



**WINTER**

**ALL-HANDS**

**TUESDAY,  
MARCH 5**

# WELCOME, UW FACILITIES

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UNIVERSITY *of* WASHINGTON



# **UWF's top priorities in 2024**



**1 Preventive Maintenance**

**2 Campus Asset Renewal Program**

- **Building Renewal Program**
- **Energy Renewal Program**
- **Portage Bay Crossing**

**3 Emergency Management**

**4 DEI / Workforce connection**

**5 Metrics**



# Preventive Maintenance

*Rod Worden*  
*Associate Vice President, Operations*



# Preventive Maintenance



## Filling the toolbox

- > Equipment data is loaded into AiM
- > Maintenance “Templates” are established
- > AiM Go app to be piloted
- > Dedicated labor!
  - Hiring now - 8 new FY24 positions and finalizing H&FS funding for more
  - 8 additional positions requested for FY25



80% unplanned  
20% planned PM





# Campus Asset Renewal Program

***Steve Tatge***

*Associate Vice President, Asset Management*

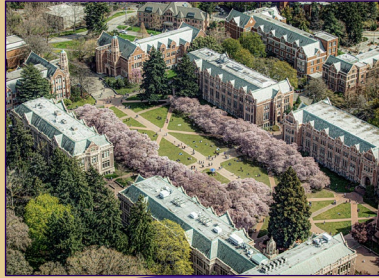
***Dave Woodson***

*Executive Director, Campus Energy, Utilities & Ops*

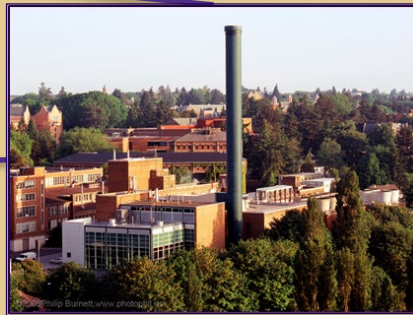
# Campus Asset Renewal Program (CARP)

## -One program with two components

### Campus Asset Renewal Program



**Building  
Renewal Program**

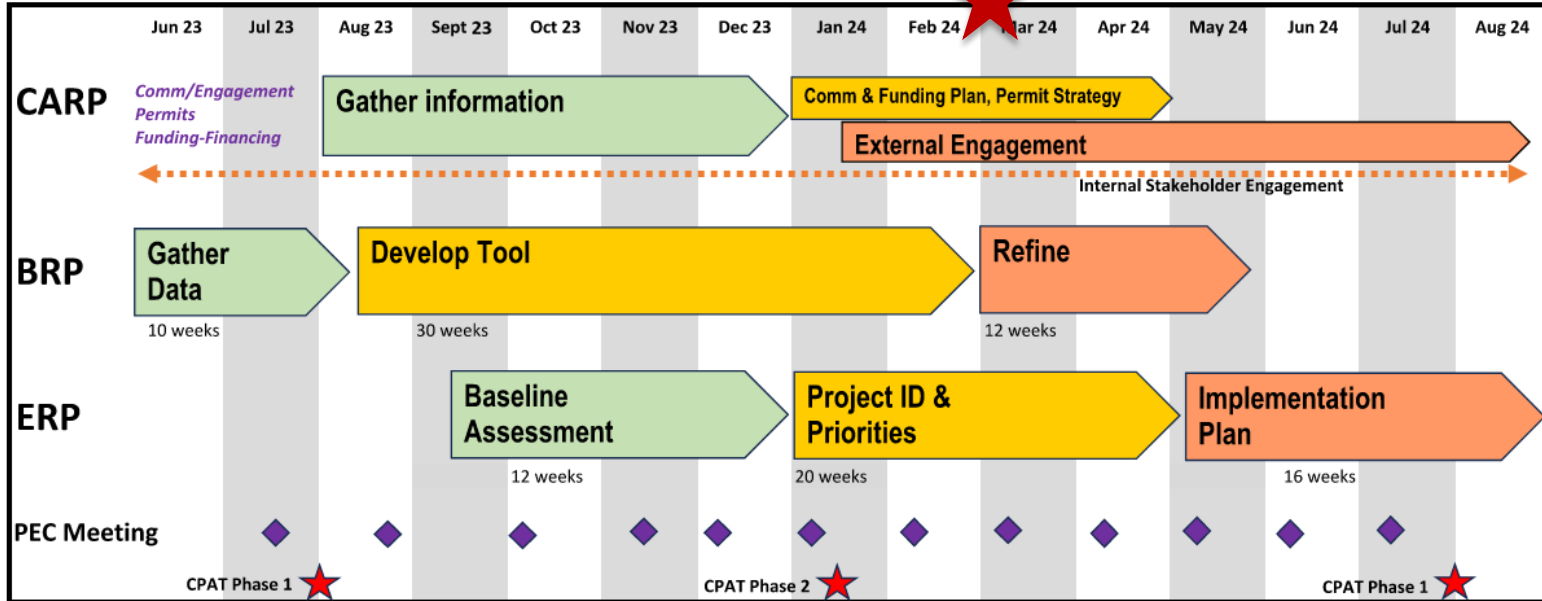


**Energy  
Renewal Program**

- Address building **Deferred Maintenance** while incorporating the objectives of the **Clean Energy Strategy**
- Separate and distinct projects, but carefully planned and coordinated

# CARP Schedule

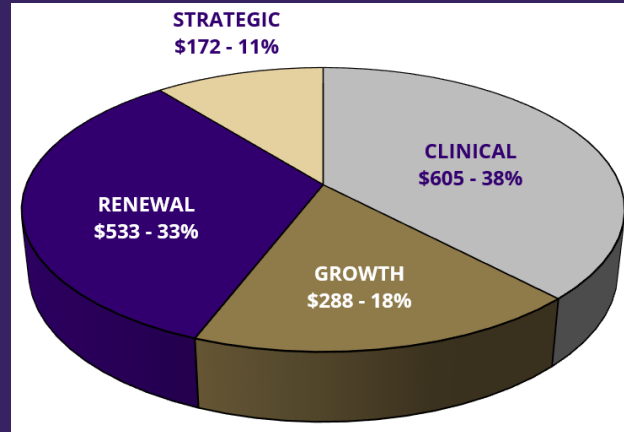
**We are here**





# CARP requires significant investment

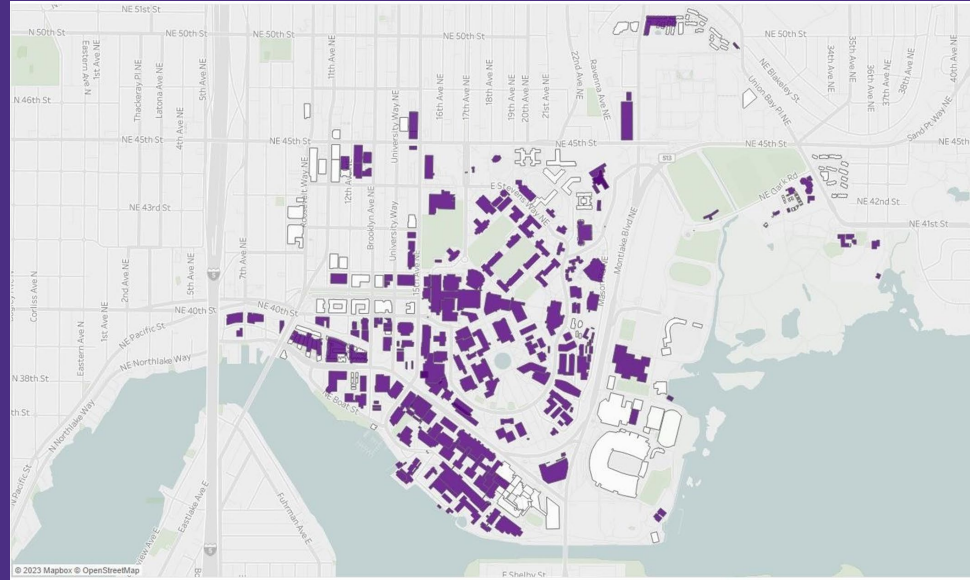
We need to spend about \$175M a year more on renewing the campus than we currently do



# Building Renewal Program (BRP)

## *WHERE TO START?*

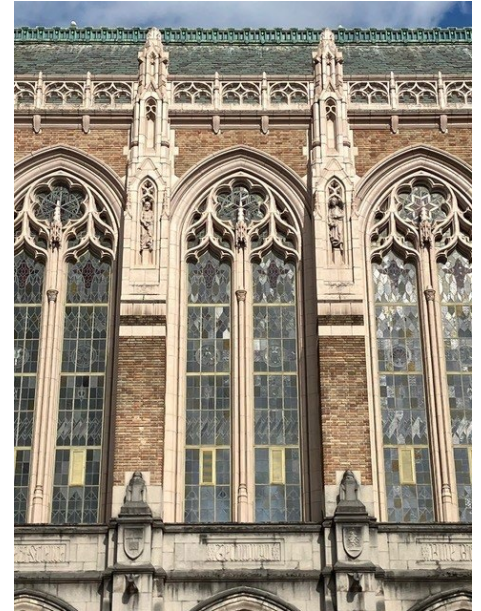
- Develop decision-making framework
- Develop deferred maintenance program (building & system scale)
- Align with Energy Renewal
- Identify surge spaces to enable the work to start
- Obtain needed funding



# Building Renewal Program

## Multiple approaches used concurrently

- **Building-scale approach**
  - "Bottom 10" Buildings = 31% of total ten-year deferred maintenance needs
  - Magnuson Health Sciences = 7 out of Bottom 10
- **System-scale approach**
  - HVAC + Electrical + Plumbing (MEP) = 64% of ten-year deferred maintenance
  - Exterior upgrades (primarily windows and roofs) = 8% of total ten-year deferred maintenance needs
- **Space management approach**



# Building Renewal Program

## Using What the Data Tells Us

### Potential: Remove

	Gross Area	Deferred - Reduction	
1	Magnuson Health Sciences Center B	116,200 SF	-\$56,720,383
2	Guthrie Hall	74,241 SF	-\$39,972,034
3	Aerospace and Engineering Research Building	56,940 SF	-\$31,935,465
4	Benson Hall	76,271 SF	-\$26,166,315
5	North Physics Laboratory Van de Graaff Accelerator	46,587 SF	-\$23,885,706
6	Magnuson Health Sciences Center C	48,288 SF	-\$23,853,533
7	Magnuson Health Sciences Center A	53,201 SF	-\$23,129,816
8	Center on Human Development and Disability Clinic	82,441 SF	-\$22,625,152
9	Wilcox Hall	41,265 SF	-\$19,998,689
10	Hitchcock Hall	116,416 SF	-\$16,313,890
11	Oceanography Building	25,066 SF	-\$14,402,040
12	Fisheries Teaching and Research Building	34,788 SF	-\$10,999,797
13	Marine Studies Building	31,290 SF	-\$9,062,746
14	Roberts Hall	32,471 SF	-\$6,051,189
15	Douglas Research Conservatory	12,894 SF	-\$1,956,621
<b>Grand Total</b>	<b>851,609 SF</b>	<b>-\$327,283,137</b>	

### Potential: Repair

	Gross Area	Deferred - Reduction	
1	Suzzallo Library	333,022 SF	-\$30,129,133
2	Kane Hall	153,375 SF	-\$20,636,266
3	Intramural Activities Building	289,347 SF	-\$19,949,557
4	Padelford Hall	138,555 SF	-\$18,480,737
5	Odegaard Library	165,973 SF	-\$15,238,183
6	Schmitz Hall	107,532 SF	-\$14,987,943
7	Gerberding Hall	82,405 SF	-\$11,188,233
8	Social Work/Speech and Hearing Sciences Building	99,566 SF	-\$10,025,887
9	Electrical and Computer Engineering Building	203,030 SF	-\$9,896,811
10	Allen Library	221,635 SF	-\$9,552,611
11	Ocean Sciences Building	117,818 SF	-\$7,854,343
12	Hall Health Center	60,175 SF	-\$5,304,427
13	Hudsonson Hall	55,164 SF	-\$4,477,715
14	Kirsten Wind Tunnel	23,963 SF	-\$3,175,475
15	Engineering Library	40,549 SF	-\$2,301,295
<b>Grand Total</b>	<b>2,157,818 SF</b>	<b>-\$186,649,744</b>	

### Potential: Renovate

	Gross Area	Deferred - Reduction	
1	Magnuson Health Sciences Center T	479,989 SF	-\$143,478,390
2	Bagley Hall	223,700 SF	-\$93,248,633
3	Art Building	124,082 SF	-\$32,303,031
4	Communications Building	111,117 SF	-\$31,803,145
5	Gould Hall	115,038 SF	-\$26,621,192
6	Bloedel Hall	77,316 SF	-\$23,248,609
7	Smith Hall	92,757 SF	-\$20,069,325
8	Thomson Hall	62,687 SF	-\$16,824,766
9	Gowen Hall	68,925 SF	-\$15,401,568
10	Music Building	73,482 SF	-\$13,983,310
11	South Campus Center	74,847 SF	-\$13,883,073
12	Chemistry Library Building	39,363 SF	-\$12,972,335
13	Raitt Hall	48,148 SF	-\$10,061,199
14	Winkenwerder Forest Sciences Laboratory	26,231 SF	-\$8,766,979
15	Loew Hall	58,747 SF	-\$6,972,643
<b>Grand Total</b>	<b>2,046,469 SF</b>	<b>-\$479,337,951</b>	

### Potential: Replace

	Gross Area	Deferred - Reduction	
1	Magnuson Health Sciences Center BB	240,466 SF	-\$121,759,005
2	Magnuson Health Sciences Center J	170,719 SF	-\$89,106,345
3	Magnuson Health Sciences Center D	168,903 SF	-\$84,458,866
4	Magnuson Health Sciences Center I	151,026 SF	-\$80,787,941
5	Magnuson Health Sciences Center F	132,741 SF	-\$75,480,051
6	Magnuson Health Sciences Center RR	140,512 SF	-\$69,983,230
7	Mechanical Engineering Building	97,768 SF	-\$44,804,690
8	Atmospheric Sciences-Geophysics Building	77,709 SF	-\$41,233,912
9	Condon Hall	132,533 SF	-\$38,969,279
10	More Hall	79,262 SF	-\$34,777,031
11	Marine Sciences Building	59,570 SF	-\$32,470,803
12	Oceanography Teaching Building	53,521 SF	-\$28,770,654
13	Magnuson Health Sciences Center E	56,540 SF	-\$27,955,007
14	Magnuson Health Sciences Center G	64,594 SF	-\$26,787,967
15	Portage Bay Building	111,226 SF	-\$25,402,714
<b>Grand Total</b>	<b>1,817,203 SF</b>	<b>-\$846,949,973</b>	

Example



# Energy Renewal Program (ERP)

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## GOALS

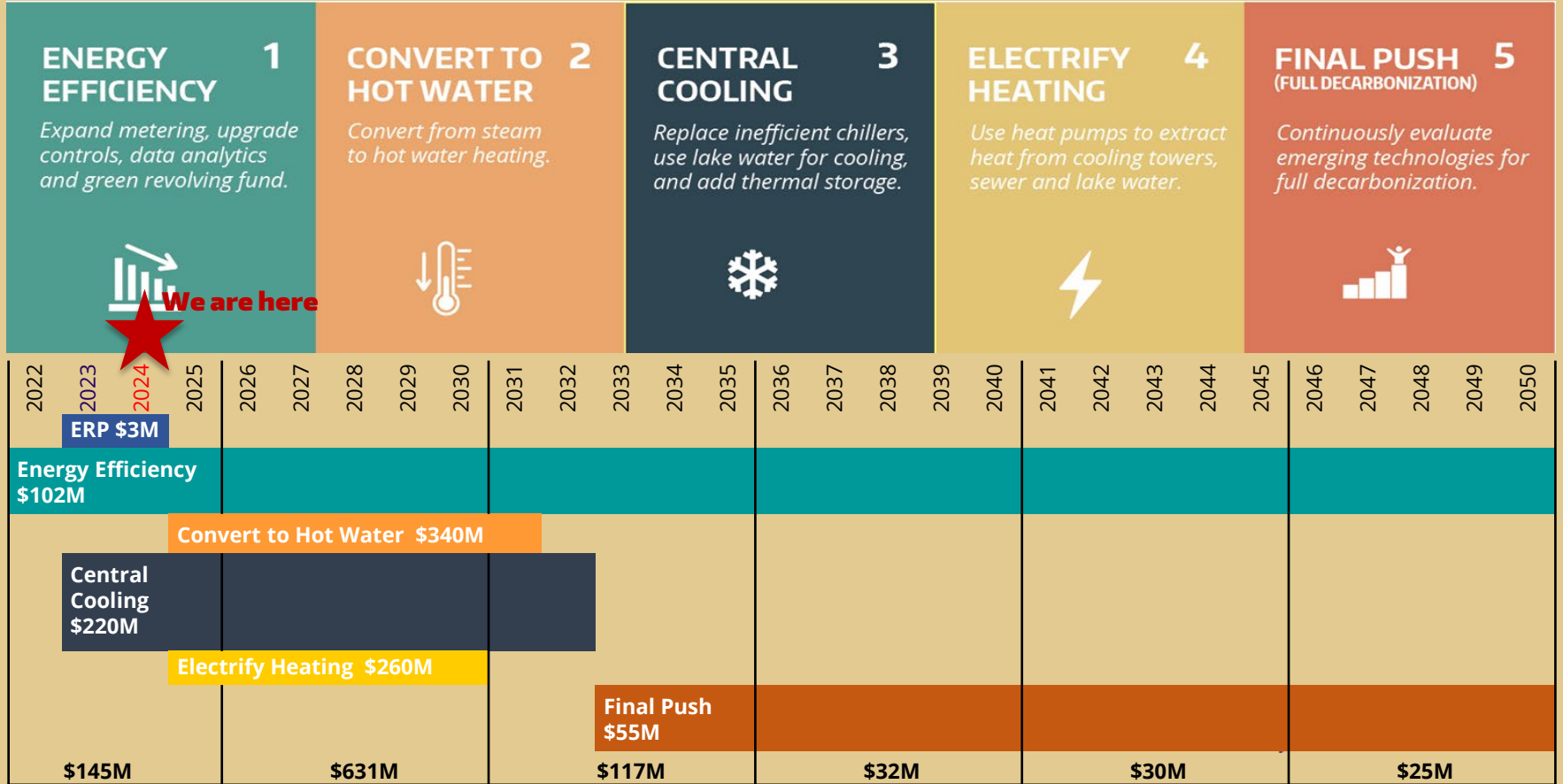
- Reduce operating costs and carbon emissions
- Ensure utility capacity, reliability & resiliency
- Align with the Building Renewal Plan
- Ensure inclusive stakeholder engagement
- Develop funding and financing strategy
- **Develop plan for Energy Implementation:**  
Scope, schedule, sequence, budget & cash flow for individual projects

# Energy Renewal Program



- **Top priority for UW!**
- Consultant hired in August 2023
- Project Working Team meetings started in Oct 2023
- 23-25 Biennium: UW received \$18M CCA funds (\$3M operating, \$15M capital) for ERP projects
- 2024 Supplemental Budget: UW requesting \$48.9M capital CCA funds (\$14M for ERP projects)

# 5-PART TRANSFORMATION STRATEGY



# Other Higher Ed Decarbonization Efforts

Leaders:

In Progress:

Planning:

Starting:



DARTMOUTH



PennState.



UNIVERSITY OF CALIFORNIA



Cornell University



UMASS AMHERST



VANDERBILT UNIVERSITY



SIMON FRASER UNIVERSITY



UNIVERSITY OF TORONTO



Massachusetts Institute of Technology



BROWN







# Portage Bay Crossing

*Rocale Timmons, Executive Director  
Economic Development for Real Estate*

# W

## PORTAGE BAY CROSSING (West and South Campus)

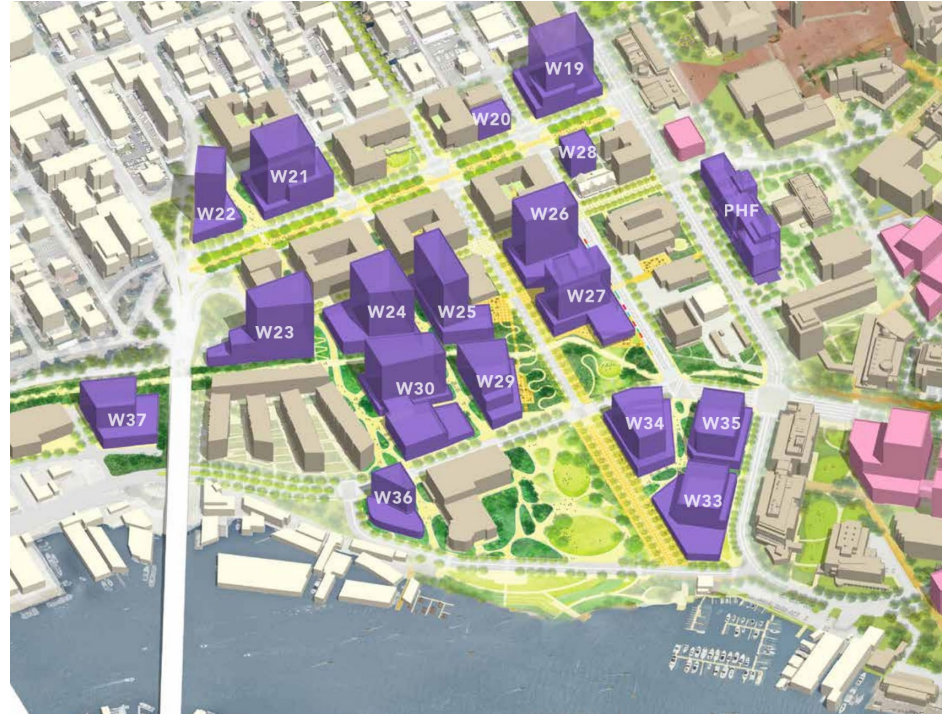


*'dynamic and interdisciplinary urban community that will merge education and student life with cutting-edge UW research, pioneering public/nonprofit institutions and private companies'*

# Portage Bay Crossing

## Goals

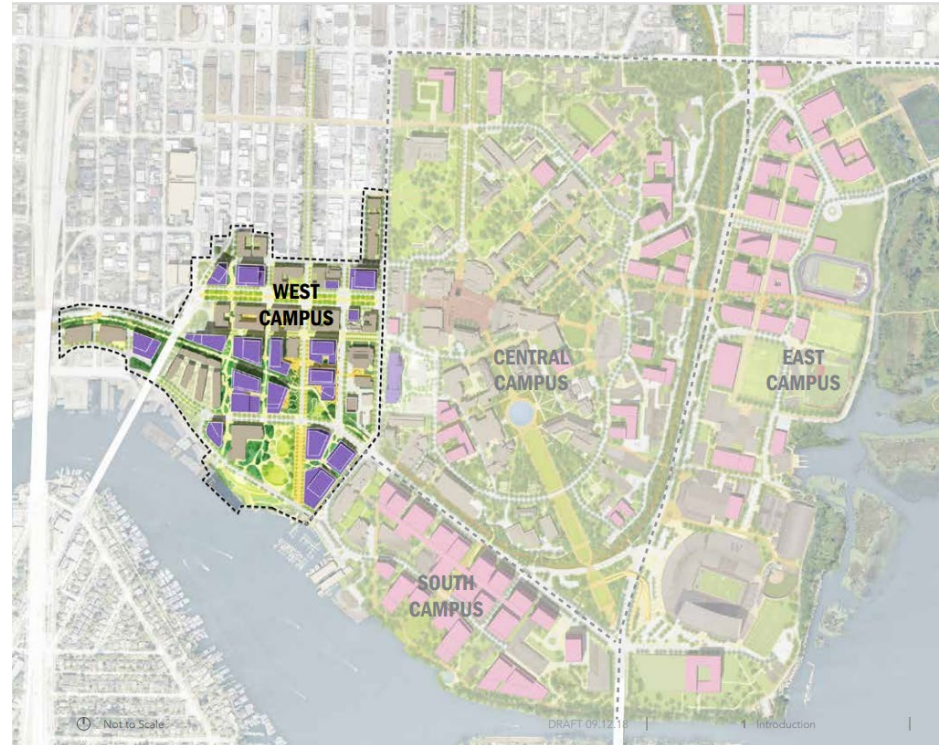
- *Interdisciplinary*
- *Sparks innovation & impact*
- *Meaningful public space*
- *Enhanced mobility*
- *Ecological stewardship*





# West Campus Overview and Vision

- Generally bounded by NE 41st Street, 15th Avenue NE and Roosevelt Way, and Puget bay to the south and likely to include the South Campus
- The most urban of the four campus sectors and accommodates a wide range of uses with regional transportation and transit access
- Existing program includes 764,399 GSF and 1,598 parking stalls
- CMP would allow up to 3M GSF w/an associated 2,394 parking stalls





# West Campus Visioning Committee (WCVC)

A committee of UW senior leaders, faculty, students, and staff (in collaboration with work conducted by other units and committees) focused on the review, renewal, and oversight of the Portage Bay Crossing vision and development.

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## Committee Charge

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Champion the vision

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Consider how development could serve larger University needs for renewing campus buildings and utility infrastructure, particularly in South Campus

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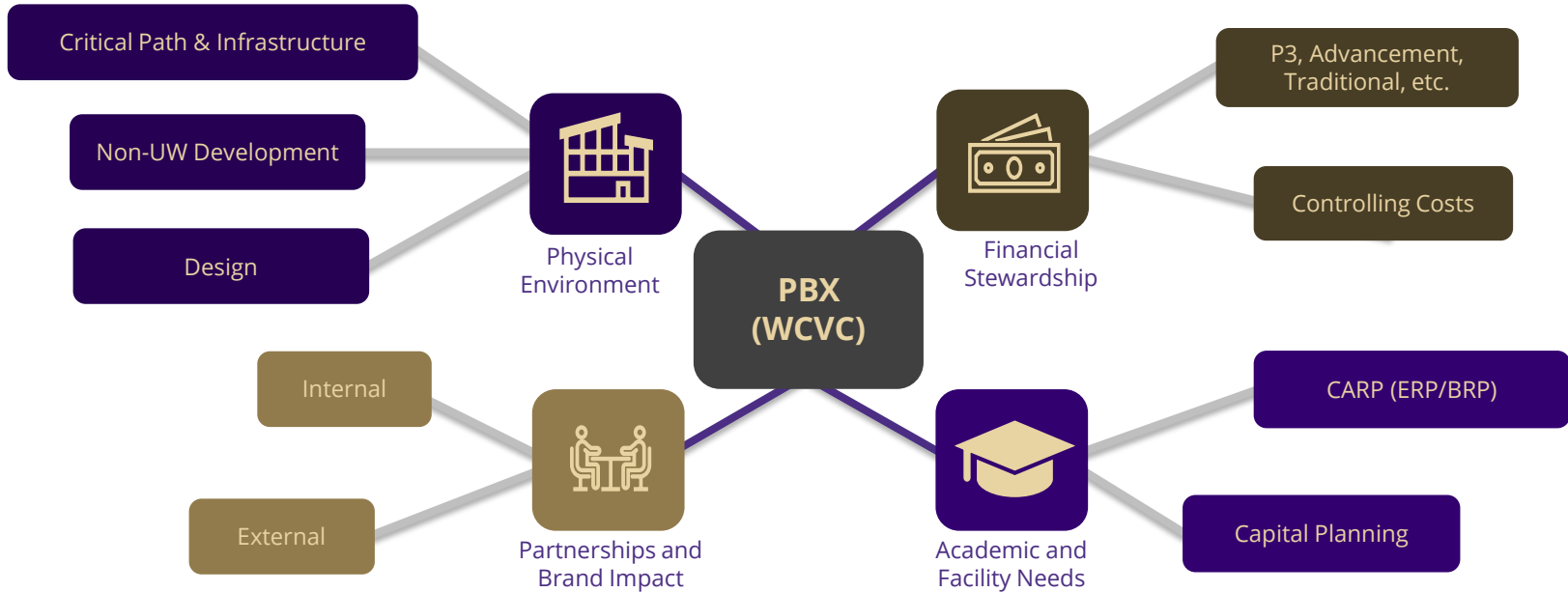
Support University's engagement with business and community partners to establish partnerships and synergy with the vision

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Make recommendations to President and Provost regarding University's progress on achieving broader goals and objectives for development

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# WCVV Working Groups





# West Campus Green (Park) Brightwork Bldg (Site W27)





SEATTLE, WA

# Brightwork at Portage Bay Crossing

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345,000 RSF

BUILDING SIZE

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11 Levels

LAB, OFFICE, INNOVATION, COMMUNITY  
SPACES

---

2 Levels

BELOW GRADE PARKING

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Q1 2024

CONSTRUCTION START  
PLANNED 2-YEAR CONSTRUCTION  
DURATION





# Emergency Management

*Rod Worden*  
*Associate Vice President, Operations*

# UWF Unit Response Center (URC)

## > Last year

- Established committee
- Reviewed likelihood & impact of potential risk



## > This year: **Bring the Unit Response Center back to life**

- > Day 1 communications plan
- > URC staffing plan
- > Virtual/physical activation
- > Continuity of Operations Plan

Fall Exercise – Walk Through







# DEI / Workforce Connection

*Lou Cariello, Vice President*

# DEI in UWF

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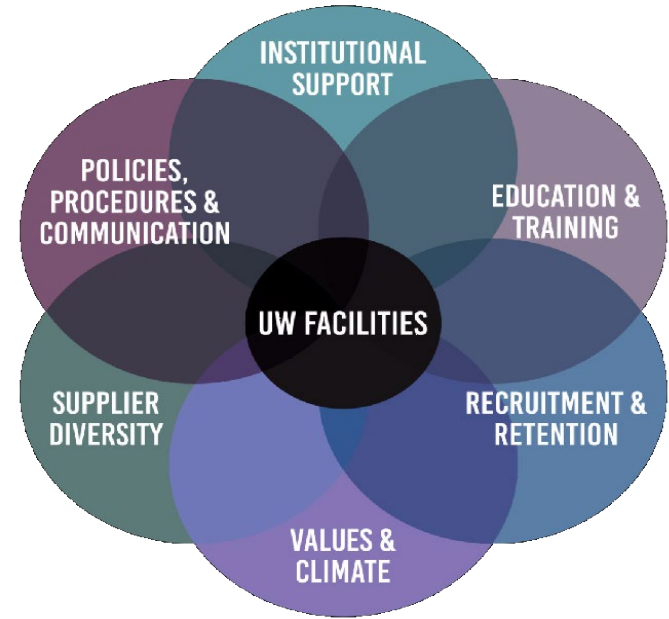
**You deserve a diverse, equitable,  
and inclusive workplace  
where you feel valued and respected.**

***So how are we getting there?***



# Looking back

- > **Carter Development Group hired as our DEI consultant (July 22-July 23)**
  - Deep-dive work into 6 focus areas
  - 73% of UWF participation rate!
    - > Interviews, surveys, and focus groups



# Summary of CDG findings

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- > **UWF workplace psychological safety must be improved**
- > **UWF lacks transparency and clear communications**
- > **Leadership/management practices inconsistent among units**
  
- ❖ 95% stated they would support DEI projects within UWF
  
- ❖ *We have work to do and people who are committed to positive action.*



# What we're doing

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## *Leadership consistency*

Standardize DEI  
Metrics & Dashboard

Added Leads to  
leadership meetings

DEI Training  
Assessment

Expanded  
Stepping Stones

## *Increase psychological safety*

Re-implement WEG  
Structure & Processes

Restarted English in  
the Workplace

## *Leadership transparency & communication*

All Staff surveys

DEI Governance





# DEI in UWF

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**Bottom line, we are committed at every level to:**

- Help us all feel more safe at work
- Be more transparent in communications
- Give leadership the tools they need to better support staff

*Thanks for being an active participant in this important journey!*





# BIT Support for Top 5 initiatives

*Cathy Johnson*  
*Executive Director & CIO*



# Business Innovation & Technology

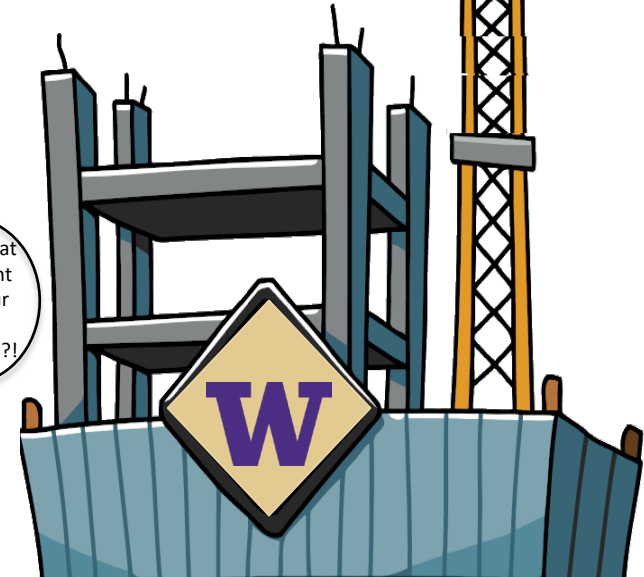
## BIT team members and students working for YOU!

Nahlini Ahluwalia, Anjali Arya, Michelle Blanchard, Molly Breyse-Cox, Ramon Burgos, Cory Chan, Jennifer Conner, Jay Dahlstrom, Cesar Escobar, Nicholas Fraser, Sarah Gest, Yurika Harada, Mykenzie Hirata, Donald Ho, Brandon Karlson, Nathaniel Moore, Danica Alina Nguy, Ameer Narendra Patel, Greyson Plucker, Tim Rhoades, Eric Shen, Elizabeth Stitt, Victoria Lok Yan Tan, Ryan Teo, Brian Tran, Tarun Venkatachalam, Jeanna Vogt



# Campus Asset Renewal Program

- **Energy Renewal Program**
  - Implement EnergyCap software
  - Energy data integrations and enhancement
  - Building IoT program
- **Building Renewal Program**
  - Enhancements to AiM
  - Improved metrics
- **Space Management**
  - Replace InVision w/ new system
  - Space Management data quality





# Preventive Maintenance

(including general operations)

- **AiM enhancements**
  - AiM asset tagging with Go-App (handheld)
  - Improved work order status, processing, closure
  - New interface for maintenance requests (ReADY)
  - Standardized work induction / intake of work
  - Other improvements tbd by AiM governance group





# **Emergency Management**

## **Communication Tools in MS Teams for Emergency Management**

### **Disaster Recovery for Information Systems**



# Diversity, Equity and Inclusion



YOU ARE APPRECIATED!  
YOU ARE ONE IN A  
~~MINION~~  
MILLION !!



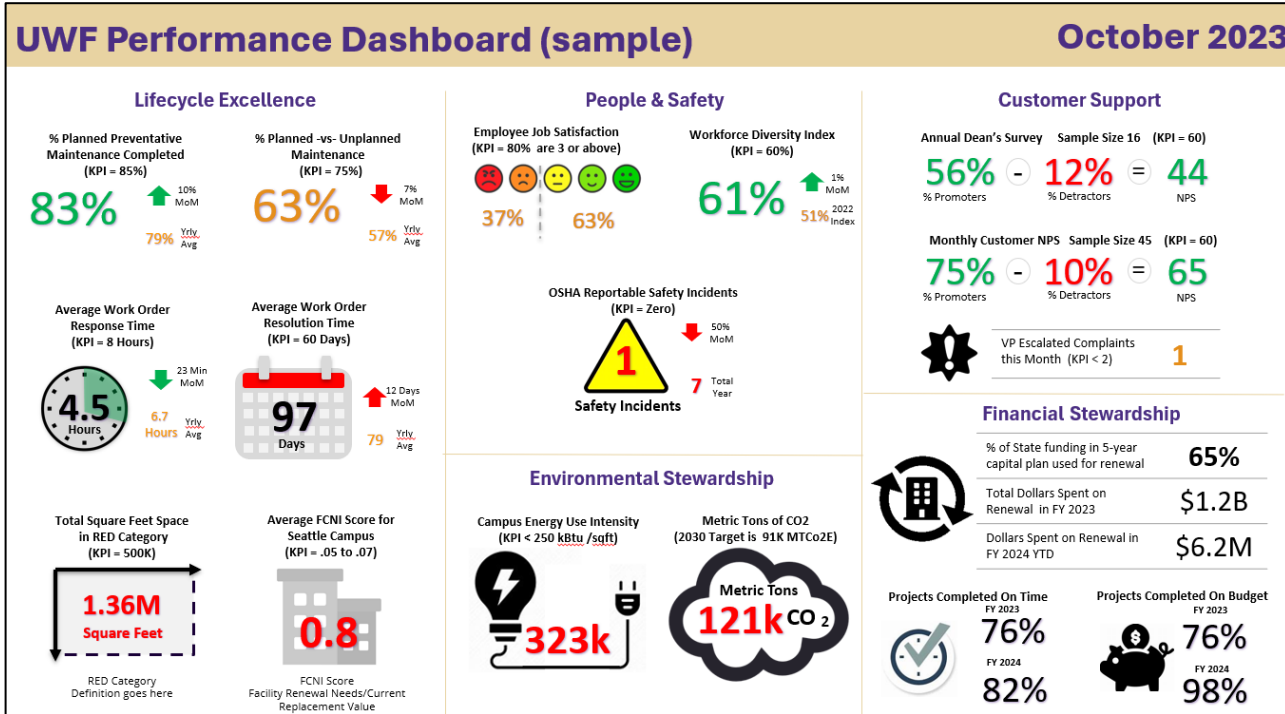
## DEI Dashboard

### DEI Survey (twice a year)



# Metrics

## Bringing together metrics from variety of different systems







# Moment of silence

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# RECOGNITION



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# CAMPUS FLOOD RESPONSE, January 12-15

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## Maintenance & Construction

Brent Almond  
Gary Blendheim  
Scott Brewer  
Jesse Caffey  
Raymon Campbell  
Abigail Ellis  
Miguel Flores  
Grant Folstad  
Greg Forrest  
Alice Fowler  
Stewart Fyfe  
Dennis Garberg  
Damion DJ Gomez  
Treve Haist  
Chris Heinrichsen

Lance Hendrix  
Mike Horm  
Nick Jenkins  
Sean Jernberg  
Mary Beth Johnsen  
Richard Johnson  
Wayne Johnson  
Jeff Kopec  
Kyle Kulenkamp  
Brad Lachapelle  
Cory Lovejoy  
Paula Lukaszek  
Tony Macias  
Frank Martin  
Jonathan Milne

Darryl Milus  
Zack Myers  
Howard Nakase  
Ryan Nelson  
Curtis Nilson  
Danny Padilla  
Eric Petersen  
Kasey Phillips  
Tyler Quandt  
Trent Roberts  
Fred Ryun  
Don Satko  
Matt Scillo  
Ben Scofield  
Matthew Sierer

Steve Snyder  
Tommy Southas  
Zachary Sroka  
Craig Steiner  
Sergey Teterin  
Charles Thompson  
Kevin Thorsen  
Jake Webster  
Guy Weiss  
Terrell Wiggins  
Dustin Winkler  
Rick Wolf  
Ian Wyborski  
Michael Yoshida

# CAMPUS FLOOD RESPONSE, January 12-15

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## Campus Energy, Utilities & Operations

Pat Day	Ray Massie
Jim Dorsey	Trevor Meier
Mark Easton	Gary Mellott
Josh Estes	Warren Midkiff
Scott Gehrett	Cody Mills
David Gericke	Dan Stiles
Marc Guadiz	Ryan Trickett
Ramil Hernandez	
Rodney Jones	

## Building Services Department

Yang-Sook Choe  
Katherine Huebl

## Regulated Materials Office

Rose Alfano	Saeid Rastegar
Russell Browne	Andrew Wong
Angel Gonzalez	

## Transportation Services

Yonas Bezabh	Philip Muschett
Dennis Donohoue	Garth Runkel
Will Donohoue	

# DISTINGUISHED STAFF AWARD NOMINEES

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**Anna Daeuble**  
Client Account Manager



**Anne Marie Marshall**  
Assistant Director, Employee Relations



**Geoff Hallett**  
Control Technician



**Reggie Taschereau**  
Employee Relations Manager



**Sarah Lewis-Assink**  
Training Specialist



# STEPPING STONES GRADUATES

## Campus Energy, Utilities & Operations

Jasean Burke      Baldwin Tran  
Josh Estes

## Maintenance & Construction

Bill Bollinger	Mary Beth Johnson
Tim Bortvedt	Becki Koukal-Liebe
Shane Eazor	Dave Lietzke
Miguel Flores	Corey Lovejoy
John Finelli	Mary Ochoa
Fran Hapke	Matt Phelps
Eric Hawley	Han Yoo
Carlton Hess	



# STEPPING STONES GRADUATES

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## Building Services Department

Deborah Ann Garrison

Ariel Ladrillono

Asmeret Measho

Daniel Min

John Watson



# STEPPING STONES GRADUATES

## Maintenance & Construction

Bill Bollinger  
Tim Bortvedt  
Jasean Burke  
Shane Eazor  
Josh Estes  
Miguel Flores  
John Finelli  
Fran Hapke  
Eric Hawley  
Carlton Hess

Mary Beth Johnson  
Becki Koukal-Liebe  
Dave Lietzke  
Corey Lovejoy  
Mary Ochoa  
Matt Phelps  
Baldwin Tran  
Han Yoo





# STEPPING STONES GRADUATES

## Building Services Department

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Deborah Ann Garrison  
Ariel Ladrillono  
Asmeret Measho  
Daniel Min  
John Watson



# TRANSFORMATIONAL LEADERSHIP DEVELOPMENT PROGRAM

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Monica Acevedo-Soto  
Brent Almond  
Steve Babinec  
Seethu Babu  
Leita Bain  
Clayton Brainerd  
Jay Dahlstrom  
Lisa Dulude

Beck Eatch  
Karla Kross  
Sarah Lewis-Assink  
Neil MacLeod  
Cindy Magruder  
Warren Midkiff  
Greg Miller  
Marilyn Ostergren

Chris Pennington  
Leah Quezada  
Tim Rhoades  
Abe Smith-Groening  
Amanda Solonika  
Kevin Tice  
Dave Woodson  
Rod Worden



# COMMUNICATIONS AWARD

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## Council for Advancement and Support of Education (CASE)

Circle of Excellence Gold Award

Misty Shock Rule



### "Custodians Share COVID Experiences, Show Pride in Their Work in Art Exhibit"

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Year: 2023

Award Level: Gold

Award Winner(s): [University of Washington](#)

Award: [Circle of Excellence](#)

Category: [Writing](#) | [COVID-related](#)

# SUSTAINABILITY AWARDS

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## **Assoc for Advancement of Sustainability in Higher Ed (AASHE)**

2023 Sustainable Campus Index

#2 nationally in Purchasing

#9 nationally in Transportation

## **Husky Sustainability Awards**

Honorable mention

Eric Yerxa



# RETIREES

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## Building Services Department

Beyene Gebrezgiher  
Nigisti Habtemicael  
Theodore Navarro

Teresita Perry  
Theresa Thompson  
Seare Zerom

## Maintenance & Construction

Jeff Eckhardt  
Al Frankenhauser  
Rufino Isip  
Rafeeq Islam

Larry Mancinelli  
David Record  
Troy Swanson  
Jim Turner

## Transportation Services

Ted Colfax  
Jo Ann Kuykendall

Phil Miller

## Engineering Services

Ke C Chen

## Finance

Carolyn Drebert  
Michael Flanagan  
Cindy Wong

## Partner Resources

Reggie Taschereau

## Project Delivery Group

Steven Babinec

# YEARS OF SERVICE

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# 15 YEARS

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## **Building Services Department**

Aljune De Leon      Mark Hash  
Kibra Feshhazion      Flordeliza Tabasan  
Saba G. Haile

## **Business Innovation & Technology**

Cesar Escobar      Ameer Patel

## **Campus Energy, Utilities & Operations**

Derrick McKenzie

## **Maintenance & Construction**

Tim Chapman      Geoff Hallett  
Mario Delcid      Eric Hawley  
Alfonso Escobar

## **Partner Resources**

Patricia Colaizzo      Anne Marie Marshall

## **Project Delivery**

Steven Harrison

## **Real Estate**

Ben Newton

## **Transportation Services**

Ghebrealif Hailemariam      Jeff Riba  
Steve Harris      Eshak Zakhary

# 20 YEARS

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## **Building Services Department**

Freweini Abrham  
Aregash Andemeskel  
Franklin Becker  
Victor Cardona  
Pheng Keopraseurt  
Brahma Nand

## **Engineering Services**

Sunryoung Kim

## **Maintenance & Construction**

David Bomengen  
Challase Hitch  
Paula Lukaszek  
Kao Saetern  
Cedar Smith

# 25 YEARS

---

## **Building Services Department**

Tewolde Amelesom	Florence Joaquin
Martha Amir	Mehari Kelete
Nenita Bagaoisan	Sue Park
Maryan Farah	Naita Saechao
Aniceta Gabuat	Georgina Tabasan
Bruce Jitodai	Kum Cha Vicente

## **Business Innovation & Technology**

Tim Rhoades

## **Finance & Administration**

Barbara Wingerson

## **Maintenance & Construction**

Jay Alejandro	Craig Moe
Nelson Asiro	John C. Sala
Peter Atkinson	Elbert Whitt
Brian K. Davis	

## **Real Estate**

Ronald Oestreich

## 30 YEARS

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### Building Services Department

Tsege Gebreiogris      Robert A. Young  
Scott Khanphongphane      Kidisti Zeratsion  
Frewoini G. Russom

## 40 YEARS

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### Engineering Services

Tony V. Fragada

## 35 YEARS

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### Building Services Department

Latonya Thompson      Diana Webber

### Maintenance & Construction

Arthur Magalona

## 45 YEARS

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### Building Services Department

Roman J. Ariri





**WINTER**

**ALL-HANDS**

**TUESDAY,  
MARCH 5**

# Q&A

**Panel:** *Lou Cariello, Rod Worden, Barbara Wingerson, Steve Tatge*

**Moderator:** *Lori Smith*

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# THANKS

## Presenters

Cathy Johnson  
Dave Woodson  
Lou Cariello  
Rocale Timmons  
Rod Worden  
Steve Tatge

## Q&A session

Lou Cariello, Rod Worden,  
Barbara Wingerson, Steve Tatge

## Planning committee

Stephanie Parker, Goldie Johnson,  
Jodi Van Matre, Carol Haire, Jennell Taylor,  
Lilian Gaya, Amanda Larkin, Crystal Ryan,  
Jennifer Lail, Laura Salish, Layla Tavassoli

## Presentation

Bettina Jones, Ina Stap, Lori Smith,  
Andy Krikawa, Misty Shock Rule

## Photo submissions

Mark Kirschenbaum, Solomon Teklab,  
Kellie Dean, Chris Pennington

## Also thanks to:

Harry the Husky  
Ramon Burgos  
Jennifer Conner  
Sarah Lewis-Assink  
Nick Monica  
Nadir Roberts  
Page Russell  
Katie Savoie  
Dayo Sense Catering  
SP+ Transportation  
The HUB Event Staff



Recording and presentation will be available  
at  
[bit.ly/uwfallhands](https://bit.ly/uwfallhands)