



FACILITIES AND REAL ESTATE SERVICES FY22 ANNUAL REPORT

# A Look Back at our Achievements



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## MISSION

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.

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## VISION

Collaborating for a sustainable tomorrow.



### MOVING FORWARD

As we present the *Facilities & Real Estate Services FY22 Annual Report*, we recognize that this has been a year of transition for the Penn Community. We have returned, in large part, to a fully populated campus, with students, staff and faculty gathering again for work, play and study. I’m proud to reflect upon how large a role our Facilities teams have had in making that return possible – whether it’s been construction of specific enhancements to work and study spaces to enable office sharing, or in the enhanced cleaning efforts that our housekeepers have taken on in elevators, labs, college houses, and conference rooms.

Penn leadership has also seen a significant transition in the departure of Amy Gutmann, after nearly 18 years as Penn’s President. Her vision established the route that we in Facilities followed for campus development – **Penn Connects**, and environmental sustainability – the **Climate and Sustainability Action Plan**. Her **Penn Compact** shaped our priorities within these idealistic plans, driving us to keep Innovation, Inclusion and Impact always in our sights.

We are now in a time when we look to fulfill the promises of **Penn Connects** and the **Climate and Sustainability Action Plan** and the **Penn Compact** while taking up the priorities of a new President Liz Magill, who came to Penn in July 2022. There’s no doubt that President Magill will lead us onwards to strengthen our relationships to our city, our campus, and to each other. But what will remain consistent for FRES is our mission statement around the work that we consistently do for and with the Penn Community: Plan, Design, Construct, Operate, Maintain, and Renew. It is in these six actions that we have, through FY22, advanced campus development, reduced greenhouse gas emissions, established a new Capital Plan, promoted and hired a record number of new employees, endeavored to improve our efforts in diversity, equity and inclusion by establishing our Diversity and Inclusion Advisory Committee and Working Groups, and enriching the lives of all who work and live here.

As you read this report, please join me in appreciation of the nearly 1,000 staff who make up the Facilities and Real Estate Division for their dedication during this time of transition and their collective efforts for Penn that move us all forward.

Sincerely,

A handwritten signature in black ink that reads "Anne Papageorge".

Anne Papageorge

Senior Vice President-Facilities & Real Estate Services

## DESIGN AND 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 \$13.5M addition and renovation to the [University of Pennsylvania Boathouse](#), located along the Schuylkill River, on Philadelphia's iconic Boathouse Row, was completed in late summer 2022. The existing floor plan was reconfigured to allow for improved ADA accessibility and amenities throughout, including the restoration of the upper level grand hall, which includes a curated display of Penn Rowing memorabilia. The restoration also included the creation of an event space and adjacent kitchen, and improved locker rooms with equal space and amenities for the men's and women's teams.

[Gutmann College House](#), formerly known as New College House West, was completed in late summer 2021. The \$169.5M, 450-bed building was designed specifically as an undergraduate college house, part of Penn's residential system of shared communities. In addition to its suites,

the college house provides common areas including study, living, seminar and music practice rooms, as well as the Quaker Kitchen, a spacious area designed for cooking education and demonstrations. Gutmann College House also contains a rain garden and multiple green roofs, and was awarded Silver Level LEED Certification in 2022.

[Biotech Commons](#), a multidisciplinary, flexible-learning facility located at the heart of campus was completed in late 2021. The \$10.9M renovation of the former biomedical library provides expanded 3D printing capabilities, supports student gathering and group study, and can host interdisciplinary events.

The installation of a **Secondary Campus Steam Supply Line** was completed in October 2021. The \$18.2M project served to provide redundant capacity to the University and Health System, eliminating the potential for a campus-wide failure.



Boathouse Schuylkill Facade



Gutmann College House



Secondary Campus Steam Supply Line



Annenberg Center Lobby



Penn Medicine Pavilion



Franklin Field Concrete Restoration

The **34th St. Streetscape Improvement Project** focused on pedestrian and bicycle safety as well as improved service vehicular parking on 34th Street between Spruce Street and Walnut Street. The curbs at the corners of Walnut and 34th Street will be reconstructed to improve ADA access, the pedestrian mid-block crossing will be improved, and the bike lane will be painted. The \$3.4M project will be completed in 2 phases over Summer/Fall 2022 and Summer 2023.

Located within 3401 Walnut Street, the University's Information and Computing Systems (ISC) offices were renovated and completed by the end of 2021. The \$8.75M **ISC Interior Renovations** included converting a data center into offices, and upgrading the existing offices and restrooms.

In Spring 2022 Penn's **Annenberg Center Lobby** received a \$1.1M facelift that included finish upgrades to the lobby, including new interior lighting, furniture, and artwork, as well as an improved student gathering area on the mezzanine with a new glass rail and seating. The entrances at Annenberg Plaza and 37th Street Walk received new LED marquee lighting, and two digital information kiosks at Walnut Street and 37th Street Walk were installed.

In October 2021, the [Penn Medicine Pavilion](#), a 17-story, 1.5-million-square-foot addition to the campus of the Hospital of the University of Pennsylvania, opened the doors of its new emergency department and inpatient services. The Pavilion is UPHS' largest ever capital building project, coming in at \$1.6B.

Penn's world-famous basketball arena, built in 1926, was updated in 2021. [The Palestra Window Replacement](#) project restored all 28 of the arena's historic windows, and the ventilation system was upgraded and replaced.

[The Franklin Field Concrete Restoration](#) project was also completed in 2021. The \$46.5M total project cost included concrete repairs followed by cathodic protection of the steel rebar and a new membrane coating to extend the life of the 1922 stadium.



Quadrangle Renovation



Substation 4 Replacement Project



Laboratory for Research on the Structure of Matter



Stouffer College House

## PROJECTS IN CONSTRUCTION

Penn's historic Quadrangle dormitories, originally constructed in 1895, are being renovated in a phased construction process that will accommodate students living in the college house during the academic year. The \$238M **Quadrangle Renovation** will include the upgrade of restrooms and finishes in student rooms, increased ADA accessibility, improvements to windows, roofing, and chimneys, and the replacement of aging infrastructure systems. An enabling project began in summer 2022, and will be followed by 3 fifteen-month construction phases starting in Spring 2023, with full project completion in August 2026.

In July 2022, construction began on a project to replace the electrical substation currently in the basement of Harnwell College House with a new, aboveground facility between Harnwell and Mayer college houses. The \$14M **Substation 4 Replacement Project** is expected to be completed in September 2023.

As part of the University's Century Bond program, the **Laboratory for Research on the Structure of Matter** is currently undergoing a \$42.5M infrastructure renovation, including a complete electrical and HVAC upgrade, as well as the installation of a new sprinkler system. The upgrades are scheduled for substantial completion in winter 2023.

A major renovation to **Stouffer College House** began in May 2022. The \$35.5M makeover will include a full renovation of all student rooms, the installation of single use restrooms, refurbishment of student amenity spaces, and accessibility upgrades. The project is expected to be completed in August 2023.

January 2022 brought the groundbreaking for the **Vagelos Laboratory for Energy Science and Technology (VLEST)**, a new high performance facility at 32nd and Walnut streets consisting mostly of research labs for the study of energy science. The \$173.5M project will house the Vagelos Institute for Energy Science and Technology and the Vagelos Integrated Program in Energy Research, consolidating the University's existing and future energy research into one state-of-the-art laboratory building. Expected occupancy is early 2025.

Construction on a \$35.5 million addition to the **Graduate School of Education (GSE)** building at 37th and Walnut Streets began in April 2022. The project will create a new welcoming entrance to connect the existing Graduate School of Education and Stiteler buildings, and will allow the GSE to consolidate many of their functions into one location, housing instructional laboratories, mixed-use classrooms, offices and student collaboration spaces. The project is expected to be completed in August 2023.



Vagelos Laboratory for Energy Science and Technology



Graduate School of Education



Amy Gutmann Hall

**Amy Gutmann Hall**, a (School of Engineering and Applied Science (SEAS) DATA Science Building) building that will serve as a hub for cross-disciplinary collaborations that harness research and data across Penn's 12 schools and numerous academic centers, broke ground in May 2022. The \$137.5M project will include dry teaching labs, active learning classrooms and collaborative spaces for student projects, and upon completion, will centralize resources that will advance the work of scholars across a wide variety of fields at Penn. Amy Gutmann Hall is expected to be completed in November 2024.

2022 marks ten years of progress and improvements as part of Penn's **Century Bond Program**. Funded by a \$300M bond issued in spring 2012 with a 100-year term, the bond funded upgrades in lighting and HVAC systems in campus buildings to support energy efficiency, reduce deferred maintenance, and help Penn fulfill its goal of reducing the institution's carbon footprint as outlined in its Climate Action Plan. Projects funded by Century Bond include:

- Chem '73 HVAC Renewal
- Leidy Building HVAC Improvements
- Laboratory for Research on the Structure of Matter
- College Hall West Wing
- David Rittenhouse Laboratory (DRL) Renovation
- a new Physical Sciences Building (PSB)

## FY22 CAMPUS CONSTRUCTION BY THE NUMBERS

**\$1.2B**

Approved Total Budgets

**60**

Projects Closed through Q3 with Savings of \$9M

**395**

Active Projects Currently

**0**

Projects Over Budget

**395**

active projects currently

**\$226M**

FY22 Projected Expenditures

**882,000 sq ft**

Under Construction (Completed or Underway)

## OFFICE OF THE UNIVERSITY ARCHITECT

The Office of the University Architect (OUA) is responsible for the Penn Connects campus development plan, capital project design oversight, and preservation of University's 300-acre urban campus, including facilities at the Pennovation Center, the Morris Arboretum and the New Bolton Center for Veterinary Medicine. The OUA leads the architect and design consultant selection process, manages design review and coordinates zoning and accessibility requirements. OUA staff facilitate the annual Capital Plan, maintain all space data, oversee all landscape design, environmental graphics, and track progress on the *Climate and Sustainability Action Plan 3.0*.

### PROJECTS IN DESIGN

The Ott Center for Track and Field will be a 72,000 GSF, state-of-the-art indoor track and field facility on the southeast corner of campus. It will include a 6-lane banked track, long and high jump pits, a throwing area, and 990 spectator seats. Construction began in September 2022 and is expected to be completed in summer 2024.

The Franklin Field Team Operations project will include improved and expanded locker rooms, meeting rooms, and support spaces for the football team and men's and women's track programs at Penn's iconic stadium. Construction began in December 2022, with expected completion in winter 2024.

Historic College Hall will undergo a major two-year renovation in order to complete the west wing restoration/ replacement of its exterior green serpentine stone masonry, windows and roofing - highlighting its seminal importance as the first building on Penn's West Philadelphia campus. The project will also include upgrades to interior office suites and classrooms, improve accessibility, provide all gender restrooms and energy efficient mechanical and electrical systems. The work will begin in January 2023 and be ready for re-occupancy in January 2025.

A new wing will be added to the east side of the historic Morgan building on 34th Street and Smith Walk to create Stuart Weitzman Hall. The new facility will house fine arts and design studios, student maker spaces, research facilities, classrooms, faculty offices, and meeting and exhibition spaces.



Ott Building



Franklin Field Team Operations



College Hall

Schematic Design is underway with a planned project completion in fall 2025.

The second phase of 3600 Civic Center Boulevard will add 7 floors to the existing medical office and research building for the Perelman School of Medicine. The new floors will accommodate wet bench research labs and vivarium facilities. Expected completion of this 281,000 SF project is March 2025.

### LANDSCAPE ARCHITECTURE

In May of 2022, as part of the Creating Canopy program, Penn gave away 100 trees to Penn staff and faculty living in Philadelphia. Through a partnership with TreePhilly and with support from Morris Arboretum and Penn's Landscape Architecture team, this program promotes greening in Philadelphia. Penn has once again been named a Tree Campus USA by the Arbor Day Foundation for the thirteenth year in a row, providing further evidence of our commitment to ecological stewardship.



It is estimated that up to 1 billion birds are killed in building window collisions in the U.S. every year. Bird Friendly Penn is a program that monitors bird-strikes, encourages the use of bird-friendly design guidelines and mitigates threats on new and existing campus buildings.

The Landscape Architecture team continued their work restoring the beautiful gardens on Penn's campus, as well as enhancing various streetscapes. The Class of 1995 Garden at Penn's Women's Center was updated with engraved paved quotes from intersectional feminists. In honor of their 50th reunion, The Class of 1971 Garden restored the landscape and accessible pathways serving the popular Robert Indiana LOVE sculpture.



Weitzman Hall



3600 Civic Center Boulevard



Creating Canopy



Womens Center Garden



Cascade—artwork designed for Amy Gutmann Hall

## CAMPUS GRAPHIC ART & DESIGN

Penn and the School of Engineering awarded Eto Otigbe, a renown polymedia artist, the commission to create a landmark public art installation as part of the Philadelphia Housing Development Corporation's (PHDC) Percent for Art program. Cascade will rise 60 feet high on a prominent facade facing the entrance to Amy Gutmann Hall, located at 34th and Chestnut Streets.

Discover Penn, the University's campus-wide cell phone tour, is being updated this year to celebrate 30 unique locations where visitors can use their phones to call and learn more about various artists, buildings and landscapes designed by a diverse history of Penn campus contributors and leaders.

Over 130 Campus Building and Landscape Identification Signs inform students and visitors of multiple aspects of each campus elements' project name, original and major renovation architects, prominent landscape architect, and year of construction. All are in the process of being updated to celebrate the diversity of architects and designers that have created and/or worked to restore many of our campus buildings and landscapes.

## SUSTAINABILITY

Led by the Penn Sustainability office, the University continues to make progress on the goals of the Climate and Sustainability Action Plan 3.0 (CSAP 3.0) the University-wide initiative to advance social, environmental, and economic sustainability. Launched in October 2019, CSAP 3.0 serves as our roadmap in the seven areas of Academics, Utilities & Operations, Physical Environment, Waste Minimization & Recycling, Procurement, Transportation, and Outreach & Engagement. A progress report was published in November 2021 that reviewed two years of accomplishments.



OUA staff at Woodlands



Earth Week 2021



Solar panels for PPA

An updated Sustainability annual report was published in early winter 2023. It describes initiatives that show progress towards the CSAP goals in FY22, including:

A collaborative group led by the Environmental Innovations Initiative (EII) organized Penn's Climate Week, held September 20-24, 2021. Climate Week 2021 offered a variety of events, panel discussions, and lectures, both in-person and online related to the climate crisis. A highlight was the "All We Can Save" keynote event – a dialogue with the co-editors of *All We Can Save*, a best-selling anthology of writings by 60 women at the forefront of the climate movement.

Where Climate Week was academic in nature, Penn's first University-wide Earth Week, April 18-22, 2022, encouraged individual involvement and personal commitments to action learn about and celebrate our natural environment. Activities included wellness walks and yoga, an ecology tour, a festival on College Green, and a rivershed cleanup.

In May 2022, Penn's solar partner, broke ground in Central PA on the solar energy project that is part of its Power Purchase Agreement (PPA) signed in April 2020. This PPA offsets 70% of the University and Health System electrical footprint.

One of Penn's solutions for achieving carbon neutrality for air travel at Penn took effect in this fiscal year – a Travel Sustainability Fund that will invest in best-fit sustainability projects to fully offset the carbon impacts of the University's air travel. The Fund is supported by a Climate Impact Offset charge (CLIO), which is applied to air travel for students, staff and faculty, whether booked or expensed through Concur. A nitrous oxide (N<sub>2</sub>O) abatement project is the first investment from Penn's Travel Sustainability Fund.

A Low-emission Vehicle Purchasing Guide was published to encourage the selection of low- or zero- emission vehicles at Penn. The PDF document provides purchasers considering electric vehicles with information and helpful tips.

To visually share the stories of specific projects within the Climate and Sustainability Action Plan 3.0 (CSAP 3.0), a series of 7 short videos was produced during this fiscal year. Each describes in one minute a program or project that is working to meet Penn's CSAP 3.0 goals – Penn Dining's Green2Go program, the Bike Commuter Reimbursement Benefit, for example. Four videos were released in Spring 2022 and the remaining three were distributed during the start of the 2022-23 academic year. A longer, overview video depicts CSAP 3.0 progress to date.



Low Emissions Vehicle Purchase Guide



Video series published on You Tube

## OPERATIONS AND MAINTENANCE

Operations and Maintenance sustains the University's resources by providing maintenance and repair of existing facilities infrastructure. The Department also manages campus-wide energy related initiatives, provides technical support to construction projects and service contracts, and special events. FRES' Operations & Maintenance leadership team has pledged to strive for excellence in eight Focus Areas. These Focus Areas have management staff support and expectations in: attitude, approach, productivity, resiliency, work environment, human assets, information, and finance.



### CUSTOMER RELATIONS MANAGEMENT

Throughout FY22, Operations and Maintenance continued the monthly Building Administrator's forum initiated during the pandemic, providing customers with updates on O&M efforts and receiving important feedback.

### FINANCIAL MANAGEMENT

Over FY22 O&M achieved a 20% MWBE addressable spend, up from the previous fiscal year. By carefully managing O&M expenditures (e.g. purchasing, overtime), the department is currently under budget.

### HUMAN ASSETS MANAGEMENT

O&M maintained close contact with Union leadership to ensure staff well-being and safety, as well as open communication with staff members, instituting 1:1 meetings to assess needs and diversity, equity, and inclusion (DEI)-related concerns. Additionally, the email address roll-out initiative for unionized staff was completed in FY22, and the department successfully collaborated with Human Resources to fill O&M 230 vacancies.



### SAFETY AT WORKPLACE MANAGEMENT

FY22 brought a continued focus on employee safety and wellness, with the onboarding of a new FRES Occupational Safety Manager, enhanced safety trainings, and reporting through the SAFE card program. There was also continued coordination with Wellness group, Penn Pass, Occupational Medicine, and EHRS. The designs were finalized for Roof Fall Protection projects in 15 buildings to be constructed during FY23.

### SUMMER TURNAROUND

In FY22, housekeeping completed summer turnaround at residential facilities in record time. Housekeeping cleaned over 1.6 million additional square feet, approximately 3,471 student rooms. Our trades staff completed 5,812 work orders over the same period.

### PEST MANAGEMENT

In partnership with a new pest control vendor, FRES O&M staff dedicated to the Integrated Preventative Pest Management (IPPM) plan, have made significant progress, bringing down the number of pest-related calls across campus. Communications between FRES O&M and building-level managers has improved with monthly IPPM program meetings, and a new communications program delivers monthly pest management tips to building occupants. Colorful posters offer a new message each month, and a themed PowerPoint template is available for Building Administrators to use in their own presentations on the topic.

### SOLID WASTE MANAGEMENT

In FY22, O&M partnered with Penn Sustainability to develop a waste precinct map to help better understand and disseminate building waste and recycling data in hopes of finding opportunities to continually improve the campus waste diversion rate. Additionally, a new waste management vehicle was purchased.

### GROUNDS MANAGEMENT

O&M worked with the Office of the University Architect and Design & Construction to summarize the Environmental Stewardship & Landscape Plan (ESLP) study findings and initiatives, including updating guidelines for protection of campus trees, improving project closeouts and maintenance transitions for D&C landscapes, and communicating the ELSP goals and strategies to schools and centers.

### MAINTENANCE MANAGEMENT

Service requests were strategically prioritized to avoid work order backlog. The Enhanced Preventative Maintenance & Systems Performance Verification (ePM) Program was expanded into more campus buildings. The Mechanical Electrical Plumbing (MEP) Field Supervision initiative continued to be successful. A unique equipment identification and labeling system was developed for use in Penn's major laboratory buildings. Additionally, in an effort to focus on preventive maintenance of systems, a thermal imaging program for building electrical panels was established.



## HOUSEKEEPING MANAGEMENT

In FY22, housekeeping continued to adapt to meet the needs of its staff and our campus amidst changing requirements and safety guidelines. A 5-year Collective Bargaining Agreement with LU-115 was negotiated and new initiatives highlighting operational efficiency and customer service were launched. Within the fiscal year, housekeeping serviced approximately 7M sq. ft. O&M continued its relationship with the West Philadelphia Skills Initiative (WPSI), a workforce intermediary dedicated to providing employment solutions in order to close the job opportunity gap in West Philadelphia. In FY22, FRES partnered with WPSI to fill vacancies with the hiring of 17 housekeepers.

## UTILITIES & LOAD SERVING ENTITY (LSE) MANAGEMENT

In addition to addressing the day-to-day utilities needs of the campus, O&M continued to support the utility projects in design and construction, emergency tube replacement of two steam chillers, and continued its water service redesign project intended to reduce domestic water building outages and customer impact for routine and preventative maintenance.

In June, O&M leadership presented the Utilities Master Plan to the University Trustees, including the 8 completed and 6 in-design projects.

## ENERGY & GREENHOUSE GASES (GHG) EMISSIONS MANAGEMENT

During FY22, construction began on two solar farms in central Pennsylvania that will eventually provide 70% of the University's electricity needs through renewable resources, as per the University's Power Purchase Agreement signed in 2020.

O&M continued to complete the approved energy conservation measures identified by the Enhanced Recommissioning (eRCx) studies, recommissioning eight buildings during FY22. The Energy Data Awareness program and energy conservation measures in buildings were expanded.

## REAL ESTATE

The Real Estate department is responsible for the strategic planning, management, and operation of the non-academic property for the University. The primary centers within the Department are Real Estate Development, Retail, Off-Campus Housing, Office and Warehouse Leasing, Third Party Leasing, and Pennovation Works. Core disciplines include acquisition and disposition of assets, development partnerships in residential, mixed use and office, operations of real estate holdings and office leasing for academic schools and centers. Working in conjunction with other FRES departments, Real Estate implements urban land development and planning that increases the quality of life for Penn and its surrounding community.

Discovery Labs

## REAL ESTATE DEVELOPMENT

In its leasing role, Penn's Real Estate Development team is assisting in the expansion of scientific research and time of delivery for Perelman School of Medicine (PSOM) labs, and the School of Engineering and Applied Science (SEAS). Collectively they are taking 114,000 sq ft at One uCity Square, a neighboring development in University City.

The PSOM Gene Therapy Program laboratory is taking additional space at **Discovery Labs** in nearby King of Prussia, PA. The nearly 150,000 RSF renovation is on track for completion by the end of 2022.

Building on its history as a student residence, Sansom Place East is being developed into market rate graduate housing product. The project will provide 588 beds in 473 units of furnished, attainably priced, graduate-focused housing.

Interior renovations will include the addition of a fitness center, small group study classrooms, and multipurpose areas, and refresh the existing plaza. This \$94.5M project will be ready for move in for the 2023-24 academic year.

A mixed-use office building will rise at the corner of 40th and Walnut Streets in the Spring of 2024. The McDonalds in the current location will return to the first level of the new building with office space above at **3935 Walnut Street** for student life.



Accolade on Chestnut



3935 Walnut Street

## PENNOVATION WORKS

2021 marked the five-year anniversary of Pennovation Center and the grand opening for the Pennovation Works site. A month-long social media campaign and several panel programs and events celebrated the vibrant community of researchers, entrepreneurs, and established businesses, where nearly 400 people connect on-site daily. In FY21, approximately 250,000 square feet of wet lab, office, flex, and makerspace were occupied.



Pennovation Center Five-Year Anniversary

The **Pennovation Lab** continues to be popular with companies moving up from their initial start-up space. The team directed a number of Pennovation Lab fitouts, including:

- **InnaMed:** ~4,400 RSF, \$870,000, occupied early Jan 2022.
- **Interius Biotherapeutics 3rd floor:** ~12,800 RSF, ~\$2.45M, occupied Apr 2022; 4th floor currently in construction
- **SEAS Wilcox Lab:** ~2,500 RSF, ~\$1M, currently in construction, completion expected fall 2022

Further development of the Grays Ferry site was announced, in particular the Pennovation Life Science **Development Building**, a state-of-the-art life science building, designed to accommodate a wide range of science and uses. The building will feature a single-story podium housing a biomanufacturing facility with two (2) five-story towers featuring lab and office space. Construction is scheduled to begin in 2023, with the opening planned for 2025.

## SHOP PENN

Shop Penn retailers continued to serve the Penn Community with a variety of global food offerings, unique shops and several cultural arts and performing venues.

**El Taco** opened November 2021, preparing delicious made-from-scratch fare, including crispy tacos, quesadillas, and burrito bowls. (3716 Spruce Street)

**KPOD** opened February 2022, a Korean-American restaurant in the former POD space, blending modern cuisine from acclaimed Philadelphia chef Peter Serpico. (3636 Sansom Street)

**DIG** opened March 2022, a fast-casual restaurant featuring fresh, mindfully-sourced food. (140 S. 36th Street)

**Five Guys** opened in Winter 2022-23. (3714 Spruce Street)

**European Wax Center** opened September 2021. (3435 Walnut St)

**Radio Kismet** is a podcast studio anticipated to open on campus in Spring 2023. (130 S 34th Street)



Pennovation Lab



Pennovation Life Sciences Building



El Taco



KPOD

## FINANCE AND ADMINISTRATION

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.

### HUMAN RESOURCES

Fiscal Year 2022 brought a record number of promotions and new hires to FRES, and the Human Resources team effectively managed the recruiting, hiring, and onboarding of approximately 250 staff over the course of the fiscal year.

### STAFF RECOGNITION

Two FRES project teams and a member of the housekeeping staff were recognized by **Penn's Models of Excellence program** in 2022. The Quaker Kitchen Project team incorporated an innovative community dining experience into **Gutmann College House** on a tight timeline, and was honored with a team award. The Redundant Steam Line Project team received an honorable mention for identifying a single point of failure in the campus steam supply and spearheading the construction of a redundant steam line, eliminating the possibility of a campus-wide failure.

Additionally, housekeeper Weldon Blount won a Pillar of Excellence award for demonstrating exemplary flexibility and high standards in his work at the Perelman School of Medicine for the last eleven years. The Models of Excellence Award program celebrates the extraordinary achievements of full- and part-time staff across the University's schools and centers. FRES is very grateful to those acknowledged, as well as those recognized in the annual **Years of Service Recognition** for going above and beyond with notable and impactful work for Penn.



Weldon Blount, Pillar of Excellence





Union staff receiving technology training.

## ADMINISTRATION

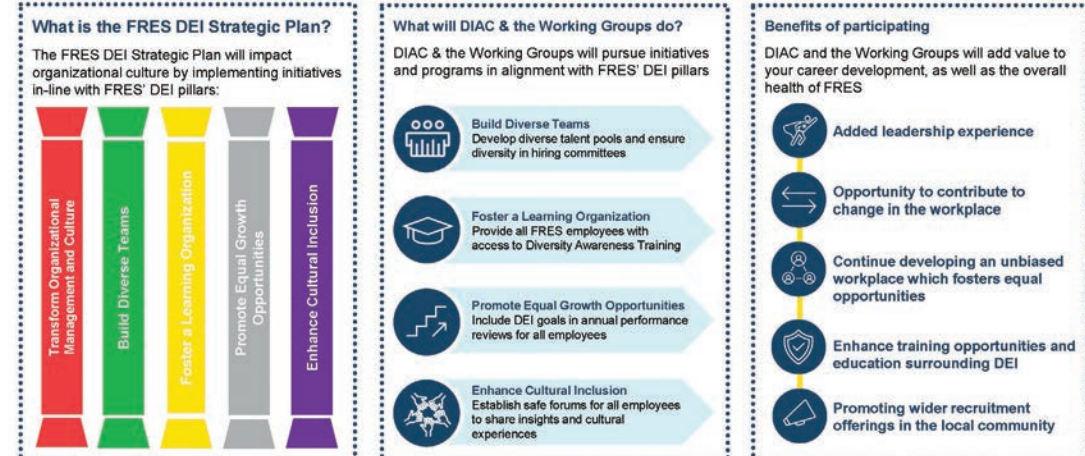
In FY22, the **FRES Information Technology Team** successfully completed a major rollout of University email addresses for union staff. As in-office operations fully resumed, IT expanded support procedures to accommodate both in office and hybrid arrangements, providing all staff with webcams and headphones. They also migrated over 250 phones from PennNet to PennFlex, as part of the University's new cloud-based telephone service project.

Additionally, IT ordered, deployed and configured 3 additional key management boxes for housekeeping that provides secure electronic asset control, and upgraded FRES's Bluebeam software – a collaboration tool used by architects, engineers and contractors throughout the lifecycle of a building project.

The SCADA Data Center infrastructure was fully upgraded – a large endeavor that involved replacing every major piece of equipment that supports SCADA at the Left Bank, as well as continuing to support e-builder collaboration with our internal project team and vendors working on Amy Gutmann Hall. The department is currently in the process of upgrading an application used by Engineering to communicate with campus utility meters to collect and analyze consumption data, and recently initiated a rollout of Mobile Device Management to FRES-managed phones that will provide additional security features and efficiencies in device maintenance and support.

FRES Finance in collaboration with the Office of the University Architect worked on compiling the largest capital plan in recent memory – almost \$921M. The Finance team also provided documentation in the university's FEMA application process and successfully negotiated a large reimbursement for items purchased due to COVID.

## The FRES DEI Strategic Plan | At a Glance



For more information including how you can participate, please visit the FRES Intranet:  
<https://www.facilities.upenn.edu/staff-resources/diversity-equity-and-inclusion>



## DIVERSITY, EQUITY AND INCLUSION

This year saw significant progress of a Diversity, Equity and Inclusion (DEI) plan tailored for FRES. A team of FRES leadership has worked with a consultant to create a DEI Plan for FRES, and an Executive Summary has been shared on FRES intranet under **Staff Resources**. (A Pennkey and Password is needed to access this content.)

### Our plans and activities are based on five Pillars:

- Transform Organizational Management and Culture
- Build Diverse Teams
- Foster a Learning Organization
- Promote Equal Growth Opportunities
- Enhance Cultural Inclusion

Our progress this year has included activities such as providing a training session on “unconscious bias,” adding a DEI competency to annual staff evaluations – including union staff. Career development has been supported by encouraging participation in courses like Career Navigator and Leadership at Penn, and opening pathways for trades employees to move into supervisor positions. A fun summer picnic included diverse cultural food offerings, and the FRES Women's Group continues to present speakers and projects that encourage fellowship among female professionals.

Looking forward, FRES has launched a Diversity & Inclusion Advisory Council and four Working Groups, each of which has been charged with developing and implementing DEI initiatives. Nominations for these positions were solicited in late summer and the groups first met in the fall.



DIAC Co-Chairs, Betsy Robinson and Chereese Martin



FRES at Job Fair

ECONOMIC INCLUSION

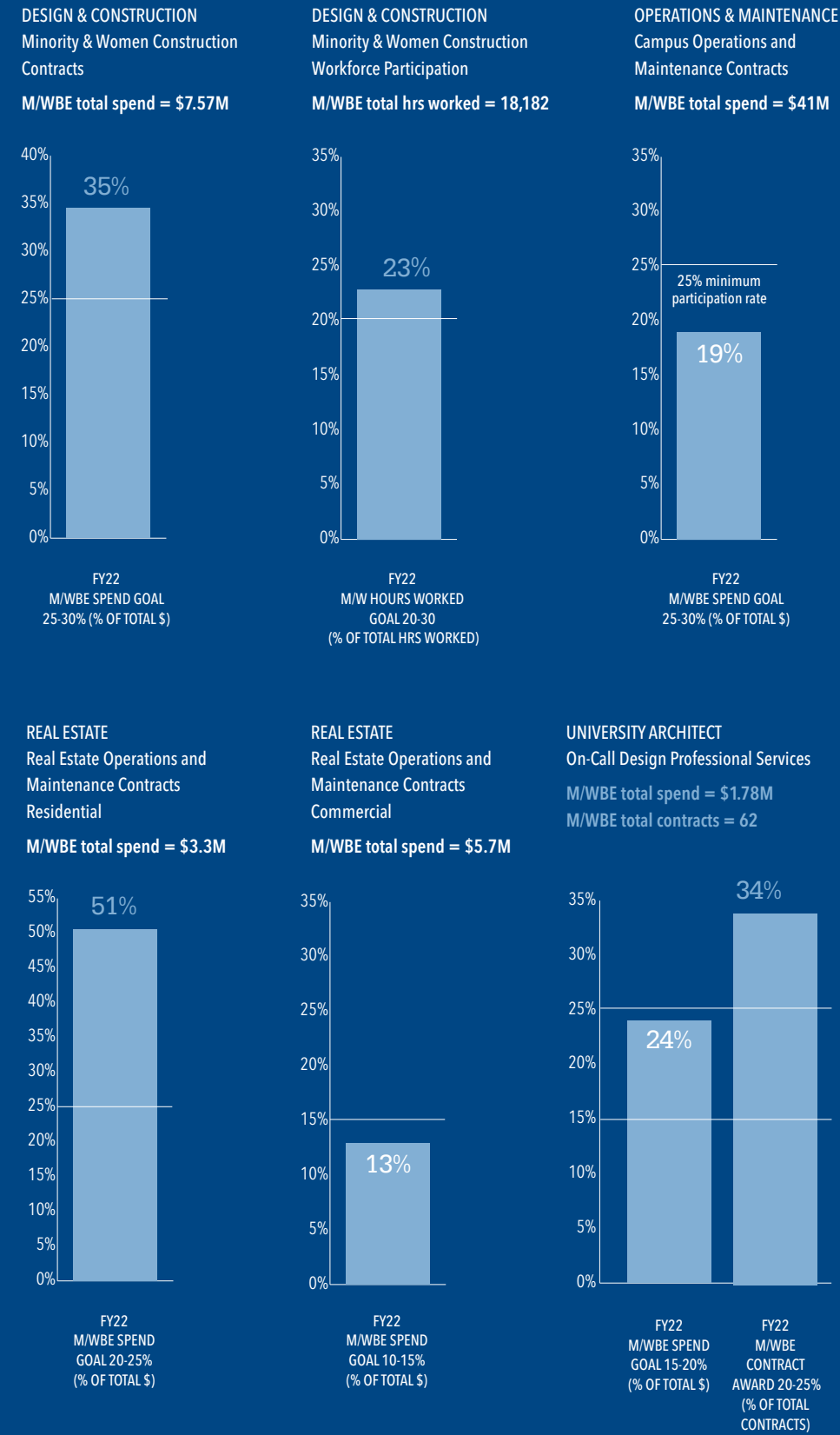
According to Penn’s Senior Executive Vice President Craig Carnaroli, the SEVP divisions (of which FRES is one) were challenged to increase their spending with diverse-owned businesses by 5% in aggregate during FY22. His office reports they are on-track to beat FY21 diversity spend by over 30%.

FRES participated in the 2022 Penn Supplier Diversity Forum & Expo hosted on Thursday, June 16, by Penn’s Business Services Division. The event was virtual and in-person at the Annenberg Center for the Performing Arts for the first time since the pandemic. It brought together local and diverse suppliers, Penn buyers, and local agencies and organizations to celebrate supplier diversity, showcase the resources available to those businesses, and provide a unique opportunity for networking. 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 (M/WBE), and for minorities and women in the work force. FRES reviews diversity spend for all of the division's departments: Real Estate, University Architect, and Operations & Maintenance, as well as Design & Construction, which has been reporting in this area for several years.

MINORITY- AND WOMEN-OWNED BUSINESSES (M/WBE) PERCENTAGE OF ACTUAL SPEND FY22

For Design & Construction, these goals apply to projects greater than \$5M in construction.



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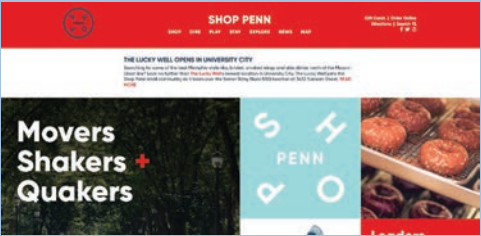
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*Penn Today*

May 18, 2022

[Kpod Finds a Middle Ground Between Comfort and Luxury in University City](#)

*Philadelphia Magazine*

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[Earth Week offers immersive opportunities to connect with nature](#)

*Penn Today*

March 30, 2022

[Are You Barking Up the Wrong Tree? Explore Penn Plant Explorer](#)

*Morris Arboretum Blog*

February 21, 2022

[The Rotunda Offers a Space for Art, and Community Too](#)

*34th Street, The Daily Pennsylvanian*

January 4, 2022

[The State of University City 2022](#)

University City District

December 1, 2021

[Progress toward a more sustainable University](#)

*Penn Today*

November 8, 2021

[Celebrating five years of innovation, entrepreneurship, and creativity](#)

*Penn Today*

October 26, 2021

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*The Pennsylvania Gazette*

DIVISION LEADERSHIP FY22:

**Anne Papageorge**

Senior Vice President

OFFICE OF THE UNIVERSITY ARCHITECT:

**Mark Kocent**

University Architect

**Chris Hanson**

Data & Documentation Manager

**Eva Lew**

Director of Architecture & Planning

**Robert Lundgren**

University Landscape Architect

**Nina Morris**

Sustainability Director

DESIGN & CONSTRUCTION:

**Chris Kern**

Executive Director

**Margo Barnes**

Director

**Jennifer Kinhead**

Director

**Colin McKelvie**

Director

**Sudha Menon**

Senior Capital Accounting Manager

**Jennifer Wetzel**

Director

**John Zurn**

Director

REAL ESTATE:

**Ed Datz**

Executive Director

**Carlton Arrendell**

Director of Development

**Steven Becker**

Director of Project Management

**Denita Henderson**

Managing Director of Pennovation Works

**Allan Johnson**

Operations Manager

**Laura Park-Smith**

Director of Portfolio Management

OPERATIONS & MAINTENANCE:

**Faramarz Vakilzadeh**

Executive Director

**James Bean**

Director of Labor Relations

**Harveen Kothari**

Locust Area Director

**Walt Molishus**

Director of Trades

**Dana Pinckney**

Woodland Area Director

**Betsy Robinson**

Director of Special Projects & Call Center

**Wendy Sparks**

Director of Housekeeping

**Ben Suplick**

Director of Engineering and Energy Planning

ADMINISTRATION & FINANCE:

**Elizabeth Hansen**

Executive Director

**Victoria Iannotta**

Senior Director of Information Technology

**Chereese Martin**

Director of Human Resources

**William McKeane**

Executive Director of Finance, Accounting & Analysis

**Sam Sheldon**

Director of Fiscal Operations

**Mike Stack**

Director of Budget & Capital Planning

COMMUNICATIONS

**Jennifer Rizzi**

Director of Communications



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