A Look Back at our Achievements in an Unprecedented Year
Facilities and Real Estate Services, as stewards of Penn’s physical environment, strives to provide innovative and cost-effective solutions that embrace our rich past and enhance the quality of the University’s living and learning experience.

VISION
Collaborating for a sustainable tomorrow.

DIVISIONAL OVERVIEW
The University of Pennsylvania’s Division of Facilities and Real Estate Services works with Penn’s schools and centers to support the University’s physical infrastructure. We work hard to provide valuable information and services to the students, faculty, staff, alumni, and vendors of Penn. Under the direction of the Sr. Vice President, the Division provides the expertise, business processes, policies and standards required to plan, design, construct, operate, maintain and renew the physical assets of the University.
Welcome to the Facilities & Real Estate Services FY21 Annual Report, an opportunity to reflect on a year where our team members exhibited resiliency and continued challenges and a grand exit to come normally. Throughout the past year, the nature of the pandemic shifted and vaccines became widely available, Facilities & Real Estate adapted once again, working to ensure a safe campus environment for the return of in-person students, faculty, and staff, while continually advancing major ongoing initiatives and projects.

Through our collaborative efforts, we have created new campus spaces and renovated and maintained existing ones that inspire learning, foster innovation, engage the student and work experience, and serve the neighborhood. Much of our work is cyclical around an academic year, as new buildings are built, existing spaces are maintained or renovated, and students move in and out. While these past 12 months have challenged all of us to adjust and adapt the way we work, the transformation and advancement of our campus has continued without significant impact, and that is something we can all take pride in as stewards of this beautiful campus.

We have recognized the great diversity of our community and the value that each member brings with different perspectives and assets, making our vision become a reality toward a unified and connected university life. I am extremely grateful for the extraordinary efforts of all of my colleagues as we navigated through unusual times while supporting a safe, dynamic and inspiring sense of place where university life. I am extremely grateful for the extraordinary efforts of all of my colleagues as we

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, financial 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 university’s information technology needs, recruitment, and human resource functions.

A new presentation is available on the FRES Site: FRES Procurement Source Book: Principles for Buying and Contracting in Operations and Maintenance. This presentation outlines the types of O&M procurements and the general O&M maintenance contract process, and the system for purchase order approvals, among other topics. All essential personnel, including union staff and FRES O&M supervisory and management staff, went through COVID-19 training in FY21. Presented via Knowledge Link, the training reinforced the safety and social distancing protocols established at the beginning of the pandemic. Any protocols changed, additional guidance was provided via e-mail and website.

The FRES team took on the communications challenge of orchestrating a hockey and password update while many staff worked remotely, in order to keep work and information secure. Additionally, they helped modernize FRES’s office space, moving computers and phones so that desks were compliant with social distancing guidelines, and staff technology needs were met.

In FY21, representatives from FRES O&M, Sustainability, Finance and Administration developed a proposal that was accepted by the Wharton Undergraduate Student Analytics Club (WUDAC), to visualize work order activity and costs by building over time. The group developed a series of heat maps and a model that we have been able to use to extend the use of data analytics in FRES.

PROFESSIONAL DEVELOPMENT AND TRAINING
Beginning in March 2020, FRES’s Information Technology team hosted frequent virtual "Snack and Learn" sessions covering useful technology topics to assist staff with the transition to remote and hybrid work. Topics for these sessions included an advanced tour of using Zoom, Adobe, and many more. "Snack and Learn" presentations remain accessible on the FRES IT Help Desk.

The FRES New Employee Orientation process added a virtual component in the spring of 2021, involving new employees to more quickly "meet" FRES leadership as well as to the start of their employment and while still working remotely. As staff return to the office, a virtual welcome and training session, new employees are able to visit FRES Leadership as close as person meet and greets with FRES leadership. Presentations remain accessible on the FRES IT Help Desk.

INFORMATION TECHNOLOGY

FINANCE & ADMINISTRATION

Chaz Howard
To mark the 2020-21 holiday season, nearly 100 FRES staff members contributed to our Adopt-a-Family Project. The group purchased at least 10 gifts each for a family of 8 children, along with several generous department store and grocery store gift cards for the family’s mom.

Another way FRES staff remained engaged and connected was the revival of the FRES Book Club in March 2021. The first book the group discussed was The Vanishing Half, by Brit Bennett, a New York Times bestseller that delves into racial identity and sexual orientation.

The Brighter Side, a regular newsletter with information, reminders, and community-building efforts, was introduced in March 2020. Released to all FRES staff on a bi-monthly basis for the duration of the remote and hybrid work period, The Brighter Side featured resources for body, mind, and spirit, university updates for those working remotely, and updated information on Diversity, Equity, and Inclusion (DEI) efforts at Penn.

Throughout FY21, Penn’s Employee Assistance Program (EAP) provided counseling and referral services for personal and professional life issues via listening post sessions. The EAP provided access to free, confidential, 24/7 counseling by phone, small, unstructured, and through face-to-face sessions. Call 866.799.2329 or visit healthadvocate.com.

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ECONOMIC INCLUSION

FRES Minority and Women Owned Business Economic Inclusion Goals
A robust diversity program has been in place within Facilities & Real Estate Services to reach economic inclusion goals for minority and women-owned businesses (MWBE), and for minorities and women in the workforce. Recently, FRES has expanded to intentionally include diversity spend for all FRES departments: Real Estate, University Architect, and Operations & Maintenance, as well as Design & Construction, which has been reporting in this area.

In response to employee interests, throughout FY21, FRES partnered with a consultant to establish a strategic approach to Diversity, Equity, and Inclusion (DEI). A staff-wide survey was distributed and small focus group discussions were held throughout Winter 2021. The consultant analyzed the feedback and prepared a report for FRES leadership. Highlights from the DEI strategic plan were shared with all of FRES, during the Summer ’21 FRES Annual Update virtual meetings. The publication of a DEI Executive Summary is planned for Winter 2021.

All areas of FRES have the objective to build the Tier 2 Minority and Women-Owned businesses (MWBE) in order to help small businesses grow in capacity by including them where appropriate or assisting in making the connections to larger prime contractors with whom they can potentially partner. Some areas of opportunity include match-making between on-call contractors and specific diversity third party collaborators and assisting in developing relationships. In July 2021, the University’s Procurement Services Virtual Supplier Diversity FRES Tier 2 minority and women-owned businesses (MWBE) was held where representatives from FRES used virtual breakout rooms to connect with these companies.

As we enter into FY22, FRES will continue to partner with community stakeholders to build new connections and relationships with potential partners.

The Office of the University Architect was an inaugural recipient of the Penn Supplier Diversity & Economic Inclusion Impact Awards for its work under Philadelphia Anchors for Growth and Equity (PAGE) Construction, which has been reporting in this area for years.

FRES, during the Summer ‘21 FRES Annual Update virtual meetings, which included all the local chamber partners. FRES will continue to partner with and participate in the quarterly Economic Inclusion Collaborators in our projects. FRES also participates in the quarterly Economic Inclusion meetings, which included all the local chamber partners.

OTHER HIGHLIGHTS
All areas in FRES are working with PAOG, Philadelphia Architecture for Growth and Equity (PAOG) and their mentorship program to establish diversity spend for all FRES departments: Real Estate, University Architect, and Operations & Maintenance, as well as Design & Construction, which has been reporting in this area.

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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.

The University Meeting and Guesthouse, completed in April 2021, welcomed important guests to campus and provides a place for strategic meetings and special events. The $38M construction of the project transformed two Victorian townhouses on 38th and Walnut streets into an open, modern and welcoming space, within its contemporary terra-cotta clad facade. The $4.3M renovation of the ground-floor space in College Hall has created a welcoming study and gathering space for the first-generation and low-income students of Penn First Plus. Penn First Plus Office offers a central, supportive home of Penn’s first-generation and undergraduate students of limited financial means that can first access to University resources. The adjacent space also features offices for the Palestra Program’s fitness, fitness, and industrial practices. Penn’s new central hub for developing courses, events, and curricular activities to promote civil discourse for undergraduate students.

As of spring 2021, Gregory College House, near features air conditioning as well as updated windows. The completion of this $18M project resulted in all residential facilities on Penn’s campus being fully air conditioned.

The construction of the $40 M project was completed in May 2021. The $13.5M addition and renovation which started in July 2019, is scheduled for completion in the fall of 2021. The 13th college house on Penn’s campus, this $160M, 448-bed residential building houses undergraduates and provides common areas including a life skills kitchen, study, sewing/sanitary rooms, and music practice rooms. The renovation of the Biomedical Library included the existing space into a modern and technologically advanced learning facility called Biotech Commons.
Projects in construction during FY2021 include the installation of a Secondary Steam Line from the South St. Bridge to the Ivins claim station in order to provide a second feed for the University and Health systems. The $18.2M project was substantially completed in November 2021.

The facade of 3401 Walnut was renovated and completed by the end of 2021. The $8.75M project includes parapet cap repairs, and window replacement, as well as limestone and window replacement. The University’s Information and Computing Systems (ISC) offices were renovated and completed by the end of 2021. The $7M project includes stucco receiving a $7M upgrade that includes stucco and window replacement, as well as limestone and window replacement.

In 2020/2021 the national ACE (Architecture, Engineering, and Construction) Mentor Program FRES for the eighth year in Fall 2021. Forward to welcoming an ACE Team back to campus to be completed in 2024.

Another infrastructure project in process is the partial replacement of clean energy conversion methods, into one research facility. Construction on both buildings will begin in spring 2022, and both are expected to be completed in 2024.

The ACE PROGRAM
In 2020/2021 the national ACE (Architecture, Construction, and Engineering) Mentor Program virtual launch. Featuring presentations from industry experts and providing online resources for students interested in the architecture, construction, and engineering fields. In April 2021, FRES Design & Construction staff gave a presentation about the project process from beginning to end, including facts about budget reconciliation, construction coordination, and engineering.

In February 2021, Penn’s Board of Trustees approved plans for the construction of a new SEAS Data Science Building and the Vagelos Laboratory for Energy Science and Technology. The $150M Data Science Building will be named Amy Gutmann Hall to celebrate Penn’s data research resources, providing a cross-disciplinary collaboration hub harnessing Penn’s data research resources, providing a cross-disciplinary collaboration hub for Energy Science and Technology.

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Penn’s tree canopy is one of the most developed and extensive in the city of Philadelphia. Currently at a Level 2 Arboretum status, this past year 75 new trees were installed, and 200 were pruned. A new pilot Plant Health Care program was launched, aimed at proactive, preventive care for Penn’s trees.

In support of the Ecological Landscape Stewardship Plan, Urban Park staff participated in hands-on training sessions to review and demonstrate maintenance practices of native plantings on campus. The training helped staff establish priorities for tree succession and plantings into the future as the canopy on campus ages and matures.

The Penn Park Farm and Orchard flourished over the past year, with volunteers distributing hundreds of bags of produce and vegetables to those in need during the course of the pandemic. The Farm and Orchard (established in 2014) continue to develop programs with Wellness at Penn and Penn’s Center for Public Health to address food and social justice and food insecurity.

Three gardens and parks were improved in spring and summer 2021: the Penn’s Women’s Center Garden at 37th Street and Locust Walk, Kane Park at 34th and Spruce Streets, and the Hill Pavilion Gardens at 38th and Spruce Streets. All feature the addition of extended seasonal interest, more native trees, shrubs, and perennials.

Penn’s urban park in alignment with the goals of Pen’s Climate and Sustainability Action Plan 3.0, the University promotes the importance of trees and the creation of public open spaces. In May 2021, University Landscape Architect Staff partnered with Penn Sustainability and TreePhilly, a program of Philadelphia Parks and Recreation, for the 2021 Creating Canopy tree giveaway, providing more than 100 free yard trees to Penn and UPHS staff and faculty. Since the Creating Canopy program began in 2011, FRES has added more than 2,000 trees to the region’s tree canopy through this program.

Penn’s Graduate School of Education (GSE) at 37th and Walnut, completed the construction documents for a $34.8M addition and renovation that will add a four-story entrance pavilion and a two-story addition on the west side of Stiteler Hall. The construction will include new collaborative student areas, teaching laboratories, executive-level classrooms and offices that will enable the GSE to consolidate its degree programs in one location, and create a multifaceted, central hub for education on campus.

Numerous Penn building projects and sustainability initiatives were acknowledged or their excellence over the past year. The recently completed University Meeting and Guest House received an honorable mention in the Architect Newspaper Best of Design Awards’ Unbuilt-Education category in December 2020. The restored and renovated Richards Medical Research Laboratory was recognized in 2020 by both DOCOMOMO US and the American Institute of Architect’s Pennsylvania Chapter. The Ronald O. Perelman Center for Political Science and Economics received a Design Excellence and Service Award from the Ontario Association of Architects (OAA). The renovated Penn Squash Center, completed in 2019, was honored with a Best Project Award from Engineering News-Record (ENR).

For the twelfth year in a row, Penn has been named a Tree Campus USA by the Arbor Day Foundation. The Tree Campus USA program recognizes college and university campuses that effectively manage their tree campuses.

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SUSTAINABILITY

Penn’s first Climate Week, September 21 – 25, 2020, offered more than 45 virtual events, organized by various schools and centers at Penn, covering climate science and storytelling with a special emphasis on racial justice and local action. Penn Sustainability aligned its annual ReThink Your Footprint campaign with Climate Week, encouraging members of the Penn community to take action to reduce their own environmental footprints.

While COVID-19 prevented most in-person sustainability events over the past year, the Penn Sustainability team became more active on its YouTube channel, using the platform to post videos like Tips for Green Living at Penn and panel discussion Nature as Nurture: How 3 Philly Groups Are Improving Access.

Penn Sustainability commemorated Earth Week, April 19-24, 2021, with a mix of in-person and virtual events. In honor of the 51st anniversary of Earth Day, participants enjoyed socially distanced group yoga and a virtual tour of hives with the Penn Beekeeping Club.

The Sustainability Tracking, Assessment & Rating System ™ (STARS ®) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. Penn completes the STARS self-reporting tool every three years and began the information collection from across the university during FY21. The report was submitted in August 2021 and received a Gold rating.

Overall, work towards the goals of Penn’s Climate and Sustainability Action Plan 3.0 continued throughout FY21, with progress made in all areas. A summary of activity is available on the Penn Sustainability website.
ENERGY & GREENHOUSE GASES (GHG) EMISSIONS MANAGEMENT

In November 2020, O&M leadership presented the positive results of the FRES recommissioning programs to the Board of Trustees, highlighting the potential $3.5 million annual savings identified as a result of studies conducted in 11 laboratory buildings. The Power Purchase Agreement (PPA) contract was continually monitored, as were production capacity goals, the completed design, and the selecting of the energy performance contracting (EPC) firm.

MAINTENANCE MANAGEMENT

Work order backlog was reduced in FY21 thanks to an effort to prioritize service requests. Continued development of the Mechanical Electrical Plumbing (MEP) field supervision initiative and facilities reconditioning efforts at the Perelman School of Medicine (PSOM) were successful, as was the development of a new, Enhanced Proactive Maintenance & Systems Performance Verification (ePM) program in the same PSOM buildings. Additionally, in an effort to focus on preventative maintenance, O&M began a pilot thermal imaging program for building electrical panels.

SUMMER TURNAROUND 2021

The staff of FRES Housekeeping and Trades did an excellent job repairing, cleaning, painting, and refreshing our buildings and green spaces during Summer Turnaround 2021. During those short 13 weeks, housekeeping cleaned over 1.6 million additional square feet, including approximately 3,800 student rooms. Our trades staff completed 6,860 work orders over the same period, ensuring that the buildings and public spaces on campus looked outstanding by the time students returned for the fall 2021 semester.

SAFETY & LOAD SERVING ENTITY (LSE) MANAGEMENT

O&M supported the design of Sub #4, construction of the secondary streamline, a MOD-6 controls upgrade, buildings chilled water interfaces, 34th Street chilled water cross tie, and the MOD-6 cooling tower removed. They ensured MOD-6 & 7 major maintenance activities were performed as planned.

HUMAN ASSETS MANAGEMENT

Employee training throughout the pandemic included safety and wellness awareness sessions. A focus on communication with unionized staff included text messaging and Knowledge Link trainings.

SAFETY AT WORKPLACE MANAGEMENT

Workplace safety concerns continued to be addressed through the SAFE card program, and roof fall protection was installed in 21 buildings.

CUSTOMER RELATIONS MANAGEMENT

In FY21, Operations and Maintenance initiated a weekly virtual Building Administrators Forum, providing customers with regular updates on O&M processes during the pandemic and exchanging ideas on how best to serve the campus.

FINANCIAL MANAGEMENT

Management of expenses over the past year resulted in a more than 10% reduction of annual expenses, and a 10% MBE addressable spend.

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Penn’s neighborhood retailers were deeply affected by the pandemic-related drop in the usual customer base of students, staff, faculty and neighborhood patrons. During this time, FRES’ amplified marketing efforts to support Shop Penn retailers including enhanced social media and web content such as socially distanced Itineraries, recipes shared by some of the popular restaurants, fun Q&As with business owners, and a Holiday Gift Guide. Many businesses remained open for online shopping, takeout and delivery to attract those customers on or near campus. FRES management of the real estate portfolio also worked diligently with operators on rent reductions and abatement during these difficult months, and communicated with many of our Shop Penn small business owners to relevant grant programs or financial advisors to assist in long-term viability.

An ACME store opened in October 2020 at 40th and Walnut to serve campus residents as well as our West Philadelphia neighbors. Penn’s Sr. EVP Craig Carnaroli attended the ribbon-cutting ceremony and a short presentation where ACME leadership announced an additional $50,000 to five local hunger relief initiatives supporting the West Philadelphia community. Each organization—including the University’s Netter Center for Community Partnerships, which will use the funds for its food distribution programs in University City—was presented with $10,000.

Several Shop Penn retailers used the down time of the pandemic to renovate or completely change locations. Baby Blues BBQ officially joined the Shop Penn portfolio and moved to 3432 Sansom Street. The Natural Shoe Store at 226 South 40th Street, a campus staple since 1978, completed renovated and reopened in the Spring. The popular Hello World moved to a larger location at 3661 Walnut Street.

Preparations took place during the past year to welcome new tenants as well, most in the pipeline for opening in Fall 2021: Five Guys, European Wax Center, and DIG.
Programming at Pennovation Works continued virtually on a limited schedule during this period.

Pennovation Lab

December 2020 heralded the completion of the Pennovation Lab, representing an existing building at Pennovation Works that now offers 65,000 sq ft of space, available for scientifically oriented small and medium-sized businesses.

REAL ESTATE DEVELOPMENT

Open in December 2020, Tangen Hall has seven floors that house the Venture Lab in partnership with the Wharton School, Penn Engineering, and the Grazioli Wattenmaker School of Design, the Integrated Product Design master’s program, and the Jay H. Baker Retailing Center, among other centers and programs.

Designing around KBC, Tangen totals 66,000 gross sq ft and a total project cost of $43M. The building was made possible by the AKO Foundation, the charitable foundation established by Nicolai Tangen, W’92 and Katja Tangen. A major redevelopment is planned for August 2023.

REAL ESTATE

Since the late 90s, The Rotunda has been the pre-eminent venue for arts and culture offerings for Penn and the West Philadelphia community. Through negotiations managed by Real Estate, the space leased in San Francisco for Wharton and in Beijing for the Wharton China Center has been renewed for the next several years.

LEASING

Real Estate continues to offer assistance to Penn’s schools and centers as they evaluate space needs and planning strategies. For example, Real Estate collaborated with the Pennman School of Mines in the negotiation with Discovery Labs in King of Prussia for the University of Pennsylvania Gene Therapy Program (GTP). GTP will take up 150,000 sq ft of Discovery Lab’s suburban campus for a portion of its expanding research operations focused on the development of genetic medicines for rare and orphan diseases, as well as acquired and pandemic infectious diseases, such as COVID-19. Through negotiations managed by Real Estate, the space leased in San Francisco for Wharton West and in Beijing for the Wharton China Center has been renewed for the next several years.

ARTS, CULTURE & COMMUNITY

The Rotunda shows resilience and content online, and to continue to support the West Philadelphia arts community, as well as other initiatives in the West Philadelphia arts community, as well as other initiatives in the West Philadelphia community.

IN THE HEADLINES

November 10, 2020

February 25, 2021

December 8, 2020

November 10, 2020

December 8, 2020

April 29, 2021

February 11, 2021

October 23, 2020

September 2, 2021

December 2, 2020

Philadelphia Business Journal

Philadelphia Business Journal

The Daily Pennsylvanian

Philadelphia Magazine

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