



University of South Florida  
Office of Administrative Services

EXCELLENCE AT WORK  
**20 YEAR IN  
23 REVIEW**



## Message From Vice President Carole Post

I am immensely proud of the incredible work our Office of Administrative Services (OAS) team has accomplished over the past year. The breadth of this group's responsibilities is truly staggering, ranging from facilities operations to planning and construction to parking and transportation to public safety and many things in between. Our dedicated staff are the driving force behind maintaining an exceptional physical environment that supports USF's mission and goals. USF is the equivalent of a medium-sized city. The OAS team, through their collective efforts, keeps this medium-sized city moving forward and our work touches virtually every aspect of the USF experience.

Whether it's overseeing critical infrastructure projects, optimizing campus transportation systems, safeguarding laboratory environments, or enhancing the overall aesthetics of our grounds, our team members consistently go above and beyond. Their innovative solutions, collaborative mindset, and passion for serving the USF community are the foundation upon which we build an exceptional university experience for students, faculty, staff, and visitors. As you read through the following pages, you will gain a deeper appreciation for the multifaceted nature of our work, the vital role we play, and the transformative impact we have on USF.





# ADMINISTRATIVE SERVICES BY THE NUMBERS

253MM

gallons of  
potable water  
produced annually

38K+

work orders  
processed and  
completed annually

155

facilities  
5.8MM  
SF maintained

3 chilled water plants  
+ 1 hot water plant

500+

acres of green  
space maintained

1,900+


exterior light pole  
fixtures maintained

600+

restrooms  
serviced daily

700+

HVAC units  
maintained





# Table of Contents

|    |  |
|----|--|
| 3  | Revitalizing Our Campus: Capital Renewal Program                             |
| 4  | Water Tower Renovation   |
| 5  | Project 400: Efficiency in Project Management                                |
| 6  | Innovative Solutions: Cost-Effective Equipment Repair                        |
| 8  | Building Services Boosts Efficiency  |
| 9  | Vehicle Maintenance Improves Services Through Partnerships                   |
| 10 | Zero Contamination in USF Recycling Program                                  |
| 11 | Smart Lockers Transform Campus Mail Services                                 |
| 12 | Enhancing Campus Aesthetics  |
| 13 | Emergency Management: Training and Outreach                                  |
| 14 | Construction Projects  |
| 15 | ..... Judy Genshaft Honors College   |
| 16 | ..... Student Health & Wellness Center                                       |
| 17 | ..... MDD Floors 6, 7, 8   |
| 19 | Athletics Facilities Improvements  |
| 20 | Strategic Growth: Land Use & Planning Achievements                           |
| 22 | Improving Learning Environments:<br>Classroom Furniture Replacement          |
| 23 | Canine Heroes: University Police K-9 Unit Recognition                        |
| 24 | Enhancing Lab Safety Culture   |
| 26 | Driving Student Success  |
| 27 | Optimizing Transportation:<br>PATS Upgrades Fleet with Sustainable Solutions |
| 28 | Fence Screens Transform Campus Spaces  |
| 28 | Key Achievements of the Administrative Services Business Center              |


# Revitalizing Our Campus: Capital Renewal Program

In fiscal year 2023, USF received \$72.8M in deferred maintenance funds from the State as part of the federal American Rescue Plan Act (ARPA). This infusion of funds has made it possible for Administrative Services to undertake 87 projects on USF's capital renewal/deferred maintenance list.

Together, the 87 projects will impact all colleges across all campuses and facilities with over half of the projects supporting university-wide improvements. Going into 2024, many of the projects had already been completed and by 2026 all 87 projects should be finished. Completion of these critical projects will be transformative for USF's facilities and infrastructure.

The projects address deficiencies in campus facilities and infrastructure, particularly building systems that have reached the end of their life cycle, such as electrical, plumbing, and cooling/heating and ventilation systems. These projects, which had been deferred until funds were available to complete them, are now in motion.

Our Facilities Information Services team developed an online interactive map of the Capital Renewal Program projects for users to see the location, impact, and details of each of the 87 projects. Signs placed at highly visible project sites provide a QR code that links to the interactive map. The interactive map can be accessed by visiting the OAS website: [usf.edu/adminservices](https://usf.edu/adminservices).



*The atrium in the Communications and Information Sciences building, recently repaired with deferred maintenance funding.*

# Water Tower Renovation

A crucial project was completed on the Tampa campus: the renovation of the 212-foot water tower. Funded by the state as part of USF's Capital Renewal Program, the water tower was "project number 1". This project addressed deferred maintenance needs, ensuring the reliability of essential services for the Tampa campus.

Part of the project included repainting the water tower with a new design developed in-house by the OAS Communication and Engagement team. While the new paint

job is the most noticeable aspect of the refurbishment, the true significance of the improvements are in the interior. These improvements make sure the tower can continue its vital role in supplying drinking water and supporting fire suppression systems for most buildings on campus. The renovation represents a crucial step to ensure the university's physical space meets the standards necessary to support its academic mission.



UNIVERSITY of  
SOUTH FLORIDA



## Project 400: Efficiency in Project Management

In an effort to enhance project management efficiency, the Campus Planning, Construction, and Development Department initiated 'Project 400'. The effort to consolidate project lists into a single-source document, initially revealed an astonishing 400 projects within the OAS Planning, Design, and Construction portfolio.

Upon further review, the inclusion of initial requests and planning projects inflated the number to more than 700! Recognizing this overwhelming workload's impact on service quality and responsiveness, the department engaged with key stakeholders in a collaborative effort to realign resources and improve the intake process.

Although these changes can't happen overnight, this initiative marks a significant step toward improved project management and service delivery at USF.

## Innovative Solutions: Cost-Effective Equipment Repair

In the Maintenance and Utility Services department, a notable accomplishment this year was the successful refurbishment of a heating water circulating pump at the Children's Medical Services (CMS) building.

Faced with a failed recirculating pump, members of the maintenance team—Eliezer Rodriguez, Bradley Orr, and Jim Niblett—demonstrated remarkable problem-solving skills.

Instead of opting for an expensive replacement, the team diagnosed the failure point and efficiently sourced the necessary parts from a global commerce online platform. This decision not only saved funds but also significantly reduced downtime for the university.

A new pump, including installation costs and necessary modifications, would have totaled around \$40,000 with an 8 to 10-week lead time. However, the team's innovative approach resulted in

a project cost of only \$3,000, covering materials and 36 man-hours of labor. By utilizing three online vendors and crafting new gaskets in-house, the team effectively minimized expenses and repair time.

Despite challenges such as unavailable original gaskets, the team's resourcefulness prevailed, demonstrated by their use of an in-house gasket maker to fabricate new gaskets. The entire project was completed within three weeks, showcasing the team's efficiency and dedication.

This achievement highlights the Maintenance and Utility Services Department's dedication to cost-effective solutions and operational excellence. Their ingenuity and teamwork not only saved university resources but also maintained the operation of critical equipment at the Children's Medical Services building.





*Jim Nibblet (above) and Elizer Rodriguez (left) repairing heating water circulation pump.*

# Building Services Boosts Efficiency

The Building Services team has achieved remarkable efficiency gains, exemplified by the completion of 1,039 work orders by custodial employees. Through a rigorous focus on continuous process improvement and thorough operation analysis, the team realized a notable 66% increase in efficiency, reducing the average time for open work orders from twenty days to just seven. Managing the cleanliness of 69 buildings, totaling approximately 3.3 million cleanable square feet, or 4.1 million gross square feet, required innovative strategies.

To achieve this, Building Services developed an analytics tool in Excel to identify weak points and eliminate inefficiencies, resulting in a data-driven approach that enhanced overall productivity. Additionally, securing an Invitation to Negotiate

(ITN) for custodial services facilitated the identification of contractors specialized in general cleaning and floor maintenance, which was particularly beneficial in augmenting the Building Services team. The team also created a structured program that enabled efficient planning, scheduling, and execution of floor care tasks year-round within budget constraints. Training was key; a robust onboarding and training program equipped team members with the necessary skills to perform duties efficiently and maintain high cleanliness standards.

These initiatives show the team's proactive and strategic approach to facility management, enhancing the campus environment while optimizing resource utilization.

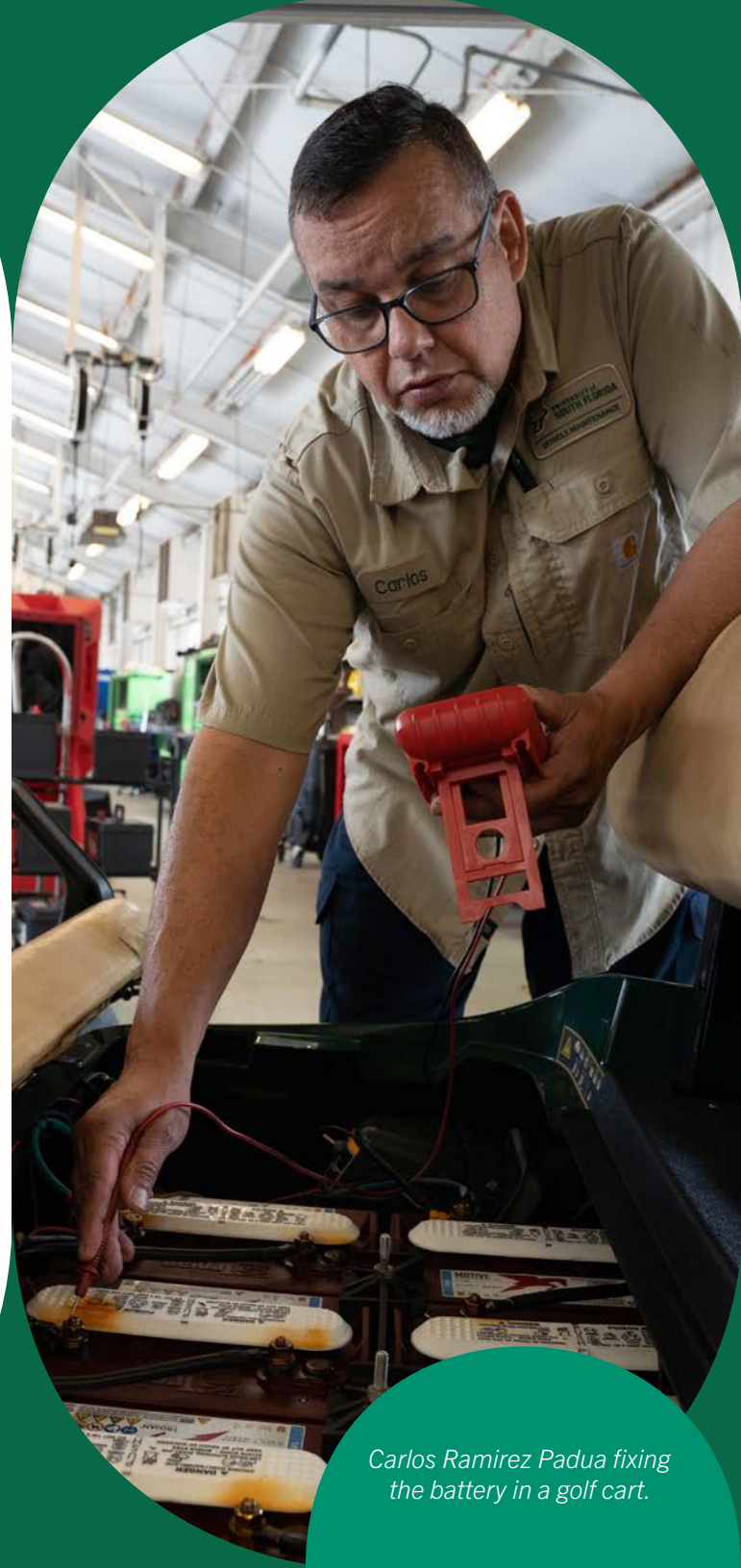


## Vehicle Maintenance Improves Services Through Partnerships

The Vehicle Maintenance team has improved services significantly by strengthening community partnerships. By collaborating with USF Housing and Residential Education, an agreement to service their golf cart/vehicle fleet was established, utilizing a FAMIS-generated schedule for streamlined maintenance tracking.

Additionally, Parking and Transportation Services (PATS) partnered with Vehicle Maintenance to perform the servicing of golf carts and small vehicles in the PATS fleet. This freed up the diesel mechanics in PATS to focus on servicing the Bull Runner bus fleet.

Furthermore, the team collaborated with a leading company in environmental services on recycling and waste management. This collaboration reduced the operational costs of the campus waste and recycling program by minimizing fee charges for dumpster overages. These partnerships reflect the team's commitment to efficient service delivery and resource optimization.



*Carlos Ramirez Padua fixing the battery in a golf cart.*

## Zero Contamination in USF Recycling Program

The Facilities Services Department has propelled the recycling program to its full potential, accomplishing a remarkable feat of servicing 42 stops daily and delivering 100% clean products to the recycling facility. A noteworthy achievement is the team's successful accomplishment of their goal: zero contamination in the loose paper and cardboard collection. This commitment to purity not only reflects environmental responsibility but also positions the university as a leader in sustainable practices.

To further enhance the recycling program's effectiveness, the team replaced waste/recycling containers on campus. This move standardized the recycling program, featuring consistent signage for clear communication and user-friendly identification.



# Smart Lockers Transform Campus Mail Services

The Post Office team introduced a cutting-edge solution to enhance mail services on campus by installing two Smart Parcel Lockers (located at SVC and ALN). This innovative system offers 24/7 accessibility, eliminating the need for customers to adhere to specific mail room hours. The state-of-the-art smart locking devices not only provide unique security features but also offer real-time monitoring, reporting, and management capabilities.

The new lockers not only enhanced convenience but also resulted in

significant time savings. By reducing the time spent on traditional mail delivery, the smart lockers save more than 45 hours monthly in delivery time. This efficiency improvement benefits the university's operational workflow and ensures timely and secure delivery of parcels to departments across campus. The introduction of smart lockers by the Post Office team demonstrates their commitment to embracing technology-driven solutions to optimize mail management services for the university community.





## Enhancing Campus Aesthetics

Research indicates that a visually appealing campus has a positive association with student recruitment and retention. While academic factors remain paramount in decision-making, the overall campus environment plays a crucial role. Additionally, a well-maintained campus positively influences students' emotional well-being, contributing to a stronger sense of community and engagement. The Grounds team has made significant strides in enhancing campus aesthetics, recognizing the pivotal role it plays in the student experience.

With a focus on improving the overall appeal of the campus, the team has undertaken various initiatives, including sprucing up Castor Beach with new furniture and sand, redesigning and replanting landscaping around four entrance monuments, and resurfacing 50 pieces of outdoor furniture. The Grounds team's dedication to maintaining a visually appealing campus significantly contributes to fostering a positive and enriching experience for all students.

# Emergency Management: Training and Outreach

The USF Department of Emergency Management (EM) stands ready to respond in the event of a crisis on campus. During calm periods, EM takes a proactive approach, actively engaging in training and outreach in an effort to improve campus preparedness.

In 2023, EM conducted 50 prevention and preparedness initiatives, ranging from Bull Market tabling events to coordinating AlertUSF tests and delivering emergency management presentations to groups like the Faculty Senate. These efforts empower the USF community with the knowledge and resources to navigate emergencies effectively.

One noteworthy training initiative is the revised active threat training program, developed in collaboration with University Police. This program includes basic active threat, stop the bleed, and shelter-in-place training, as well as active shooter scenario exercises. The program delivers critical information on prevention and response techniques.

EM's commitment to the campus community's welfare extends beyond crisis response. Their proactive training and outreach efforts ensure a safer and more secure campus environment for living, learning, and working at USF.



*Members of USF Emergency Management and the USF Police Department at a tabling event near MSC.*



# Construction Projects



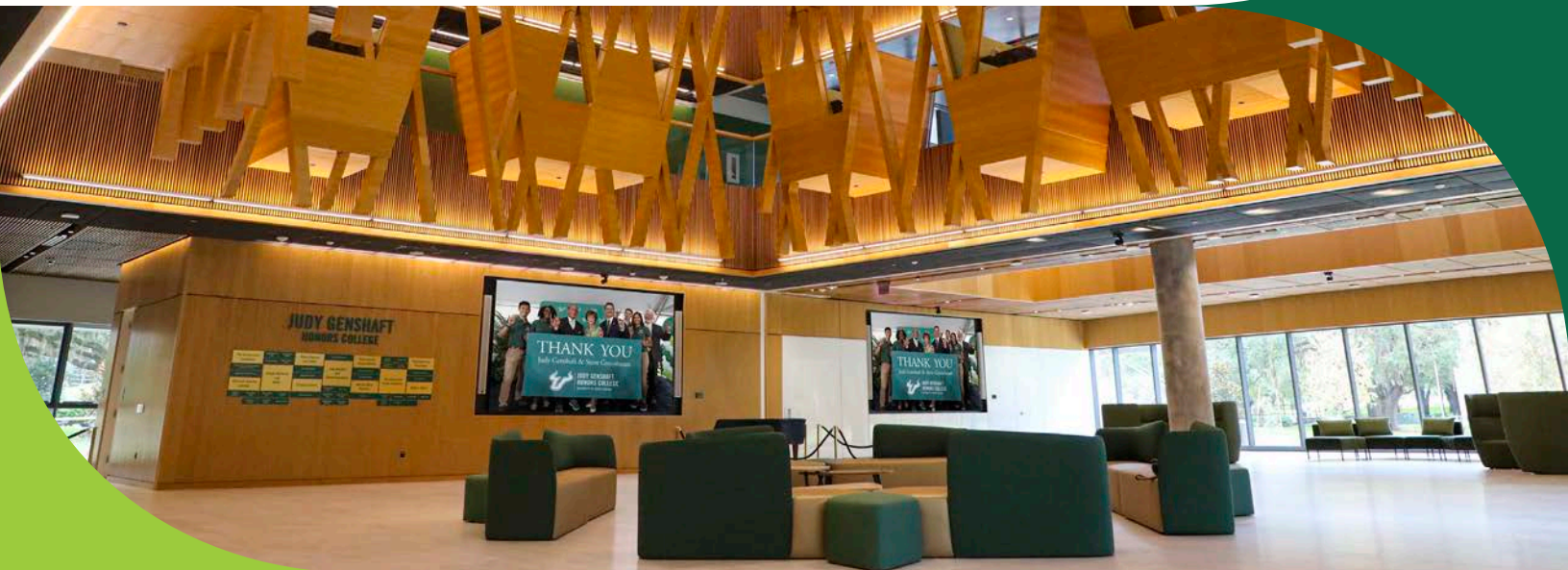
# Judy Genshaft Honors College

The grand opening of the new 85,000-square-foot building for the Judy Genshaft Honors College marked a significant moment in USF history. With a color-shifting exterior, the five-story facility aims for LEED silver certification and integrates site planning, engineering, sustainability, and architecture. This significant milestone was driven by the vision and a historic gift from USF President Emerita Judy Genshaft and her husband Steven Greenbaum.

The building features open-design classrooms, 39 signature learning lofts, and dedicated studio spaces for art, food and culture, music, and technology. Additionally, the Office of National Scholars is located on the second floor, and the main floor features a Buddy Brew café.

Since the announcement of the new building in Spring 2019, the achievements and standings of Honors College students have seen a continuous rise. Total enrollment has risen by 13 percent, the count of students with a 4.0 GPA has climbed from 463 to 556, and the four-year graduation rate maintains a steady upward trajectory. The positive trends are in line with research that suggests enhanced facilities are associated with better academic performance.

As it welcomed its inaugural class last summer, the facility became a symbol of possibilities, providing a conducive environment for the next generation of leaders to thrive in their academic journeys.



## Student Health & Wellness Center

In 2023 USF unveiled its new Student Health and Wellness Center, a three-story, 47,000-square-foot facility. Nearly four times the size of its predecessor, the new center consolidates services under one roof, offering a pharmacy, 68 exam rooms, a private psychiatric suite, physical therapy area, and individual waiting areas. Designed for the post-COVID-19 era, its unique features, including overhang spaces for outdoor queuing and separate ventilation systems in critical areas, help enhance safety and prevent contamination. The expansion of

the center and its streamlined setup has enhanced communication among staff members, resulting in improved patient care.

Students played a crucial role in the center's planning and funding, advocating for its visibility and design. The center's strategic location has already led to a 15% increase in student utilization, demonstrating its immediate impact on campus. This state-of-the-art building stands as a testament to USF's commitment to student's well-being.



# USF Health Downtown Build-Out

(MDD Floors 6, 7, 8)

2023 marked a significant stride in the evolution of the USF Health Heart Institute in Downtown Tampa, with the completion of a 30,000+ square foot interior build-out. This transformative project, situated within the existing high-rise space, specifically targeted Levels 6 and 7 (partial floors, shell space) and the full Level 8 to expand the state-of-the-art research laboratory space. The build-out includes open wet labs, lab support spaces, restrooms, and office areas, creating a collaborative environment for groundbreaking medical research. These new developments not only enhance patient care and quality of life, but also position USF and Tampa as a premier destination for healthcare and innovation. The completed project signifies a monumental step toward the USF Health Heart Institute's mission of pioneering discoveries to combat heart disease and transform health education.







## Athletics Facilities Improvements

The USF Athletics Department revamped its facilities with exciting upgrades. The baseball/softball stadium, track and field stadium, Corbett Stadium, and golf facility received fresh color schemes. Enhancements went beyond aesthetics, with significant upgrades to playing surfaces: a turf infield for baseball, resodded fields for Corbett Stadium and the softball outfield, and a renewed surface for the golf facility. Additionally, a new basketball court was introduced. These enhancements not only elevate the aesthetics but also improve the playing conditions for student athletes, ensuring top-notch facilities for training and competition.



## Strategic Growth: Land Use & Planning Achievements

### Master Plan Updates (2020-2023)

2020-2023 Master Plan Updates for all of USF's campuses have been completed. Collaborative efforts with the City of Tampa, Florida Department of Transportation, and Hillsborough County resulted in a successful concurrency agreement. These were the first updates made to the plan post-consolidation and were accomplished fully in-house, saving the university significant costs.

### Capital Asset Transitions and New Buildings Onboarding

Facilitating major ownership and asset transitions, the department oversaw the ownership transfer and renaming of the Shriners Hospital to the USF Health Partnership Complex (HPC), as well as the transition of the USF Credit Union for development into the new Public Safety Complex. Additionally, the team managed the closure of the USF Claw Golf Course. Seamless integration of new buildings into the Space Data System, including the Judy Genshaft Honors College, Indoor Practice Facility, and Health Partnership Complex, enhanced facility inventory accuracy for future logistical changes.

## Educational Plant Survey Amendment (Tampa Nursing Expansion)

The Land Use & Planning Department played a pivotal role in securing approval for the new College of Nursing building expansion. Hosting representatives, including the Board of Governors, the team provided tours of the existing College of Nursing space and presented expansion plans. This time sensitive effort enabled the team to proceed with the building progress, contributing to the university's educational infrastructure.

## National Science Foundation Survey

The team diligently collected and organized data for the National Science Foundation Survey, reporting all university spaces used for research. This biennial report revealed a remarkable 14% increase in USF's research expenditures, rising to \$416 million. The meticulous data management and submission not only fulfilled regulatory requirements but also showcased the university's substantial growth and impact in research activities.

## Improving Learning Environments: Classroom Furniture Replacement

In a project led by Facilities Project Manager Mike Ballester, the Land Use & Planning Department achieved a significant milestone in renewing classroom environments with a focused effort on furniture replacement. MHA Classroom seating, including 85 chairs, underwent replacement due to extensive wear. In order to enhance the heavily used study areas, the seating in the SOC and CPR lobbies underwent a revitalization process, involving the reupholstering of 36 pieces.

New tablet-arm chairs were introduced in a classroom in SOC, enhancing flexibility and accommodating diverse body types. Additionally, the Land Use & Planning Department orchestrated the replacement of approximately 250 chairs in heavily used EDU classrooms, which included some of the oldest furniture in classroom buildings. This ongoing initiative, launched in 2019, is a collaborative effort with Maintenance and Utility Services along with Facilities Services to create a safe and productive learning environment.





# Canine Heroes: University Police K-9 Unit Recognition

In 2023, the University Police Department's K-9 Unit achieved remarkable recognition and milestones. Sergeant Mark Aristizabal and his canine partner Toro showcased exemplary dedication and skill at the 2023 Space Coast Narcotic and Drug Detection Seminar, earning the prestigious "Top Dog" award for Toro's exceptional focus and performance, showcasing the unit's commitment to excellence.

Additionally, Bailey, a member of the K-9 Unit, made history by becoming the first therapy canine to receive certification from the Region 1 United States Police Canine Association (USPCA). Traditionally certifying detection and apprehension dogs, this accomplishment highlights Bailey's unique role in breaking barriers and expanding the scope of canine capabilities within the USPCA.



*Therapy K-9 dog  
Bailey and officer  
Nicole Marchesano.*



*Top Dog Detection Team.  
From left to right, officers  
Bennet, Aristizabal, Hill,  
and Escobar.*



Enhancing Lab  
Safety Culture

## Safety Trainings

USF faculty, staff, students, and affiliates attended safety-related and compliance-related training courses provided by the Environmental Health & Safety Department (EH&S). Training focused on reducing the risks associated with hazards, the management of hazardous materials, and regulatory compliance.

## Comprehensive Lab & Facility Inspections

Conducting 225 lab and facility inspections, EH&S addressed 837 deficiencies with a remarkable 94% correction rate. This extended to testing 567 fume hoods, conducting 78 incident investigations, and adeptly managing substantial quantities of chemical waste, hazardous waste pharmaceuticals, and biomedical waste. This comprehensive approach shows the department's unwavering commitment to maintaining the highest safety standards in research and laboratory environments.

## CHEMATIX Inspection Module Implementation

The introduction of the CHEMATIX Inspection Module marked a transformative step in lab, studio, and shop inspections. EH&S collaborated with CHEMATIX developers to enhance the system, incorporating a new waste supply request function and the ability to attach files to corrective actions. This upgrade significantly improved user experience, safety information accessibility, and search/reporting capabilities.

## Mercury Thermometer Exchange

EH&S proactively ensured lab safety by exchanging 28 non-mercury thermometers as part of a mercury thermometer exchange program. This initiative reflects their commitment to reducing environmental impact while fostering a secure laboratory environment.



## Driving Student Success

The Parking and Transportation Services (PATS) division has become more than just the wheels that move the campus. PATS has been driving student success by providing continued employment for 24 USF students in 2023, making up 26% of the PATS workforce.

PATS not only provides employment opportunities for students; they invest in students' futures. Upon hiring, students receive paid training to acquire skills essential for obtaining a Commercial Driver's License (CDL), and PATS covers the associated testing fees. Remarkably, this initiative boasts a 100% pass rate, equipping students with a lifelong skill. In addition to mastering technical aspects of daily tasks, students develop crucial workplace skills, actively participate in community engagement, and immerse themselves in the diverse dynamics of their work environment. PATS, in its commitment to student success, is shaping a workforce primed for diverse and successful career paths.

## Optimizing Transportation: PATs Upgrades Fleet with Sustainable Solution

Parking and Transportation Services (PATs) recently enhanced its fleet with the acquisition of two new cutaway buses, addressing the need for fleet renewal due to aging vehicles. Conducting a thorough evaluation of ridership and routes revealed that some buses were underutilized. By introducing smaller, more fuel-efficient buses into the fleet, PATs aims to optimize

fuel consumption while still meeting the transportation needs of the campus community. These new additions not only contribute to a more sustainable transportation solution, but also ensure efficient service delivery tailored to the evolving needs of the USF community.



## Fence Screens Transform Campus Spaces

The OAS Communication and Engagement team recently spearheaded the installation of vibrant fence screens in various locations on campus. These screens are placed at the Central Plant, in the field surrounding the NPHC plaza, adjacent to the Police Department's lift station, and by Castor Beach's pump house. Additionally, distinct designs grace the Bull Runner bus lot and parking lot 23T. Beyond their utility, these fence screens serve a dual purpose by elevating the campus's visual appeal. The infusion of vibrant designs not only conceals functional areas but also contributes to the overall aesthetic enhancement of our university, fostering a more vibrant and engaging environment and sense of place.



## Key Achievements of the Administrative Services Business Center

Upgraded financial reporting processes for Directors by integrating data analytics for improved decision-making.

Sarasota-Manatee campus transitioned to the FLEX platform for purchasing parking permits, aligning with the system used at the Tampa campus. The transition involved implementing new procedures and streamlining purchases, further enhancing the customer experience.

The Tech Refresh Program, an initiative aimed at ensuring employees have access to up-to-date technology, saw the acquisition of 94 new computer items, which were tagged and distributed to OAS employees.

The Supply Chain Management (SCM) team played a crucial role in supporting various high-profile events across campus. Thanks to their involvement, these events were executed seamlessly, contributing to the overall success and positive reputation of the university.



*Since starting on the Communication and Engagement team in Fall 2021, I've gained invaluable skills in graphic design, strategic communication and project management. As the designer behind the Year in Review publication, my primary objective was to highlight the essence of the campus through a lens that celebrates its natural beauty. USF is not merely an institution of learning; it is a vibrant ecosystem where academia and nature coexist. With this in mind, my design choices were driven by a desire to highlight the diverse flora and beautiful environments that define the USF campus.*

**Teodora Tavares**  
*Student Assistant - Communication & Engagement Team  
Class of 2024*





UNIVERSITY of  
**SOUTH FLORIDA**

Office of  
Administrative Services