today

OCTOBER 30, 2019
State of the University Climate and Sustainability Action Plan 3.0
Annulus, Vol. 86, No. 11

OCTOBER 29, 2019
Michael Solomonov’s Dizengoff opening in Franklin’s Table Food Hall

Philadelphia Business Journal

OCTOBER 23, 2019
The Atlantic’s Modern Innovation Index: Pennsylvania

August 20, 2019
Radiation Medicine: Its State, Its Value, Its Future
Penn Today

FEBRUARY 19, 2020
The Fresh Grocer at 40th and Walnut to close in March; Acme to open this year

West Philly Local