



# INCLUSION | INNOVATION | IMPACT

Facilities and Real Estate Services provides the expertise, business process, policies and standards required to plan, design, construct, operate, maintain and renew the physical assets of the University. In addition, our Division is responsible for the strategic planning, management and operation of non-academic University property, and collaborating with the neighborhood to create a safe, diverse and economically vibrant destination. We maintain 218 buildings on a campus of 299 acres, excluding the Health System, New Bolton Center and Morris Arboretum.

#### 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 experiences.**

#### VISION

**Collaborating for a sustainable tomorrow.**



#### THE POWER OF PENN

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 resiliency 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 towards a unified and connected learning environment. 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 living healthy as we move along the path together into this next academic year.

Sincerely,

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

Anne Papageorge

Vice President—Facilities & Real Estate Services

“And we have been reminded that we are stronger together as we work as a community through this new normal.”

# FRES RESPONSE TO COVID-19

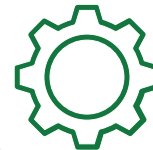
The emergence of the global coronavirus pandemic reached the Greater Philadelphia area in March 2020, upending our well-laid plans in Facilities & Real Estate as well as the rhythm of our personal lives. As FRES, we met the demands of emergency crisis response logistics and communications in the middle 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.



## 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 revise the FY21 Capital Plan.
- Restated FY20 and FY21 cash flows based on the FY20 six week construction stoppage and delay of future capital projects.



## OPERATIONS AND MAINTENANCE

- Consolidated shifts; significant overtime reduction limited to emergencies; management staff working remotely when 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 on-line staff training program.
- Communicated weekly with Building Administrators.
- Monitored emerging industry safety guidelines & adjusted O&M services in anticipation of campus re-occupancy.



## 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.



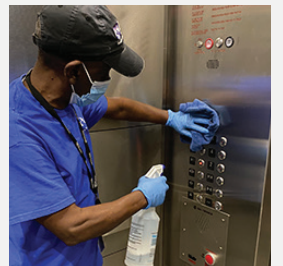
## DESIGN AND CONSTRUCTION

- 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.



## OFFICE OF THE UNIVERSITY ARCHITECT

- Consultants continue to advance design remotely for all active projects. Design Review Committee has adopted virtual format.
- Philadelphia Department of Licenses and Inspections (L&I) launches eCLIPSE, online building permit program.
- CAD files remotely 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.
- Updated design guidelines and standards.
- Researched and developed signage and protocols for physical space re-occupancy of campus buildings



## 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. 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, hiring, benefits enrollment, and PTO and payroll management.

Throughout FY20, 90% of FRES staff took advantage of valuable **Professional Development and Training opportunities** offered by the University. These opportunities included the FRES Hiring Best Practices and HR Talent Acquisition and Management programs, as well as IT Snack & Learn sessions, and implicit bias training.

FRES HR continues to work with Central HR Talent Acquisition and Management on continuing training topics. The FRES Leadership retreat instructed attendees on the topics of emotional intelligence, lean principles, and the application of these principles to personal time management. This program continued on personal leadership and time management for FRES staff in Fall 2019.

In July, FRES employees came together for our **Annual Update Meeting**, where VP Anne Papageorge spoke about the Power of FRES within the context of the *Power of Penn* development theme. The annual meeting, held multiple times over several days in order to allow staff on all 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.*

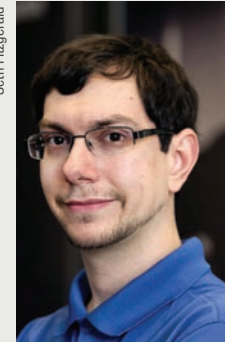
FRES **Information Technology** launched an enhanced user training program this year including various classes and workshops enabling FRES staff to work more comfortably and productively while home. These included Snack and Learns, a series of remote work video trainings, as well as the development of

**QuickLinks**, a portal to internal and external web pages that provide the ability to access FRES and frequently used University applications from one place. IT also developed enhanced reporting for Operations and Maintenance, Design and Construction and Financial functions, and supported several upgrade projects including HCM, SCADA and Adobe.



In April, FRES team members were recognized at the virtual **2020 Models of Excellence Awards** one of the University's highest honors for staff. **Tom Yoo**, a Senior Project Manager in the Real Estate department and member of the Transform Penn's Data Center Team, received a Models of Excellence Award. He and his team successfully migrated from the Walnut Street Data Center to a newly conceived, state-of-the-art facility at the Pennovation Center while modernizing network architecture, delivering immediate and long-term benefits to Penn, achieving sustainability targets, and providing cost savings.

Seth Fitzgerald



Housekeeper **Seth Fitzgerald** won a Pillar of Excellence award for his attention to detail, problem solving, and dedication to the mission of the Annenberg Center for the Performing Arts.

FRES' STEP-UP reward and recognition program continues to recognize and encourage those behaviors that lead directly to the accomplishments of the University's and FRES stated 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.*



Holiday staff gathering

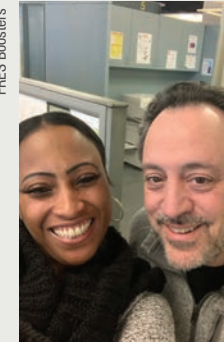


On December 18, FRES staff gathered to celebrate the season with festive music and holiday games at the **FRES Winter in Our Campus Arboretum** party. Featuring a new menu of tastings from local food vendors, as well as a fondue station and ice cream cart,

The **FRES Women's Group** continued to offer exciting opportunities for connection in FY2020. The group serves as an inclusive and diverse network that supports personal and professional development at FRES and seeks to empower and connect a community of women who advocate for each other. Over this past year, their monthly meetings featured brown bag lunches, speakers from women leaders at Penn like Sherisse Laud-Hammond, new director of the Penn's Women's Center, and Ellen Owens, Director of Learning and Engagement at the Penn Museum. Their programming also included various wellness activities, and information on women-centered events at Penn.

it was an excellent opportunity for FRES staff to gather and celebrate the spirit of the holidays. In July 2019, FRES Staff once again gathered for an afternoon of fun and games at the annual **FRES Summer Picnic**. Due to a forecast of thunderstorms, the picnic was relocated to the lobby of the Left Bank, where the afternoon's festivities included a delicious lunch buffet, music, and fun with colleagues and friends.

FRES Boosters



encouraged to interact with a colleague they don't normally work with and snap a selfie.

**FRES Boosters** hosted various events throughout 2019/2020, including a holiday lunch and gift exchange in December, a "Find Your Match" happy hour in February where staff was



In order to keep staff connected while working remotely, in April 2020 FRES HR introduced **"The Brighter Side,"** a regular newsletter communication with information, reminders, and community-building ideas. The newsletter included helpful information about University webinars, reminders about benefits, and updates on the University's response to the COVID-19 crisis.

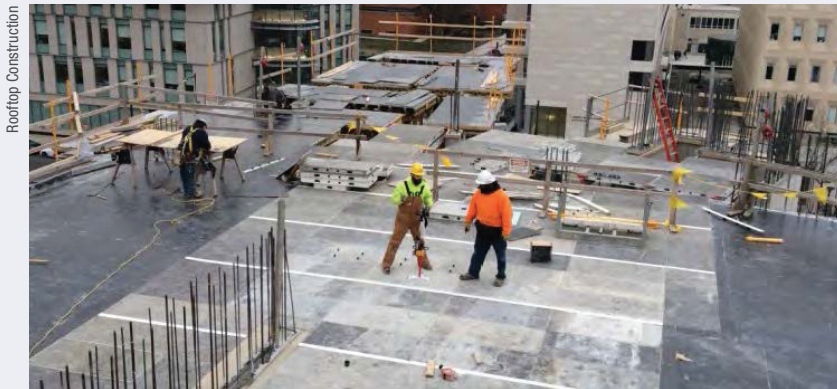
FRES's thirteenth annual Employee Recognition ceremony was planned for March, but rescheduled due to the COVID situation. This event honors recipients for Years of Service at Penn, STEP UP, and volunteering on FRES' Engagement Committee. To see a full list of those recognized, **visit the FRES intranet** *PennKey and password required.*

## 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 diversity third party collaborators, and using introductions between on-call contractors and specific diversity third party collaborators and assisting in developing relationships.

FRES is committed to and focused on being a part of all of these events to meet prospective partners, provide opportunities, and develop productive relationships. Some of these events include the Supplier Diversity Expo and Forum, Catering events, and the Purchasing Supplier Show. FRES also participates in the quarterly Economic Inclusion meetings, which includes all the local chamber partners.



Rooftop Construction

## DESIGN & 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.**

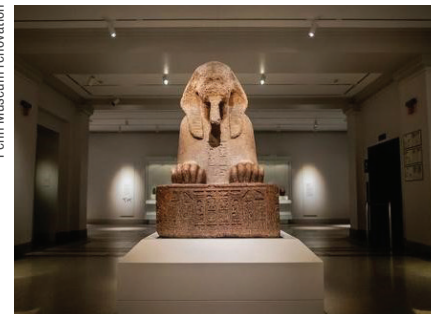
### COMPLETED PROJECTS

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 features enhanced spectator viewing and new heating and cooling systems that will enable the center to be operated year-round.



Penn Squash Center

The \$24.8M renovation of **Penn Museum's Coxe and Harrison wings** was completed in fall 2019. This first phase included renovation of the first and second floors of the Harrison wing, including the Harrison Auditorium, and a small portion of all three floors of the Coxe wing. The Main (Kamin) Entrance was renovated alongside



Penn Museum renovation

the construction of a new Main Entrance Gallery, which serves as the new home of the Sphinx.

The positive public reaction to the Museum's renovation has been widespread, including articles in the *New York Times* and the *Philadelphia Inquirer*. **Residential HVAC upgrades** were completed in the DuBois, Kings Court, and English House College Houses over summer 2019. In the next three years, these upgrades will be made in Gregory College House with the result that all residential facilities on Penn's campus will be fully air conditioned.

### PROJECTS IN CONSTRUCTION

Construction continued on **New College House West** the \$169.5M, 250,000 GSF residential building designed specifically as an undergraduate college house. With 450 beds as well as dining services, New College House West will provide common areas including study, living, seminar and music practice rooms. New College House West is expected to be completed by summer 2021 for student move in.



New College House West



Wharton Academic Research Building

The new 80,450 GSF, \$87.65M **Wharton Academic Research Building** is 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 floor classrooms, group study rooms, research centers and shared conference rooms. On the ground level, a new enclosed loading dock and electrical substation replaced the existing surface loading dock and the existing substation, previously located in an underground vault. Woodland Walk will be restored from 36th to 37th Streets.

**The University Meeting and Guest House**, located at 3808-10 Walnut Street, is being repurposed as a supplemental office and hoteling 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 winter 2020/2021.

The \$4.4 renovation of **Weitzman Plaza**, outside the Weitzman School of Design, 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 generation college students of **Penn First Plus** and offices for the **Paideia Program** to promote civil discourse for undergraduates. It is expected to be completed in the summer 2020.

## ACE Program

For the 7th year, FRES hosted an ACE (Architecture, Construction, and Engineering) Mentor Program team. ACE gives students from local high schools an opportunity to learn more about potential careers in architecture, engineering, and construction, and approximately 98 students have participated during the 7 years FRES has had an ACE team. The team for the school year 2019-2020:

- Toured the Lauder College House including the basement mechanical spaces
- Learned basic psychometrics
- Visited the Finishing Trades Institute and were able to cut glass and use virtual welding machines
- Learned about public speaking



ACE Mentor Program

## OFFICE OF THE UNIVERSITY ARCHITECT

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 designer 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.

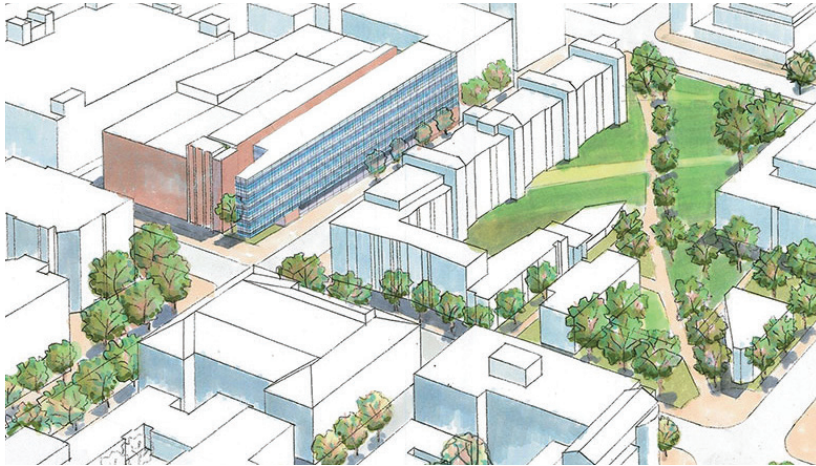
Feasibility Study Rendering: Vagelos



### 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, 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, surrounded by faculty offices.

Feasibility Study Rendering: SEAS



The SEAS Data Science Building, at 34th and Chestnut Streets, will serve as a hub for cross-disciplinary collaborations that harness 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 Biotech Commons will reimagine the biomedical library space on Hamilton Walk with new finishes, furniture, equipment, and infrastructure to promote learning and discovery at the intersection of the core academic and health sciences campuses.

The comprehensive Quadrangle Renovation project will restore the historic exterior envelope; upgrade aging building systems, increase accessibility to common areas, add new program spaces to the college houses and modernize all bedrooms and bathrooms. The project will be realized over a six-summer phased schedule to minimize disruption to residential life.

The neighboring Stouffer College House Renovation project will add a new accessible elevator at the entrance and outdoor courtyard enhancements; new two-story lounges, restrooms, bedrooms, HVAC improvements and full interior accessibility will be achieved.

Nearing a century of hosting more NCAA basketball games than any other collegiate venue, the Palestra Window and Ventilation Improvements will sensitively replace the historic arched windows and install new clerestory glazing and rooftop exhaust ventilation, providing enhanced comfort and natural light quality to the "Cathedral of Basketball".

Located along the Nationally Registered Boathouse Row, the renovation and addition to the Penn Boathouse will improve training and teams spaces; expand locker rooms and building infrastructure; and restore the upper level main hall as a recruiting and social gathering space overlooking the Schuylkill River.

### AWARDS

Larry Robbins House, with Studio Joseph Architect, received three distinguished awards including: *The Born award*, an international award given in six different creative design fields, including architecture, technology, fashion, sports, and retail; a *Design Award of Merit* from the Society of the American Registered Architects; and a *Gold Medal for Architectural Design* at the MUSE Design Awards.

Both Lauder College House and Richards Medical Research Laboratories were honored at this year's Philadelphia American Institute of Architects awards ceremony. Lauder College House, designed by BCJ Architects, and named in honor of three generations of the Lauder family who have attended Penn, was given a Merit Award in the General Built category, while Richards Medical Lab renovations, by AOS Architects, received a Merit Award in the Historic Preservation/Adaptive Reuse Built category. In addition, Richards Medical Laboratories won a 2020 Construction - Rehabilitation Award from Preservation Pennsylvania.

For the eleventh year in a row, the Penn campus 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 campus trees.

### LANDSCAPE ARCHITECTURE

Since 2011 the Morris Arboretum and University Landscape Architects have partnered with students to plant a **Class Tree** every fall. In fall 2019, members of the class of 2023 planted a *Fagus grandifolia* – American beech, in College Green.

2023 Class Tree



Two sculptures now at Penn were moved from the Philadelphia Museum of Art's west entrance, where they have been for decades. On loan for 99 years, one sculpture ("Atmosphere and Environment XII" by Louise Nevelson) is between Franklin Field and The Palestra, the other ("Social Consciousness," a 12-foot-high bronze of five figures by Jacob Epstein) next to the main library.

### ENVIRONMENTAL SUSTAINABILITY

Penn launched its **Climate and Sustainability Action Plan 3.0** on October 15, at a presentation in the Kleinman Center for Energy Policy. *CSAP3.0* is the continuation of the University's roadmap to environmental sustainability. It encourages greater academic participation, creative solutions to energy consumption, and expanding community outreach. More than 15 months of deliberative discussions involving 150+ students, faculty, and staff members, working together with the Environmental Sustainability Advisory Committee, resulted in this document succeeding Penn's Climate Action Plan first introduced in 2009. [Watch a video](#) introducing the *CSAP3.0* on YouTube.

CSAP Launch event





2019's **Power Down** campaign shared the energy messaging of the CSAP3.0 launch and leveraged Penn's first Energy Week program from October 21-25. [Energy Week@Penn](#), was sponsored by the [Kleinman Center for Energy Policy](#) and the [Vagelos Institute for Energy Science and Technology](#). Energy Week was comprised of academic lectures, panels, and seminars looking at energy across the nation and around the globe. The events hosted by Penn Sustainability focused on energy use on the Penn campus.

Penn has been recognized as a top performer in the 2019 **Sustainable Campus Index (SCI)**, achieving high scores 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](#)).

EVP Craig Carnaroli's annual Eagles Fridays campaign looked a little different this year with the incorporation of green tips in support of Penn's sustainability goals. The collaborative initiative, **Eagles Green Fridays**, allowed staff members in the EVP division to wear green or Eagles gear on Fridays while asking them to participate in a Twitter engagement campaign to share photos of sustainable practices.

Eagles Green Fridays



Power Purchase Agreement



### PPA

In May 2020, The University of Pennsylvania signed a **Power Purchase Agreement (PPA)** for the creation of a solar power project moving 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 (consisting of two contracts) will result in the construction in central Pennsylvania of two new solar energy facilities with combined capacity of 220 megawatts, which is projected to produce approximately 450,000 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. This will be largest solar power project in the Commonwealth of Pennsylvania when completed. The scale of the PPA ranks it at the top of solar and wind installations created by Penn's Ivy League university peers to offset their carbon emissions. For answers to common questions about the PPA, visit the [FAQ page](#).

A collaborative team from across the University organized this power purchase agreement, including staff from the Energy Management team of FRES Operations and Maintenance, FRES Finance, Penn Sustainability, the Office of General Counsel, the Office of Budget and Management Analysis, and the Division of Finance.

## OPERATIONS & 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.**

### RESILIENCY MANAGEMENT

FRES' responsibilities stretch across Penn's urban campus and include elements of Emergency Preparedness. Each year, FRES participates in the **Mission Continuity Program**, which organizes a University-wide tabletop exercise (TTX) annually. All University organizations use the same event scenario as the basis for their TTX. The goal is to test 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.

Floor maintenance



### SAFETY

Since its inception in 2018, the **SAFE card program** (Safety Alert from Employees) has addressed 222 reported safety concerns, and moved 100 others toward completion. The SAFE card program allows an employee to report a safety issue and then keep that employee in the loop as it is addressed and resolved.

Fall Protection studies and engineering designs were completed for 30 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 code.

### UTILITIES

In collaboration with FRES Design & Construction, an upgrade of the controls systems at MOD7 was completed, resulting in increased reliability and efficiency of the University's chilled water production.

Following successful pilots in two campus buildings, the **Enhanced Retro-commissioning Program** (eRCx) has now studied 10 additional laboratory buildings. Energy reduction measures identified to-date by the eRCx initiative has the potential to reduce the campus building-related energy usage by 13%.

O&M's utilities management team continues to utilize SCADA, the centralized computer management system that monitors the operation of critical campus building infrastructure, to move the **Energy Data Awareness** initiative forward. This initiative encourages energy conservation across campus to schools and centers, often in collaboration with Penn Sustainability. Data is shared regularly with all schools and centers at meetings designed to maximize the impact of the initiative.



MAINTENANCE

At the end of February 2020, O&M had reduced the number of work orders awaiting 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, in response to day-to-day situations, Operations & Maintenance increased hours spent on Preventative Maintenance (PM) by 3.8%, as compared to FY19. A comprehensive review and evaluation of all current PM standards and practices are underway to maximize the effectiveness of PM.

RESIDENTIAL PORTFOLIO MANAGEMENT

The women and men of FRES housekeeping and trades did an excellent job repairing, cleaning, painting, and refreshing our buildings and green spaces during Summer Turnaround 2019. During those short 13 weeks, housekeeping cleaned over 1.6 million additional square feet, including 3,804 student rooms. Our trades staff completed 7,476 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 2019 semester.



HOUSEKEEPING

FRES is in the fourth year of the Enhanced Housekeeping Program that was fully implemented in June 2017. This program was designed to assess and align how we manage the 6 million cleanable square feet in 160 buildings on Penn's campus. Housekeeping leadership continues to receive positive feedback from our customers on quality, safety, and efficiency of our work.

In FY2020, FRES Housekeeping hired and retrained 11 employees from the **West Philadelphia Skills Initiative**, an organization that bridges the economic employment gap in Philadelphia by connecting Philadelphians seeking opportunity with employers seeking talent. This program provides on the job training and career guidance.



HARDSCAPE

O&M funded and implemented a systematic repair program on our campus walkways to address imminent trip-fall hazards. Phase 1 has been completed and phase 2 was underway during summer 2020. Planning is in the works for a systematic routine in-house inspection program to document conditions and proactively address trip-fall related deficiencies.

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.



REAL ESTATE – RETAIL

Franklin's Table is a one-of-a-kind food hall located in the heart of Penn's campus at 34th and Walnut Streets. In FY20, the destination eatery welcomed

- **Dizengoff** - an Israeli-style hummusiya with freshly-made hummus and rotating seasonal toppings.
- **Papermill Asian Kitchen** - known for its signature Spurritos, fresh spring roll burritos wrapped in rice paper and filled with a wide choice of proteins, fresh vegetables, and house-made sauces.



The transformation of the grocery store at 40th and Walnut Streets began with the closing of Fresh Grocer in March 2020. ACME affirmed its commitment to delivering an excellent all-around experience at a high quality grocery store to the residents of University City and the Penn community by fall 2020.



March 2020 celebrated the two-year anniversary of the **Shop Penn brand**, a collective promotion of the many shopping, dining, and cultural experiences open to all on the Penn campus. For the December 2019 winter holiday season, Shop Penn coordinated **Holiday Happenings**, a selection of sales, specials, and events designed to enhance the holiday shopping experience.

Shop Penn stepped up its **content for social media** by going deeper to offer insights from key Shop Penn entrepreneurs and restaurateurs in magazine-style profiles, and Recipe Roundup featuring easy dishes from top local chefs.

JPOD Anniversary



#### PENNOVATION WORKS

Pennovation **2019 Year in Review** brought recognition to the innovation ecosystem that has been growing on the 23-acre, 34th Street and Grays Ferry Avenue site since the 2016 opening of the Pennovation Center. Members of the Pennovation community enjoy shared equipment and best-in-class facilities, affordable offices, wet labs, Inventor Garages, and coworking desks, access to capital resources, top talent, and global networks, industry expertise, interdisciplinary collaboration, robust resources, and invaluable programming.

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 @ 365 celebration, representatives from six Philadelphia health and biotechnology start-ups shared how partnering with Johnson & Johnson Innovation impacted their company's growth over the past year.

Innovative companies at Pennovation Works continued to expand and win accolades from academia and industry. Strella and Instahub were awarded **Penn's Presidential Innovation Prizes** in 2019. Lia Diagnostics and ZeroEyes 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 achievements are highlighted in the 2019 Year in Review.

In July 2019, an 8-week-old black Labrador retriever became the 100th puppy to enter the **Penn Vet Working Dog Center** research-based training program. The Working Dog Center opened on Sept. 11, 2012, as a national research and development center for detection dogs.

Accelerator Cohort 2019



June 2019 welcomed the second cohort of the **Pennovation Accelerator**. The nine startup companies were chosen from over 60 applications and represent a variety of industries - from software to medical devices to consumer products. The curriculum focused on go-to-market and fundraising strategies across six weeks, and culminated with a Pitch Day on Thursday, July 25th.

#### PENNOVATION IN THE COMMUNITY

Pennovation Works hosted its **3rd annual community concert** on September 27th, featuring Hardwork Movement, a Philadelphia based hip-hop group. Attendees also enjoyed a live performance by neo-soul artist, Jacqueline Constance. Food trucks Philly Goodfellas and Chilly Banana were onsite for refreshments.

Hardwork Movement



On Sunday, October 6, 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 Philly's tech, startup, and artistic communities, and for local Makers to connect with each; to connect the city's manufacturers, artisans, innovators, and inventors with the resources they need to turn 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 80 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.

40th Street Summer Series



#### ARTS & CULTURE, COMMUNITY

Summer 2019 marked the 15th Anniversary of the **40th Street Summer Series**, a free live music and family fun series sponsored by FRES, The Rotunda, and the University City District. Three concerts were held at the outdoor space at 39th and Walnut Streets:

- June 15 Stargazer Lily & Ashley Phillips
- July 13 Voices of Africa and CCW
- August 17 Gwendolyn Bye Dancefusion and Crisol

In FY2020, The Rotunda marked 20 years of elevating the quality of life for Penn and University City by providing access to the arts for multiple communities.

Pennovation Lab



#### Real Estate Development

The Pennovation Lab Building is a 65,000 +/- rentable square foot scientifically advanced, multi-tenant laboratory and office building located within Pennovation Works. Ideal tenants are early stage companies requiring 2,000 SF to 6,000 SF — that have secured early-stage funding and outgrown their incubator space either at Pennovation Works or moving from other locations. The building is estimated to be available for occupancy in Fall 2020.

- In May 2020, marketing efforts for the Lab expanded to include a dedicated webpage, [pennovationlab.com](http://pennovationlab.com), and special social media content targeted for innovators seeking work space.

Tangen Hall



Scheduled to open in Fall 2020, the seven-story, 68,000 SF **Tangen Hall** will house both the Penn Wharton Entrepreneurship and Wharton Small Business Development staff. Supporting student entrepreneurship and innovation, the building will include incubator spaces to pilot student-led ventures such as a Makerspace, Test Kitchen, and Integrated Product Design (IPD) space in partnership with the School of Engineering and Applied Science and Penn Design.

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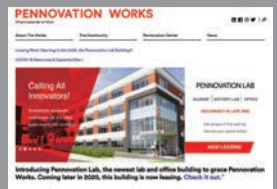
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## IN THE HEADLINES

APRIL 28, 2020

[Drone 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

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[Penn signs Power Purchase Agreement for largest solar project in Pennsylvania](#)  
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APRIL 1, 2020

[How small businesses around Penn are surviving the coronavirus crisis](#)  
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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](#)  
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NOVEMBER 15, 2019

[Penn Museum reimagines its African, Central American galleries with a modern view](#)  
The Philadelphia Tribune

NOVEMBER 8, 2019

[Penn unveils one of America's finest squash facilities](#)  
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OCTOBER 29, 2019

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[Michael Solomonov's Dizengoff opening in Franklin's Table Food Hall](#)  
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[The World's Most Innovative Universities 2019](#)  
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[Navigating Move-In: Step by step, mile by mile](#)  
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AUGUST 14, 2019

[Food Halls Hit Academia](#)  
The Wall Street Journal

JULY 10, 2019

[Art Museum sculptures that have stood sentry for decades are moving to Penn for 99 years](#)  
The Philadelphia Inquirer

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