



Facilities Planning & Management

UNIVERSITY OF WISCONSIN-MADISON



Providing excellence in facilities and services for our university community

This annual plan is organized into four sections:

Section 1: FP&M Summary Statement

Section 2: VCFA Strategic Priorities
Engagement, Inclusion and Diversity (EID)
Student Leadership Development
Resource Stewardship Through Process Improvement

Section 3: FP&M Strategic and Operational Priorities

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Section 1: FP&M Summary Statement

Facilities Planning and Management is a service organization, reporting to the Associate Vice Chancellor, Bill Elvey. The organization consists of six core departments in addition to the Office of the Associate Vice Chancellor:

- Campus Planning and Landscape Architecture
- Capital Planning and Development
- Environment, Health and Safety
- Physical Plant
- Space Management Office
- Transportation Services

The goals and objectives listed in this report were identified by Facilities Planning and Management to support, and align with, the strategic priorities established by the Vice Chancellor for Finance and Administration. They reflect critical success factors for FP&M, or are associated with specific initiatives designed to improve the effectiveness and efficiency of FP&M services. These goals were identified and advanced by staff working within their departments or representing their departments on cross-organizational teams. The Leadership Team's commitment to these goals validates the work of these employees, and will hopefully, encourage others to engage in improving our services and our organization. The common thread throughout these goals is the desire to achieve our mission; begin to realize our vision of 'an inclusive and diverse team, working together to provide exceptional service for our university community'; and, engage staff in creating a work environment that truly reflects our core values.

FP&M Mission: *Providing excellence in facilities and services for our university community.*

FP&M Vision: *An inclusive and diverse team, working together to provide exceptional service for our university community.*

FP&M Shared Values: *Shared values guide how we behave toward our customers, coworkers and stakeholders.*

- We are People Centered by being inclusive, engaged, diverse and customer-focused.
- We promote Stewardship through sustainable, effective and efficient use of resources.
- We promote Integrity by building trust, respect and accountability.
- We support Innovation and Discovery through continuous learning and improvement.
- We promote Safety, ensuring a safe and healthy campus environment.

Departments:

Office of the Associate Vice Chancellor (AVC)

The Office of the AVC provides support services to all units of FP&M in the areas of budget and financial reporting, business operations and purchasing, human resources, and training and organizational development.

Campus Planning and Landscape Architecture (CPLA)

CPLA works with faculty, staff, students and the surrounding urban community on physical planning issues, including implementation of the Campus Master Plan. Staff assist with the capital budgeting and infrastructure planning processes, assist with facility-related ADA issues, design and manage landscape architecture projects, and serve as a liaison with municipal governments and adjacent neighborhoods.

Capital Planning and Development (CP&D)

CP&D is responsible for identifying and developing capital programs and related policies and procedures to address the University's strategic, long-range physical planning needs. Staff oversees development of the biennial capital budget and serves as university representatives and project managers for the design of new facilities, additions, utility improvements and large scale remodeling projects.

Environment, Health and Safety (EH&S)

EH&S provides guidance, technical consultation and expertise to the campus community in the areas of biological, chemical, environmental, radiation, lake, and fire and life safety.

Physical Plant (PP)

PP is responsible for the maintenance of campus buildings, grounds, and utilities. Design resources, construction trades and specialized facilities services are available for departmental requests and remodeling projects on a fee-for-service basis.

Space Management Office (SMO)

SMO collects, maintains and analyzes information about University space use. The office coordinates the allocation and reassignment of existing space and participates in the planning for modified or new space. This includes providing appropriate office, laboratory or support space for research and instruction, as well as classroom environments for effective teaching and learning, and support services for use of multimedia classrooms. The office also provides support for leasing space, manages campus real estate transactions, and assists with space relocation for major remodeling projects.

Transportation Services (TS)

TS is responsible for the coordination and administration of all transportation-related services for the University of Wisconsin-Madison campus community. Primary functions include the sale/management of parking permits, special event coordination, maintenance and enforcement, construction coordination, lot and booth operations, citation payments and appeals, information technology, financial, campus fleet management, vehicle maintenance, transportation planning and development of multi-modal options.

Section 2: VCFA Strategic Priorities

VCFA Strategic Priority 1: Engagement, Inclusion and Diversity (EID)

Updates to this section will be forthcoming, per direction from the VCFA office. However, the FP&M - 2014 EID Plan Update dated December 1, 2014 remains in effect.

VCFA Strategic Priority 2: Student Leadership Development (WiGrow)

Goal: Extend WiGrow Initiative to all FP&M student employees.

Goal/Objective Overview

The purpose of the Student Employment Initiative (WiGrow) is to evaluate and intensify the impact that student employment has on the achievement of the University of Wisconsin-Madison Experience and the Essential Learning Outcomes (www.learning.wisc.edu/welo2010.pdf). The three areas of concentration are: collaboration and teamwork, independence and responsibility, and leadership and practical skills. The overall goal is to make student employment in FP&M a high-impact practice through intentional interaction and reflection. Our continuing goal is to have all (100%) of our FP&M student employees participating fully in the program and all of our student employee supervisors engaged and supporting the initiative.

Baseline Measure

Goal #1 - FP&M piloted the WiGrow program with two groups of student employees in FY14 with 60 students participating. In FY15, 77 student employees in FP&M participated (100%). Participation in this initiative required that we be more intentional in our interactions with students and that we clearly articulate the knowledge and skills gained by working in FP&M.

Note that in our FY15 Annual Plan, we had suggested that student employment numbers were around 120 in total, based on FY14 headcount numbers. With recent budget reductions, we have reduced our student workforce down to about 75 to 80 student employees at any given time (a reduction of approximately 36%). If funding were made available, we could increase the number of student employees and broaden our impact of this project impacting more students.

Goal #2 – In FY15, 63.42% of the FP&M student employees indicated they moderately or strongly agree with the statement about making connections between their work and their academics. Also, 78.05% of our employees indicated that their supervisors helped them see connections to their future occupations. We met both of the FY14 goals of 60% and 75% respectively.

Goal #3 - In FY15, 16 student supervisors participated in the WiGROW program (100%) meeting our programmatic goal.

Target Performance Indicators

Goal #1 - 100% of FP&M student employees and their supervisors participate in WiGROW program.

Goal #2 – 75% of student employees indicate moderately or strongly agree to the following statements:

- *“My supervisor helps me make connections between my current work and my academic pursuits.”*

- *“My supervisor helps me see connections between skills gained/used in my current work that are transferable to a future occupation.”*

Goal #3 – Provide support to student employee supervisors. Have 100% participate in the WiGrow program survey to review and continuously improve the program.

Risks & Challenges

- Risk - Supervisors do not have resources and/or skills to adequately coach students.
- Risk - Students lack skills in reflection or are unable to identify transferable skills.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be Accomplished & Schedule

- All student employees have their initial introduction to the WiGrow program and initial conversation within 45 days of hire.
- All student employees participate in the student survey in the spring semester to gauge program performance and need for improvements.
- All student employees have their second conversation and reflection of the program within 5 to 8 months after their first conversation.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Continue to offer training, workshops, forums, and information sharing sessions to student employee supervisors so they can gain the skills necessary to coach student employees in the program. Encourage all student employee supervisors to fully participate.
- Encourage all student employees to fully participate in the student workshops developed by the WiGrow program to help them learn about transferable skills, interview skills, work-life balance, etc.
- Balance workload issues with staff to assure supervisors are managing their own workloads and stress on a regular basis. Encourage employee wellness whenever possible.

VCFA Strategic Priority 3: Resource Stewardship Through Process Improvement

Goal: Implement a Continuous Improvement System for all of FP&M.

Goal/Objective Overview

A continuous improvement system typically includes:

- Leadership which sets the “tone from the top” and demonstrates commitment to and the rationale for continuous improvement within the organization.
- Clear and specific goals – both SMART long-term and short term for key areas of the unit’s performance.
- A stated approach or methodology.
- An actionable plan with milestones and timeline.
- Periodic measurement and management review of progress against goals.
- An evaluation system which monitors for control of improvements or indicates areas for continued improvement.

In addition to the fifteen (15) individual FP&M strategic and operational priorities described below, one significant major process improvement initiative project currently underway is definitely worth mentioning here. Specifically, a project charter has recently been approved for the following Administrative Process Redesign (APR) project – FP&M Work Order Process and Small Project Delivery; Phase 2: Intake, Work Order Process, Small Project Delivery and Billing.

This APR project will:

1. Conduct a full examination of the Work Order process from the lens of a single submission in order to better identify where there are gaps in the process that can be improved;
2. Pursue strategies for clear and consistent communication with customers at specified points in the process, ranging from assignment to the shops, to project milestones, to billing;
3. Leverage technology to better meet customer expectations; and,
4. Seek opportunities to better align operations to the natural cycle of the University/academic calendar.

The overall goal of the project is to:

To improve the current Service Request/Work Order and PAC processes within FP&M Physical Plant, increasing customer satisfaction with service requests, scheduled maintenance and the management of in-house projects. Specific improvement should be shown in intake, communication, cost estimates, and timeliness.

The expected deliverables for the project include:

- Redesigned process (es) for Work Orders, small project delivery, and customer billing in FP&M Physical Plant;
- Requirements for a new technology/system to support the redesigned process (es);
- A plan to implement the new Work Order process (es), including specific points of customer communication; and,
- A set of metrics to support and control the new process (es).

A project team has been assembled and subject matter experts have also been identified. The project timeline is as follows:

Project Start Date: July 2015

- Week One – Kick off and team formation
- Week Two – Terms/definitions, stakeholders and current state process mapping
- Week Three – Process mapping continues and prep for the process walk
- Week Four - Process walk and data collection plan
- Week Five and Six – Walk the process
- Week Seven – Baseline data and current state summary
- Week Eight + - Continue the DMAIC

Target End Date: Spring, 2016

Section 3: FP&M Strategic and Operational Priorities - Summary

In addition to the VCFA priorities identified above, FP&M has identified the following goals to pursue in the coming year. These goals have the greatest potential to support and advance FP&M's mission of "providing excellence in facilities and services for the UW-Madison community."

Goal 1: Complete implementation of FP&M's new annual performance review process.

Goal/Objective Overview

FP&M requires all permanent staff to receive an annual performance review and has provided an evaluation for 100% of permanent staff in each of the last two years, but there is a need for greater consistency across the organization. In FY15, a cross-functional work team comprised of supervisors and front-line staff developed recommendations for a standardized performance review process and forms that would: be consistent across the division, incorporate EID competencies for managers/supervisors, and comply with the new campus performance management policy. In FY15, the new process and forms were piloted in Physical Plant-Grounds, Capital Planning & Development, and the Office of the Associate Vice Chancellor. The pilot focused on creating consistency across the organization, incorporating EID competencies, and improving the review process for both supervisors and employees. This initiative is especially important because providing meaningful performance evaluations and holding managers, supervisors and staff accountable for performance is a key action in the FP&M 2014 EID Plan Update. For FY16, the focus will be to evaluate the pilot, make modifications to the new process as necessary, and implement the program across the entire division by the end of FY16.

Baseline Measure

- Performance evaluations are required for all permanent staff in FP&M, typically by June of each year.
- A variety of formats is employed for documenting performance reviews.
- Evaluations are not always competency based.
- The FY15 pilot introduced competency-based performance measures, including EID competencies for FP&M supervisors and managers.

Target Performance Indicators

- All performance reviews include competency-based performance measures and a professional development component.
- The performance review process includes an annual goal-setting component and a mid-year check-in for all employees.
- Each employee receives an annual year-end performance review.
- The format is consistent for employee categories (e.g. exempt has a standard form, non-exempt uses a standard form).
- Training provided to all supervisors on how to provide constructive performance evaluations and coach for success - Goal is 100% of supervisors.
- EID competencies are incorporated for all supervisors and managers.
- Performance evaluations completed for 100% of staff.
- Performance evaluations completed for 100% of LTE and student employees.
- Random check of quality of performance reviews are conducted regularly.

Risks & Challenges

- Challenge – Cycle-time for performance reviews has been challenging due to workloads, particularly during the summer months.
- Challenge – Assessing the quality of performance reviews, particularly of the face-to-face interactions, is difficult.
- Challenge – Employees may not trust the new process or feel comfortable meeting with supervisors.
- Risk – Competencies not being explained in terms that are readily understood by all employees.
- Challenge – Ensuring performance reviews include face-to-face discussion between supervisor and employee.

Milestones to Be Accomplished & Schedule

- Work team to collect feedback on the new process and forms by September 1, 2015 and make modifications to the process and forms as necessary based on user feedback.
- FP&M Leadership Team to approve new forms and process by October 1, 2015.
- Provide supervisor training on the new process and forms will be developed and rolled out division-wide in two phases; first in November 2015 for the mid-year conversations, and second, in March 2016 for the year-end review process.
- Conduct communication/training campaign to inform all FP&M staff of the new forms and process prior to the FY16 mid-year conversation exercise.
- All FP&M staff will conduct mid-year conversations using the new forms in December 2015.
- Conduct FY16 year-end performance reviews for all staff using the new forms and process.

Action Plan to Overcome Barriers and Take Advantage of Opportunities

- The Performance Management work team will oversee implementation of the above milestones with support from the FP&M Leadership Team and new HR Director (once hire is complete – anticipated around September 1, 2015).

Goal 2: Continue to develop and disseminate FP&M policies and procedures.

Goal/Objective Overview

In the past, FP&M policies and procedures have not been consistently documented or communicated. In 2013, the FP&M EID Plan identified the need for clear, consistent, and transparent policies in order to build credibility and trust between the FP&M Leadership Team and employees. In FY14, an approved process for identifying need, drafting policy and procedures, soliciting input, finalizing and communicating policies and procedures; and an approved policy/procedure template was established; a prioritized list of HR policies to develop was written; and, an FP&M Policy Advisory Review Group (PARG) was formed.

In FY15, eight policies were drafted and approved. The goal for FY16 is to complete at least eight additional policies with a particular focus on finalizing internal HR-related policies.

Baseline Measure

- FP&M lacked a codified process of policy development when this initiative started in FY14.
- Policies and procedures were not formatted and tracked consistently.
- Policies were not readily available to staff.

Target Performance Indicators

- Policies are written in plain, easily understandable language.
- Policies are communicated across the entire organization through a variety of media.
- Policies are reviewed and updated on a regularly scheduled basis.
- Managers/supervisors are educated on new policies.

Risks & Challenges

- Challenge – Overcoming past practice.
- Challenge – Acceptance and application by all managers and supervisors.
- Challenge – In order to be fully accessible to all staff, policies must be translated into multiple languages, which adds to the length of time required to launch new policies.
- Challenge – Staff turnover in the FP&M Human Resources and the Office of the AVC have reduced staff resources to draft and move new policies through the approval process.

Milestones to be Accomplished & Schedule

- Continue monthly meetings of the FP&M PARG to ensure that steady progress occurs on this goal; currently, the group is completing its review of two additional policies, Leave Without Pay and Safety Shoes, to be completed in FY16 Q1.
- Continue to develop additional policies already identified with a goal of completing at least two new policies per quarter. Several HR-related policy topics that were on hold pending implementation of HR Design can now be addressed, including Staff Overtime and Staff Recruiting.
- Additional policies developed and communicated as needed – On-going.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Efforts are on-going to ensure policies are translated and distributed division-wide so they are accessible to all staff.

Goal 3: Complete update and launch outdated FP&M department websites.

Goal/Objective Overview

Update and standardize the remaining outdated FP&M department websites for Physical Plant, Space Management, Campus Planning & Landscape Architecture, and Transportation Services, using the Wisc Web CMS platform to create consistent navigation between all sites, appealing design and an improved customer /user experience. Website updates to be completed by June 2016.

Baseline Measure

- As of October 2013, EH&S and CP&D completed conversion of their websites using the WiscWeb CMS tool.
- As of November 2014 the FP&M main website was redesigned using the WiscWeb CMS tool.
- As of March 2015 the Campus Master Plan website was launched using the updated responsive template.
- As of June 2015, three other department sites are in-progress: CPLA, SMO, and Physical Plant.

Target Performance Indicators

- All FP&M websites use the same navigation, consistent design elements, and color schemes.
- Sites are customer-friendly and mobile-ready.
- Content is current and a process is in place to review content on a regular basis to avoid outdated content moving forward.
- Website traffic is measured via Google Analytics and is analyzed to inform future development.
- Website includes Google Translate to facilitate use of the site in multiple languages.

Risks & Challenges

- Challenge – Limited staff resources to work on updates to department sites.
- Challenge – Getting staffed trained and knowledgeable in the use of the WiscWeb CMS tool.

Milestones to be Accomplished & Schedule

- Proposed re-design of Transportation Services website by October 2015.
- Launch CPLA site by November 2015.
- Launch new Physical Plant website by January 2016.
- Launch the Space Management website by January 2016.
- Launch Transportation Services updated website by April 2016.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Utilize the expertise of the WiscWeb CMS team to help design the Physical Plant website.
- Partner with content owners in each department to ensure website content is relevant and current.
- Identify potential back-up resources to assist with project as needed.

Goal 4: Restructure existing departmental Continuity of Operations Plans (COOP) into one Master FP&M COOP.

Goal/Objective Overview

The Continuity of Operations Plan (COOP) for FP&M serving the UW-Madison community is an all-hazards plan that establishes the framework for how FP&M will continue and/or restore its essential services should normal operations be disrupted. The move of personnel vacating out of the 8th and 9th floors of WARF to 30 North Mills gives us an opportunity to enhance our existing framework of COOP. The goal is to move from a department-based COOP into an integrated, comprehensive and workable COOP that is more connected to the overall FP&M mission. For FY16, this goal will focus on ensuring that each Occupant Emergency Plan (OEP) affecting FP&M is up-to-date (particularly for buildings with multiple departments that are housed under one roof), identifying any gaps between content covered in an OEP and COOP, and consolidate the four departmental COOP plans into one Master COOP after the move.

Baseline Measure

- FP&M currently has four fairly robust departmental plans that illustrate specific departmental procedures during COOP trigger situations.
- The tabletop exercise on March 16, 2015 revealed that more coordination among the plans is necessary, particularly in the buildings where multiple departments are housed under one roof. Under the current state, there may be some duplication or conflict of activities if two departments activated their COOP independently without any coordination.

Target Performance Indicators

- Each FP&M building has an up-to-date OEP.
- The COOP format is consistent, making the overall usability easy and intuitive.
- The Master COOP must include a communication plan as essential element of the plan. Audience types include external customers, internal staff and top leadership of FP&M and UW-Madison.
- Use the annual tabletop exercise facilitated by UWPD to test the effectiveness of the Master COOP, using hypothetical unplanned events that affect some or all parts of FP&M.

Risks & Challenges

- Challenge – Silo-based mindset might resist the more holistic approach of this goal.
- Challenge – Limited staff resources to spearhead this goal.
- Risk – This goal requires up-to-date OEPs, which might delay the start of COOP integration.

Milestones to be Accomplished & Schedule

- Phase 1 – Focus on updating the OEP for each FP&M building.
 - Form a project team comprised of OEP writers and building managers of FP&M buildings. UWPD and/or EH&S staff may serve as resources – November 1, 2015.
 - Share templates and best practices among OEP writers. Begin updating OEP and finalize OEP revisions – January 31, 2016.
- Phase 2 – Focus on identifying gaps between content covered in an OEP and the Master COOP.
 - Form a project team with representatives from each COOP and OEP areas. Add a non-FPM facilitator to the team. Plan to hold a kickoff meeting – February 15, 2016.
 - Begin identifying gaps between content in OEP and COOP – March 15, 2016.

- Phase 3 – Focus on consolidating four FP&M departmental plans into one Master COOP.
 - Begin consolidating four COOP plans into one – May 31, 2016.
 - Conduct the tabletop exercise – June, 2016.
 - Project complete by June 30, 2016.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Use internal talents and resources. Creating a culture of sharing and collaboration toward common goals.
- Forge good working relationships among project team members and identify new partners inside and outside of FP&M.

Goal 5: 2005 Campus Master Plan Implementation and 2015 Update.

Goal/Objective Overview

This goal tracks the number of major capital improvement project initiatives and overall development goals as identified in the approved 2005 Campus Master Plan. The objective is to assure that we are moving ahead with the goals identified in the plan and that the Campus Master Plan is a highly respected and utilized document guiding campus growth. It is also tracked to assure that this is a transparent, participatory planning process for the physical development of campus. This is an on-going, long term priority for FP&M. The 2015 Campus Master Plan Update process is underway and will be tracked under this same goal. The completion of that process and approved document is schedule for the FY17 Q3.

Baseline Measure

- As of June 2015, 33 major projects have been completed or are in planning/design or construction out of the 95 identified in the 2005 Campus Master Plan (or 35% complete).
- For the 2015 Campus Master Plan Update process, which started in September 2014, we are 24% complete as of July 2015 with final approval expected in January 2017.

Target Performance Indicators

- Major projects identified in the Master Plan are completed in a timely basis to meet programmatic needs of the University.
- Master Plan Goals are initiated and developed over time.
- 2015 Campus Master Plan Update documents are shared with constituents, campus stakeholders and the neighboring community.
- 2015 Campus Master Plan Update is recommended for approval to the Chancellor by the Campus Planning Committee (CPC).
- 2015 Campus Master Plan Update is approved by the City of Madison Common Council.

Risks & Challenges

- Risk - Project implementation involves construction delays, weather delays, and material delivery difficulties. Approval processes are also delayed which extend project completion times.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.
- Challenge – Funding of projects. State dollars are scarce and each project needs to be prioritized against other campus, UW System, and State priorities. Private dollars also continue to be scarce as resources are directed to other priorities and initiatives on campus that do not support facilities development and improvement projects.

- Challenge – Local community, neighborhood, and campus stakeholders raise concerns during the review process that may be unsurmountable or take additional time to resolve.

Milestones to be Accomplished & Schedule

- 2015 Campus Master Plan Update:
 - Initiate Project September - 2014 (Complete)
 - Kick-off meeting February - 2015 (Complete)
 - Meet with constituency groups April - 2015 (Complete)
 - Develop site & data analysis - June 2015 (Complete)
 - Develop concept drawings & initial recommendations - September 2015
 - Refine concepts and present revisions for comments - January 2016
 - Present final draft recommendations - September 2016
 - Gain approval from City of Madison Common Council - December 2016
 - Complete final deliverables - January 2017

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Continue to support major projects and 2005 Campus Master Plan goals to assure that they are implemented effectively. At the end of each fiscal year, we will review the number of projects completed to assure that we are moving forward with the planned opportunities and goals of the 2005 Campus Master Plan.
- Continue significant support for the 2015 Campus Master Plan Update process including meeting coordination, public outreach, engagement, and facilitation of the process through 2017.
- Continue meeting with the campus community (i.e. faculty, staff and students), local residents, and City of Madison staff to engage them in the 2015 Campus Master Plan Update development process to assure a smooth and timely approval process.

Goal 6: Storm Water Management.

Goal/Objective Overview

UW-Madison is part of the Yahara Lakes watershed and occupies over 4 miles of lakefront on its largest water body, Lake Mendota. Virtually all of the storm water runoff from campus ends up in either Lake Mendota or Lake Monona. This objective tracks pervious land area changes for the main UW-Madison campus to better understand our impact on storm water runoff. The goal is to maintain or increase the amount of pervious area within the main campus boundary. Maintaining or increasing pervious area is important because it helps the university meet Wisconsin Department of Natural Resources (DNR) requirements for storm water runoff, as well as sediment and phosphorus control. Doing so demonstrates the UW-Madison's commitment to improving water quality; reducing the quantity of storm water flowing into the lakes (and thus reducing the risk of downstream flooding); and, strengthens relationships with surrounding municipalities.

Baseline Measure

- As of 2008, when our data capture began, the main campus consisted of approximately 61% pervious area and 39% impervious area, including the Lakeshore Nature Preserve.
- As of January 2015, the main campus consists of approximately 60% pervious area and 40% of impervious area, including the Lakeshore Nature Preserve. Note that even though we have increased our impervious area by only 1% across campus in seven years this equates to an approximately 10-acre decrease in pervious area. With on-going development of new

facilities on the main campus, we are currently headed in the wrong direction despite initiatives to reduce to storm water impacts as much as possible with each new project.

Target Performance Indicators

- Initial goal was to increase pervious areas to 70% and decrease impervious areas to 30% campus-wide by 2015. That goal must be re-evaluated based on updated data from the 2015 Campus Master Plan Update process which is due in September 2015.
- Calculations will be done on an annual basis to compare prior data with changes made over the past fiscal year in development.
- Changes to the overall numbers are based on the number and types of major capital improvement projects in development each year.

Risks & Challenges

- Challenge – major projects in the more urbanized areas of campus have difficulty including best management practices for storm water management due to tight sites surrounded by pavement, streets, and sidewalks.
- Challenge – project funds may not be available to include innovative technologies in managing storm water runoff or detaining it to minimize downstream impacts.
- Challenge – tracking changes and ensuring that the data set is accurate and up-to-date.
- Risk – not meeting our goals continues to impact our positive relationships with the general public, neighborhood residents, and our student body who are demanding that we be leaders and assuring that we monitor, manage, and minimize our impact on the Yahara Lakes system.

Milestones to be Accomplished & Schedule

- Update storm water model and analysis for entire campus as part of the overall 2015 Campus Master Plan Update process - September 2015.
- Review and recommend changes to major capital improvement projects to assure storm water management is being considered and impervious areas are reduced as much as possible to meet the goal-On-going.
- Confirm 70% goal can be met with current, on-going projects in FY15. Modify goal if it is not realistic based on the analysis from the 2015 Campus Master Plan Update process - September 2015.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Continue to monitor major projects during design and construction to assure best management practices are studied and used to manage and reduce storm water impacts.
- Recommend innovative methods for including storm water and green infrastructure solutions to manage storm water runoff impacts.

Goal 7: Provide project management services for capital projects.

Goal/Objective Overview

Serve as the liaison between campus customers (Schools and Colleges), project managers assigned by the Division of Facilities Development (DFD) and the architectural/engineering design firms. Manage the quality, schedule, and budget for capital projects to ensure support of the academic, research, and outreach mission of the university.

Baseline Measure

- As of June 2015, 6 projects are scheduled to complete construction during FY16.
- 12 projects are scheduled to complete planning/design during FY16.

Target Performance Indicators

- Complete projects on time, and within budget to the specified level of quality.
- Complete planning & design on 12 projects (\$281.9M) and move into construction during FY16.
- Complete construction on 6 projects (\$100.9M) during FY16.
- Quality, schedule, and budget established by construction documents and bids; tracked and managed at the project level.

Risks & Challenges

- Challenge – process and schedule are determined by UWSA and DFD. Within the last year, the scheduling of A/E selections and State Building Commission meetings has slowed considerably and it is difficult to target selection and/or approval dates for projects.
- Challenge – DFD holds the planning, design and construction contracts for all capital projects, and time to get signatures for design and construction contracts has also slowed considerably.
- Challenge – the “Single Prime” bidding process mandated by State statute has resulted in delays and friction among the various contractors.
- Challenge – ensuring targeted funds are raised in a timely fashion for those projects funded, in part, or entirely, by gifts.

Milestones to be Accomplished & Schedule

Construction complete by 6/30/2016:

- Below Alumni Center Renovation (\$2.8M) – complete construction by winter 2016.
- Elizabeth Waters Hall Renovation (\$13.3M) – complete phase I construction by fall 2015.
- Memorial Library 4th Floor Remodel (\$0.7M) – complete construction by spring 2016.
- University Houses Renovation (\$15.0M) – complete construction by fall 2015.
- West Campus Cogeneration Facility Chiller Addition (\$67.6M) – complete construction by summer 2015.
- 30 North Mills (\$1.5M) – complete construction by fall 2015.

Planning/Design complete by 6/30/2016:

- Babcock Hall Dairy Renovation & CDR Addition - (\$43.4M) – complete 35% documents by fall 2015.
- Bascom Hall Room 165 Remodel (\$1.7M) – complete construction documents by fall 2015.
- Chemistry Instructional Addition & Renovation - (\$111.9M) – complete 35% documents by winter 2016.
- ITIP Classroom Renovation Projects, Group A (\$1.6M) – complete construction documents by summer 2015.
- ITIP Classroom Renovation Projects, Group B (\$1.1M) – complete construction documents by spring 2016.
- Lot 76 Sanitary Lift Station Renovation (\$2.1M) – complete construction documents by winter 2016.
- Meat Science and Muscle Biology Building (\$42.8M) – complete construction documents by winter 2016.
- Music Performance Facility (\$21.8M) – complete construction documents by fall 2015.

- Police & Security Facility Addition (\$4.8M) – complete construction documents by spring 2016.
- University Health Services Remodel (\$2.0M) – complete construction documents by winter 2016.
- Wendt Commons 3rd Floor (\$2.5M) – complete construction documents by spring 2016.
- Witte/Sellery Halls Renovation (\$47.0M) – complete 35% documents by spring 2016.

Action Plan to overcome barriers and take advantage of opportunities

- Each project manager monitors project schedule, budget, and quality and works with campus customers and, through the Division of Facilities Development (DFD), works with designers and contractors to complete the project on time, within budget, and to the expected level.

Goal 8: Sustainability – Continue to advance the ‘UW Builds Green’ program.

Goal/Objective Overview

To benchmark the campus commitment to sustainability by pursuing Leadership in Energy and Environmental Design (LEED) certification on most major new construction and renovation projects at a minimum of LEED silver certification level.

Baseline Measure

- Advance the ‘UW Builds Green’ program.

Target Performance Indicators

- Leadership in Energy and Environmental Design (LEED) – Silver certification.
- Successful LEED certification.
- Adherence to the principles of sustainability included in the Division of Facilities Development (DFD) Sustainability Guidelines.

Risks & Challenges

- Risk - The ability to implement processes or procedures that are not truly sustainable. Points may still be received through the LEED point system, but the item is not sustainable for the particular project.
- Challenge - The entire project team – the architects, engineers, owners, and contractors need to be committed. Collaborative efforts from the very beginning of the project are needed to ensure success.
- Challenge – Follow through on measurement and verification of the building’s actual energy use compared to the model to ensure that it is performing as designed.
- Risk - The LEED process starts at the very beginning of the project and can continue for a year or more past the point when construction is complete. During this time, members of the project team can change, and information isn’t always passed on. This can result in delays and inadequate information for completing the credits.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.
- Risk – The State may change its policy regarding LEED certification.

Milestones to be Accomplished & Schedule by June 30, 2016

Currently, there are 3 projects expected to achieve LEED certification:

- Charter Street Heating Plant – tracking LEED Gold (certification expected fall 2015).
- Memorial Union Renovation, Phase I – tracking LEED Silver (certification expected spring 2016).
- Wisconsin Institutes for Medical Research Phase II – tracking LEED Silver (certification expected spring 2016).

Action Plan to overcome barriers and take advantage of opportunities

- Incorporate LEED/Sustainability discussions into project design meetings. This ensures that the entire project team understands the sustainability goals of the project.

Goal 9: EH&S Radiation Safety Program and UW Health Relationship Reorganization.

Goal/Objective Overview

During 2014 a number of issues arose regarding EH&S' working relationship with UW Health. While the relationship had been bumpy prior to the departure of a former UW Health health physicist, the connection between EH&S' Radiation Safety program and the hospital deteriorated upon his departure. While there has not been any disruption of services to the UW Hospital throughout this period, there are several administrative issues that continue and need to be addressed. They include communication, financial, legal, and human resource matters.

The goal will be to conduct a thorough review of all Radiation Safety services, including human resources, financial commitments and budgeting, organizational and reporting structures, radiation safety licenses with the State, operating agreement (i.e., contract between UW Health and UW-Madison) and the Radiation Safety Committee by September 2015. The objective will be put in place a structure that can continue to meet campus needs but also meet the growing needs of UW Health by December 2015.

Baseline Measure

- The Operating & Service Agreement between the Board of Regents and UW Health was completed in 2007. The agreement is outdated and in need of revision.
- A Strategic Plan for UW Health and Radiation Safety does not exist. There is no clear description about what resources are needed to maintain the various radiation safety programs in EH&S that provide services to campus and UW Health. There is no full description of what UW Health needs in the way of services.
- The relationship between EH&S Radiation Safety and UW Health is highly complex. There are many activities that require specialized services for patient care, research, and the production of radioactive materials. The growth of UW Health and the UW-Madison School of Medicine and Public Health (SMPH) over the past decade has added increasing pressure on resources, reporting relationships, and services.
- Policies and procedures for Radiation Safety should be vetted through the Radiation Safety Committee to ensure synergy between UW Health and campus.
- There are several layers of regulatory compliance and these mandates include federal and State regulations. There are also accrediting agencies that have mandates that must be met. Administrative codes have become increasingly complex. Radiation Safety must maintain several licenses with the State to ensure full compliance. Due to the nature of some specialized equipment, very specific licenses are needed for particular instruments. A

comprehensive listing of these requirements is needed to ensure full compliance with all agencies.

- Issues at UW Health would be evaluated by subject matter experts and a recommendation provided to the Radiation Safety Committee.
- The current budget structure for the Radiation Safety program does not fully describe the shared ownership of the program. This has complicated the ability to understand and communicate what services are cost-incurring and which ones are not.
- The current system and database for tracking incidents is inadequate. There needs to be incident summary review process presented at each University Radiation Safety Committee meeting.

Target Performance Indicators

- The 2007 agreement needs to be revised and possibly divided into different functional areas: a detailed map of services and training; who provides them; their cost; and, how they will be recorded, invoiced, and paid needs to be clearly defined.
- A Strategic Plan of the EH&S' Radiation Safety program should be developed that provides an organizational atlas, mission, vision, and guiding principles of the program. The Strategic Plan must also include goals, a comprehensive list of policies and procedures, a list of services, measures, funding, and future plans and priorities.
- A complete list of compliance mandates that includes all agencies and licensing requirements.
- A plan on how the campus and UW Health programs will be administered. It should include delegations of authority, trustworthy and reliable officials, responsibilities of the Reviewing Official, Radiation Safety Officer, Radiation Safety Committees, and any other individuals or group that has a significant stakeholder relationship in the Radiation Safety program.
- A Radiation Safety budget needs to be refined to further address funding sources, expenditures and categories of services for the campus and UW Health.

Risks & Challenges

- Risk - People resources and time to complete the various tasks. Depending on the level of work needed, some areas may be difficult to complete in a timely manner, especially if there are staff departures in key areas, or if a surge in work load and safety requests come into the EH&S department or UW Health.
- Risk - There will need to be some level of validation of the numbers. This is needed to ensure that we are not being misled in our assumptions. Utilizing common sense, subject matter area experts, and benchmarking, will help to ensure that valid conclusions are reached.
- Risk - Compliance structure and mandated changes creates vulnerabilities to operations and to the institutions (i.e. UW-Madison and UW Health). Unfunded mandates always create a tremendous amount of work. EH&S closely monitors federal and State regulations for changes and updates, but they continue to grow and change. We cannot predict future events; we can only react to them as they occur. A large component of ensuring compliance with regulations is through annual State agency inspections. There may also be programmatic inspections, or they may be in the form of a surprise, unscheduled inspections. Finally, there may be inspections due to environmental or safety-related incidents.
- Challenge - Time needed to develop and document all of the information relevant to the UW Health Radiation Safety program.

- Challenge - Time to conduct reviews of the new agreement, the Strategic Plan, and the Administrative Plan.
- Challenge - Translation of the Radiation Safety program into a common language that non-radiation staff can understand.

Milestones to be Accomplished & Schedule

Milestone No.	Milestone Description	Completion Date	Milestone Status
1	Approved TRO (RO) status for Marisa Bartlett.	July 2015	
2	Determine Radiation Safety licensing by percentage under all licenses.	July 2015	
3	Obtain an estimate of budget breakdown for sharing resources (include Items 5 and 6 in budget).	July 2015	
4	Review the Radiation Safety Committee Charter for committee composition and membership requirements.	July 2015	
5	Determine hourly effort of UW-Madison Radiation Safety staff dedicated to UW Health programs.	July 2015	
6	Create a UW Health health physicist job description to be based on the Radiation Safety Technician title.	July 2015	
7	Create a Reviewing Official (RO) organization chart for UW-Madison and UW Health.	July 2015	
8	Create an incentive for transfer of staff to UW Health.	August 2015	
9	Work with Human Resources from UW Health and FP&M to determine job changes so transferred staff do not lose benefits (i.e., remain State employees).	August 2015	
10	Redesign organizational chart for the Radiation Safety program.	August 2015	
11	Develop transition plan for Radiation Safety staff to include transfer logistics, organization, location, security clearances, and training programs.	August 2015	
12	Complete and finalize operating agreement (contract) for the Radiation Safety program.	August 2015	
13	Develop and create a draft template of letters of delegation of authority to the Radiation Safety Officer for UW Health and UW-Madison.	August 2015	
14	Dual appointment of designated RSO for UW-Madison and UW Health.	September 2015	
15	UW Hospital Offices to be established.	September 2015	
16	Recruit Radiation Safety staff (target of 3 staff members) for transfer to UW Health. Each individual to have the same position description.	September 2015	
17	Review and reallocate Radiation Safety staff task for campus.	September 2015	
18	Amend to broadscope license to provide dual certification that will be signed by two individuals authorized to make binding commitments on behalf of the applicant. The two individuals that would sign would be a UW-Madison and UW Health authorized individual.	October 2015	

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- Complete the new EH&S and UW Health agreement and have the document signed by the respective authorities.
- Complete an organizational structure of the Radiation Safety program from an EH&S, UW-Madison, and UW Health perspective. Include authorized committees, composition, purpose, scope of responsibilities, and their reporting structure.
- Compile a list of all compliance mandates that affect regulatory oversight and operations of the Radiation Safety program and UW Health accreditations.
- Complete a list of services and training for UW Health that is required from EH&S and identify the functional areas and the responsibility of each party and unit.
- Gather a list of policies and procedures of the Radiation Safety program for both UW Health's and EH&S' Radiation Safety programs.
- Develop a plan of action for administrative oversight of UW Health's Radiation Safety program.
- Establish a small committee to meet on a biweekly basis for the first year and monthly thereafter to review and address issues and monitor the operational aspects of the program.
- Draft a Strategic Plan for EH&S' and UW Health's Radiation Safety program.
- Obtain stakeholders approval of the Strategic Plan.

Goal 10: Develop an Environment, Health & Safety Strategic Plan.

Goal/Objective Overview

The development of a Strategic Plan for Environment, Health and Safety (EH&S) will provide a broad framework of themes and objectives designed to guide the development of programs and specific action plans for EH&S. The Strategic Plan will build on our sixty-year history of providing high-quality customer service and institutional support to the campus community. The final product will help us to align resources with Facilities Planning and Management (FP&M) and campus missions. The EH&S Strategic Plan will assist the department with prioritizing needs and efficiently allocate resources to provide consistent, and timely responses to problems and challenges.

Baseline Measure

In 2008, EH&S prepared a reorganization implementation plan that addressed many deficiencies and problems. Since then, programs within EH&S have continued to provide excellent customer service for the campus, research community, and UW Health. However, the on-going growth and complexity of research and healthcare in addition to the growth of regulatory affairs have placed increasing burdens on all EH&S' programs. In 2006, a customer survey was completed. The information collected helped to finalize the reorganization of EH&S in 2008. In 2014, another customer survey was completed. Issues that were identified by the customers were grouped according the individual EH&S unit. Each unit became responsible for addressing customer's concerns. However, as a department, EH&S continues to struggle in selected areas. The Strategic Plan will help to better identify and understand the gaps. The following areas will be evaluated:

- Benchmarking of EH&S trends:
 - Compiling an inventory of EH&S programs
 - EH&S program benchmarking against external (peer) programs

- Customer survey feedback and analysis:
 - Who are our customers? What do they need? What is our current capability to meet the growing campus needs? What are the biggest gaps?
 - What are our customers telling us about EH&S as a department and campus safety programs in general?
 - What are the customer's preferences for EH&S involvement in decisions?
- Identify potential areas for improvement:
 - Gap analysis:
 - Identify areas of ineffectiveness.
 - Identify gaps for areas of requirements that are not being met.
 - Workflows of internal processes to be evaluated.

Target Performance Indicators

- How is management doing in the areas of leadership, engagement, inclusion, diversity, delegation, structure, interdisciplinary teams, and professional development?
- Is our customer service responsive and meeting expectations?
- Are the training programs (in-person and on-line training) meeting staff needs, and covering demographic, and cultural needs?
- Do EH&S facilities (services for buildings, incinerator, boathouse, and hazardous waste) meet the needs for worker safety and performance?
- Does EH&S maximize its understanding of operations (budgets, technology, and regulatory compliance)?
- Does EH&S maintain its employee focus (engagement, structure, professional development, interdisciplinary teams, and training).
- Are key performance areas tracked using operational performance metrics?

Risks & Challenges

- People, resources and time to complete the various tasks can be problematic. Depending on the level of work needed, some areas may be difficult to complete, especially if there are staff departures in key areas or, if a surge in work load and safety requests come into the department from the campus.
- As we review metrics and survey data, there will need to be some level of validation of the numbers. This is needed to ensure that we are not being misled in our assumptions. Utilizing common sense, subject matter area experts, and benchmarking, will help to ensure that valid conclusions are reached.
- Compliance structure and mandated changes creates a vulnerability to operations. Unfunded mandates can also create a tremendous amount of work. EH&S closely monitors federal and State regulations for changes and updates, but they continue to grow and change incessantly. We cannot predict future events; we can only react to them as they occur. A large component of ensuring compliance with regulations is through federal and State agency inspections. These may come in the form of annual, biannual programmatic inspections, or they may be in the form of surprise, unscheduled inspections. Finally, there may be inspections due to an environmental or safety-related incident on campus.

Milestones to be Accomplished & Schedule

- This project has been deferred until 2016 due to higher priority tasks. The key project going forward will be to address the on-going relationship with UW Health Radiation Safety program. A narrative document has been prepared entitled EH&S Radiation Safety Program and UW Health Relationship Reorganization.

Deferred elements include:

- Compile and complete the analysis of the EH&S customer and EID surveys – Q1.
- Review EH&S mission and vision alignment with the University and FP&M. Review EH&S metrics for relevancy and content – Q2.
- Conduct and complete multivariate analysis of EH&S programs – Q3.
- Prepare and finalize an EH&S Strategic Plan report – Q4.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- The EH&S Strategic Plan goal has been deferred to 2016 due to a higher priority task. The new goal is entitled EH&S Radiation Safety Program and UW Health Relationship Reorganization. The new goal is described above.
- The goal of an EH&S Strategic Plan will be revisited at the end of the FY16.
- The Strategic Plan goal will be re-evaluated. The project outline and objectives will be reviewed and the milestones will be updated to reflect the new timeline in May/June 2016.
- The revised Strategic Plan goal will be added to FP&M's FY16-17 Annual Report in June 2016.

Goal 11: Continue to enhance the Physical Plant Safety Program, including further review and update of policies, procedures, and implementation to create an on-going “Culture of Safety”.

Goal/Objective Overview

In an on-going effort of continuous improvement, the Physical Plant (PP) Department is committed to re-engaging all its employees in an effort to fully establish a “Culture of Safety”; where performing work in a safe and efficient manner is “The Way We Work” at UW-Madison. Work process evaluations, collaborative observations with supervisors and employees, on-going safety self-assessments, and suspected issue identification by all employees and appropriate education/training that were established as part of FP&M's FY14 Annual Plan will be continued. Follow-up, and site visits will be undertaken for verification of safe working conditions, and subsequent process improvement/education/action will be administered.

Baseline Measure

- To be developed through trend analysis – measurement of safety observations completed by supervisor; by employee; training delivered by position type; by module delivered; incidents by type; corrective actions administered by supervisor; determine defect trend of collected data by category and develop the metrics to sustain the gains of the overall Safety Program results. In addition, collect measurable data through a “safety situation” survey delivered to Physical Plant employees.

Target Performance Indicators

- Retain = Implement a Train-Drill-Refresh (TDR) methodology to insure employees are absorbing the obligation to safely complete activities as The Way We Work.
- Maintain = Culture of Safety through communications, education, periodic safety meetings, safety challenges, and safety awards.
- Sustain = Injury reduction efforts through continued education focused on high-risk activities and injuries experienced by category, hazard control, peer-to-peer observations, and behavior modification.

Risks & Challenges

- Challenge - Resource commitment to develop Standard Operating Procedures (SOPs).
- Challenge - Obtaining commitment from Supervisors to complete post-training observations to ensure that newly identified and or modified safety procedures are being followed in by the affected employees.

Milestones to be Accomplished & Schedule

- Survey of employees for their observation of the “safety situation” in their workplace to be developed and delivered by FY16-Q2.
- Implement the Safety Oversight Group to oversee the Safety program operation – hearing of issues, and appeals; resolve impasses will be formalized by FY16-Q2.
- Investigate and prioritize suspected safety-related issues - On-going.
- Operational training - On-going.
- Operational refresher training (with training responsibility migrating to direct Supervisors with assistance by safety professionals) - On-going.
- Safety Program Manual will be approved and published - end of calendar year 2015.
- Begin Supervisor Safety Meeting Program to include safety observations, incident investigation and incident prevention. – Begin October 2015.
- Develop Department and Shop-specific safety programs, SOPs, and Department/Shop-specific training for PP employees – On-going.

Action plan to overcome barriers and take advantage of opportunities

- Continuation of “It’s Safe to Talk About My Safety” method of investigation requests. Prioritization of investigation requests will be based upon regulatory response requirements with “imminent danger” being the first in priority.
- Continue to work with Risk Management to identify improvement opportunities where consistent with the Culture of Safety continuance. Requests for process improvement by employees will be screened, considered through evaluation, answered and, if approved, implemented.

Goal 12: Advance Physical Plant Energy Conservation Measures.

Goal/Objective Overview

Physical Plant (PP) promotes education and awareness of the importance of energy conservation and environmental stewardship. The University has been able to leverage its resources to reduce its annual campus energy consumption. Further reductions through campus operational energy efficiency projects in FY16 will include those listed below.

Baseline Measure

- Current conditions and energy consumption data and modeling results.

Target Performance Indicators

- Accomplishments of the set goals.
- Measurement and verification of results confirming anticipated savings.

Risks and challenges

- Risk - Unforeseen possible construction project constraints or funding complications during the various stages of the projects.

Milestones to be accomplished & schedule

- Complete construction phase of the TURN (Tunnel Upgrade and Refurbishment Now) phase II project (annual savings of \$122,000 with 20 year payback) - April 2016.
- Continue construction phase of the energy retrofit project at Vet Med (annual savings of \$361,000 with payback of 10.5 years) – Completion in FY16.
- Continue construction phase of the energy retrofit project at Bock Labs (annual savings of \$202,000 with 10.7 year payback) - Completion in FY16.
- Start construction for energy retrofit project at WIMR (annual savings of \$70K with 7.8 year payback) in FY16.
- Start construction for energy retrofit at Waisman Center (annual savings of \$216K with 10.4 year payback) in FY16.
- Complete the design process and start construction for the McArdle Lab (annual savings of \$219K) and 445 Henry Mall (annual savings of \$36K with a 5 year payback) in FY16.
- Work with DFD (contingent on possible State sale of the campus heating/cooling plants) on scope, cost, and funding for a comprehensive Chilled Water System Optimization project (annual savings of \$2.8 million with 10 year payback) in FY16.
- In assessment phase of energy conservation for lighting upgrades at UW Athletic facilities including: Kohl Center, Field House, and Camp Randall; Completion of assessment FY16.

Action Plan to overcome barriers and take advantage of opportunities

- Keeping and enhancing close working relationships with UWSA and DFD staff and coordination of the projects with building occupants.

Goal 13: Initiate a campus-wide program to address reuse, recycling and/or disposal of solid waste streams to provide value to the University.

Goal/Objective Overview

Physical Plant (PP) promotes education and awareness of the importance of environmental stewardship. This includes all waste and recycling streams. PP proposes to engage its WE CONSERVE program and the UW-Madison Office of Sustainability to develop a solid waste program aimed at minimizing disposal costs, while working to identify options to provide maximum returns for its recycled waste streams. In addition, incentives could be developed to encourage all Schools, Colleges, and Units to look at how they might reclaim space in their facilities by recycling, reclaiming, reusing, or getting rid of unwanted items through this program.

Baseline Measure

- Annual breakdown of solid waste quantities (tons) by type vs. cost to dispose minus revenue from recyclable waste streams.

Target Performance Indicators

- Maximize returns on recyclable streams and minimize quantity of waste sent to the landfill.

- Reduction in tons of refuse sent to the landfill and associated cost. \$/ton received for recyclable streams. Number of tons of product identified for reuse and/or repurpose.

Risks & Challenges

- Determine whether or not SWAP fits into the program, and if so, what is their role and how do we get them to perform?
- Are there alternatives to SWAP that we can utilize?
- What roles will WE CONSERVE and the UW-Madison Office of Sustainability play in the program?
- How should we engage the Facility Managers?
- How do we manage the ebbs and flows in the program?
- Some recycling is not financially advantageous, but is ecologically appropriate. What is the balance point?

Pursuing Green Initiatives is the right thing to do. However, it will be important for us to know how much the University is willing to financially support these initiatives.

Milestones to be Accomplished & Schedule

- Engage WE CONSERVE and the Office of Sustainability to help develop program – Sept 2015.
- Audit/review all current solid waste streams – TBD.
- Review existing contracts for recyclables, and re-bid/change if necessary to increase revenue. – Completed and in use.
- Develop draft program for disposal and recycled materials – In-progress. Working with the new FPM/SWAP Disposal Workgroup.
- SWAP has been integrated into the new Workgroup for planning, and will help determine how/where they would fit into the overall program.
- Whether or not to look into alternatives to SWAP will be determined through the Workgroup process.
- Have engaged representatives from the Facility Managers to join the new Workgroup - They will begin to engage in the development of the program.
- Develop program and schedule for unwanted building furniture/equipment streams – In-progress with FPM/SWAP Disposal Workgroup.
- Record disposal/recyclable/reused amounts and related cost and/or revenue – On-going.

Goal 14: Complete Unit Master Plans.

Goal/Objective Overview

Implement Facilities Master Plans that will be used to align facilities planning with strategic planning and guide the programmatic assessment and improvement for the College of Letters and Science and Campus Libraries.

Baseline Measure

- As of June 2015, a number of campus auxiliary units (Housing, Athletics and Recreational Sports) have completed Facilities Master Plans. However, only a few academic units (the School of Veterinary Medicine and the College of Engineering) have developed a Facilities Master Plan.

Target Performance Indicators

- An inventory of all space by Post-Secondary Education Facilities Inventory and Classification Manual (FICM) code.
- A utilization analysis of existing space.
- Examination of space needs across disciplines and functions.
- Coordination with the 2015 Campus Master Plan Update process.

Risks & Challenges

- The speed (or lack thereof) connected with approval processes outside the campus.
- Limited resources within individual Schools and Colleges (both the Wisconsin School of Business and School of Medicine and Public Health identified limited resources as a reason for suspending their respective master planning processes).
- Accuracy of existing data.
- No alignment with respective strategic plans.
- Intervention by outside forces (DOA/DFD/UWSA).
- Competing priorities for FP&M project managers.

Milestones to be Accomplished & Schedule

- Both plans will be underway by December 2015.
- Both plans will be complete by January 2017.
- Results from these Facilities Master Plans will inform facilities decisions by the time of the beginning of the 2019-21 capital budget exercise.

Action Plan to Overcome Barriers & Take Advantage of Opportunities

- FP&M to provide split funding support for Unit Facilities Master Plans with divisions involved.
- Retain consulting A/E expertise to guide and develop Facilities Master Plan activities and process.

Goal 15: Construction of the UW Hospital Parking Ramp 75 Expansion.

Goal/Objective Overview

Complete the 1st and 2nd phases of the expansion of the UW Hospital parking structure by June 30, 2016 adding 400 parking spaces to replace parking on the west campus that was lost to construction and provide for additional visitor parking capacity to meet the needs of the hospital.

Baseline Measures

- Current parking structure at 95% capacity.
- Construction is scheduled to begin August 2015.

Target Performance Indicators

- Temporary parking lots will be ready for use by September 1, 2015 to accommodate permit holders displaced during the project.
- Phase 1 work to be completed by September 2016 will modify the entries and exits for construction.
- Constant communication with UW Hospital to minimize impacts to patients and visitors.

Risks & Challenges

- Risk – Unforeseen conditions once the project breaks ground.
- Risk – Weather impacts that could delay the project.
- Challenges - Maintaining parking in one of Wisconsin's busiest parking facilities while the facility capacity is doubled; staging and construction in very limited space; heavy construction adjacent to an advanced high-risk surgery center; collaborating with UW Hospital operations and administration; and, providing adequate parking for patients and visitors while the construction is underway.

Milestones to be Accomplished & Schedule

- Temporary Booth Relocation – August 2015.
- Completion of Phase 1 – September 2015.
- Completion of Phase 2 – June 2016.
- Booth office fully operational – June 2016.

Action Plan to overcome barriers and take advantage of opportunities

- Partner with UW Health to develop temporary parking on the future site of WIMR III and Forest Products Lab to reduce some of the parking lost during construction.
- Maintaining communication with UW Health to inform them of future impacts and construction phasing.
- Maintain communication with City of Madison to adjust signal timings as needed to maintain optimal traffic flow in the area.
- Regularly schedule project meetings to ensure project is remaining on schedule and budget.

Section 4: FY16 Strategic and Operational Priorities Update – Facilities Planning & Management

(Highlighted goals are new for FY16)

Priority Area	Goal/Objective	Baseline Measure	Defined Target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
VCFA: Engagement, Inclusion, and Diversity	Establish 2015 EID goals. Continue implementation of FP&M 2014 EID Plan Update dated December 2014.	TBD.	TBD.	TBD.	TBD.	TBD.	TBD.
VCFA: Student Leadership Development (WiGrow)	Continue to extend WiGROW Initiative to all FP&M student employees and their supervisors.	<p>Goal #1 - In FY14, 60 student employees participated in a pilot program in FP&M. In FY15, all 77 FP&M student employees participated (100%) which met our established goal.</p> <p>Goal #2 – In FY15, 63.42% of the FP&M student employees indicated they moderately or strongly agree with the statement about making connections between their work and their academics. Also, 78.05% of our employees indicated that their supervisors helped them see connections to their future occupations.</p> <p>We met both of the FY14 goals of 60% and 75% respectively.</p> <p>Goal #3 - In FY14, 16 student supervisors participated in the WiGROW program (100%).</p>	<p><u>Goal #1</u> - 100% of FP&M student employees and their supervisors participate in WiGROW program.</p> <p><u>Goal #2</u> – 75% of student employees indicate moderately or strongly agree to the following statements:</p> <ul style="list-style-type: none"> • “My supervisor helps me make connections between my current work and my academic pursuits.” • “My supervisor helps me see connections between skills gained/used in my current work that are transferable to a future occupation.” <p><u>Goal #3</u> – Provide support to student employee supervisors and</p>	<p>Complete Supervisor survey documentation process and release survey for use.</p> <p>Have initial discussions with new student employees within 45 days of hire.</p>	Continuing discussions held with new and continuing student employees.	Students and their supervisors complete WiGrow surveys.	<p>Have all FP&M student employee supervisors take the supervisor survey.</p> <p>Evaluate program and make adjustments.</p>

			have them participate in the program survey to review and continuously improve the WiGROW program.				
VCFA: Process Improvement and Resource Stewardship	<p>Implement a Continuous Improvement System for all of FP&M.</p> <p>APR Project: FP&M Work Order Process and Small Project Delivery</p>	In the Spring or 2015 customer feedback identified three key themes for improvement: Communication, Cost/Billing, and Timeframe for completion of work. The current Work Order process is not responsive, nor user friendly. The current process lacks transparency. A gap exists between customer expectations and realities/ constraints of the enterprise.	To improve the current Service Request/Work Order and PAC processes within FP&M Physical Plant, increasing customer satisfaction with service requests, scheduled maintenance and the management of in-house projects.	Establish work team, hold (meeting) kick-off. Define current state and begin process mapping.	Conduct process walk and data collection.	Continue process using Lean Six Sigma methodology.	Goal Complete.
Process Improvement	1. Complete implementation of FP&M's new annual performance review process.	In FY15, a cross-functional work team developed and piloted a performance review process and forms that is standardized, incorporates EID competencies for managers/supervisors and is compliant with the new campus performance management policy.	For FY16, the focus is to evaluate the pilot, make modifications to the new process as necessary, and implement the program across the entire division by year-end.	Collect feedback from the pilot group on the new process and forms and make modifications to the process and forms as necessary based on user feedback.	Conduct communication campaign to inform all FP&M staff of new forms and process prior to the FY16 mid-year conversation exercise; provide supervisor training on the new mid-year check-in process.	Provide supervisor training on the new performance management process and forms prior to the year-end review period.	Conduct FY16 year-end performance reviews for all staff using the new forms and process.

Priority Area	Goal/Objective	Baseline Measure	Defined Target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Process Improvement	2. Continue to develop and disseminate FP&M policies and procedures.	As of June 2015, an approved process exists for drafting policies; an approved policy template has been established; an FP&M Policy Advisory Review Group has been formed; and eight policies have been authored.	Complete at least eight additional policies with a particular focus on finalizing internal HR-related policies	Complete 'Leave Without Pay' and 'Safety Shoe' policies.	Complete 'Staff Overtime' and 'Staff Recruiting' policies.	Complete at least two new policies, topics TBD.	Complete at least two new policies, topics TBD.
Process Improvement: Technology	3. Complete update and launch of a FP&M website.	As of June 2015 the FP&M division website has been updated. EH&S and CP&D are also updated using the Wisc Web CMS tool.	Complete re-design/update of the remaining FP&M department websites for PP, SMO, CPLA, and TS. Websites will have consistent navigation and design.	Launch updated Physical Plant website to include Google Analytics and Google Translate.	Launch updated CPLA website to include Google Analytics and Google Translate. Review proposed re-design of TS website	Launch updated SMO website to include Google Analytics and Google Translate.	Launch updated TS website. Goal completed.
Resource Stewardship	4. Restructure existing departmental COOP into one Master COOP.	As of March 2015 - four fairly robust COOP departmental plans written. Need for a more integrated Master Coop plan.	Up-to-date OEPs required. The Master COOP must include a robust communication plan and consistent format for usability. Conduct COOP tabletop exercise to test the effectiveness.	Form a team for updating OEP for each FP&M occupied building. Finalize all OEP revisions.	Form a team with reps from each COOP and OEP areas. Begin identifying gaps between OEPs and COOPs.	Begin consolidating four COOP plans into one Master COOP.	Conduct tabletop exercise. Goal completed.
Resource Stewardship	5. 2005 Campus Master Plan Implementation and 2015 Campus Master Plan Update.	2005 CMP: 33 of 95 projects complete (35%) 2015 CMP Update: 24% complete.	2005 CMP: On-going implementation of major projects and goals. 2015 CMP: Complete update and planning process by January 2017.	2015 CMP: Develop concept plans & initial recommendations; present in public forums for comment.	2015 CMP: Continue development and revision of concept plans and initial recommendations.	2015 CMP: Present refined concept plans for public comment.	2015 CMP: Continue work on refining final concepts and recommendations for Fall 2016 (FY17Q2) presentation and formal approval.

Priority Area	Goal/Objective	Baseline Measure	Defined Target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Resource Stewardship	6. Improve storm water management on campus.	As of 2008 when our data capture began, the main campus consisted of approximately 61% pervious area and 39% impervious area, including the Lakeshore Nature Preserve.	Increase pervious areas to 70% and decrease impervious area to 30%.	Update campus storm water model as part of the 2015 Campus Master Plan Update planning process. Reconfirm 70/30 goal with data from the updated model. Present information about the model and data gathering in a public meeting as part of the 2015 Campus Master Plan Update process.	Develop recommendations and best management practices for how to work towards meeting our goal on every major project or site improvement initiative.	Finalize recommendations and share for public comment.	Present final recommendations as part of the 2015 Campus Master Plan Update process. Begin implementing best management practices on all major projects to work towards meeting our goal.
Resource Stewardship	7. Provide project management services for capital projects.	As of June 2015, 6 projects are scheduled to complete construction during FY16. 12 projects are scheduled to complete planning/design during FY16.	Complete projects on time, and within budget to the specified level of quality. Complete planning & design on 12 projects (\$281.9M) and move into construction during FY16. Complete construction on 6 projects (\$100.9M) during FY16. Quality, schedule, and budget established by construction documents and bids; tracked and managed at the project level.	Continuing to move forward in construction on schedule for the following: <ul style="list-style-type: none"> Elizabeth Waters Hall Renovation phase I. University Houses Renovation. 30 N Mills 	Projects continuing to move forward in planning, design and construction on schedule.	Projects continuing to move forward in planning and design and construction on schedule.	Projects continuing to move forward in planning and design and construction on schedule.

Resource Stewardship: Sustainability	8. Sustainability - Continue to advance 'UW Builds Green' program.	Benchmark the campus commitment to sustainability by pursuing Leadership in Energy and Environmental Design (LEED) certification on most major new construction and renovation projects at a minimum of LEED Silver certification level.	Leadership in Energy and Environmental Design (LEED) – Silver certification. Successful LEED certification. Adherence to the principles of sustainability included in the Division of Facilities Development (DFD) Sustainability Guidelines.	Projects remain on track for LEED certification. Charter Street Heating Plant – tracking LEED Gold (certification expected fall 2015).	Projects remain on track for LEED certification.	Projects remain on track for LEED certification. Memorial Union Renovation, Phase I – tracking LEED Silver (certification expected spring 2016).	Projects remain on track for LEED certification.
Process Improvement	9. Put in place a reorganized Radiation Safety Program that will continue to meet campus needs and meet the growing needs of UW Health.	UW Health Operating & Service Agreement was completed in 2007 and needs updating; A Radiation Safety Strategic Plan does not exist; Regulatory framework is becoming increasingly complex; Budget, staffing and resource structure needs review.	Reorganize Radiation Safety to resource campus and UW Health and provide the best services possible under one Radiation Safety license, one Radiation Safety Officer and one Radiation Safety Committee.	Prepare draft documents that include budgets, committee structures, delegation of authority, license amendments, operating agreement, organizational charts, position descriptions, and the Radiation Safety Committee Charter	Complete review and meetings with stakeholders for comments, feedback, and revisions to proposed reorganization. Meet with Radiation Safety Committee for comments and feedback. Meet with DHS at State for input and final approval of license amendment(s). Begin plan implementation. Begin to work with customers on quality of services and operations.	Continue with reorganization plan implementation. Obtain more customer feedback on services and operations. Accordingly, make operational adjustments to program in areas of concern or confusion.	Conduct a final program review with stakeholders and customers of initiatives and services.

Priority Area	Goal/Objective	Baseline Measure	Defined Target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Process Improvement	10. Develop an Environment, Health & Safety Strategic Plan.	Benchmarking, customer survey, department survey, and feedback.	Align EH&S with FP&M and campus missions, prioritize needs, and more efficiently allocate resources.	The Office of Quality Improvement has been hired to assist with the Strategic Plan development. A work plan has been created. An EH&S team (Core Strategic Planning Team) has been assembled to assist with the work plan. The EH&S customer survey report is completed and work is beginning on the EID survey report. Over the next quarter, data will be collected and analyzed; listening and interview sessions will then begin.	Q2 milestone completed. The Q3 milestones will be to complete focus groups (staff feedback), finish a draft outline of the Strategic Plan, continue to gather and analyze departmental data, and begin to identify potential areas for future focus.	This project has been tabled until 2016 due to higher priority tasks. The key project going forward will be to address the ongoing relationship with UW Health Radiation Safety Program. A narrative document has been prepared entitled EH&S Radiation Safety Program and UW Health Relationship Reorganization.	Same as Q3.
Process Improvement	11. Physical Plant Safety Program/Retain-Maintain-Sustain.	Develop a Safety Program through trend analysis to include safety manuals, training modules, safety observations, investigation requests and conclusions, corrective actions administered, and injuries by specific categories. In addition, collect measurable data through a "safety situation" survey delivered to Physical Plant employees.	Physical Plant Employees	Safety Program Manual will be approved and published. Begin Supervisor Safety Meeting Program to include safety observations, incident investigation and prevention. Define metrics with Risk Management.	Survey of employees for their observation of the "safety situation" in their workplace to be developed and delivered. Implement the Safety Oversight Group to oversee the Safety Program operation – hearing of issues, and appeals; resolve impasses. Establish data collection protocol.	Collect and deliver periodic "dashboard reports" via PP Website.	Operational training, required refresher training (with training responsibility migrating to direct supervisors with assistance by safety professionals). Department and Shop-specific safety programs, SOPs, and department/shop-specific training.

Priority Area	Goal/Objective	Baseline Measure	Defined target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Resource Stewardship: Sustainability	12 Advance Physical Plant energy conservation measures.	Current conditions and energy consumption data and modeling results.	Eight priority conservation projects have been identified for FY16.	Tunnel/Steam Pits Phase II – 80% complete. Vet-Med project – 25% complete. Bock Lab Project – 60% complete. WIMR East Tower engineering is complete; construction to start Aug. 2016. Waisman project engineering is complete. McArdle Lab project engineering is 10% complete. 445 Henry Mall engineering is 80% complete. In assessment phase of energy conservation for lighting upgrades at UW Athletic facilities including, Kohl Center, Field House and Camp Randall.	Tunnel/Steam Pits Phase II – 90% complete. Vet-Med project – 45% complete. Bock Lab Project – 90% complete. WIMR East Tower construction at 45%. Waismann project construction to begin Oct. 2016. McArdle Lab project engineering is 100% complete. Construction at 15% complete. 445 Henry Mall engineering is 100% complete. Construction at 25% complete. In assessment phase lighting upgrades at UW Athletic facilities including, Kohl Center, Field House and Camp Randall 100% complete.	Tunnel/Steam Pits Phase II – 100% complete. Vet-Med project – 70% complete. Bock Lab Project – 100% complete. East Tower WIMR construction at 80%. Waismann project construction at 50% McArdle Lab project Construction at 45% 445 Henry Mall construction 100% complete. Assessment phase lighting upgrades at UW Athletic facilities including, Kohl Center, Field House and Camp Randall submitted to DFD for funding/approval.	Projects are on target and on schedule. Vet-Med project – 100% complete. East Tower WIMR construction at 100% complete. Waismann project construction at 85% McArdle Lab project is 75% complete.
Resource Stewardship: Sustainability	13. Initiate a campus-wide program to address reuse, recycling, and/or disposal of solid waste streams to provide value to the University.	Annual breakdown of solid waste quantities (tons) by type vs. cost to dispose minus revenue from recyclable waste streams.	Capture amount of material by weight of items going to SWAP vs recycling or waste.	Define issues associated with items which must go to SWAP and items SWAP desires to pick up for resale to fit their business model. Work with Office of Sustainability to help develop a model which makes sense. Analyze SWAP Business	Define procedures which allow recycle or, reuse of equipment, supplies or furniture for charities for items that SWAP does not want to handle.	Work with OS to consider/evaluate/design an internal “Craigslis” if the business model dictates that it is appropriate. This would allow items to be advertised for reuse by other UW departments.	Work with building managers to educate them on the new program and policies and implement the program.

				model and ensure the model fits the resources available. Adjust model as necessary.			
Resource Stewardship	14. Increase the number of academic units with Facilities Master Plans.	To date, two schools/colleges have completed Facilities Master Plan.	Complete a Facilities Master Plan for the College of L&S and Campus Libraries by January 2017.	Initiate creation of Facilities Master Plans for College of L&S and Campus Libraries.	Both Facilities Master plans will be underway by December 2015.	Continue from Q3.	Both Facilities Master Plans will be completed by January 2017. Results from these Facilities Master Plans will inform facilities decisions by the time of the beginning of the 2019-21 capital budget exercise.
Resource Stewardship	15. Construction of the UW Hospital Parking Ramp 75 Expansion.	Project is scheduled to begin August 2015.	Phase 2 completed and 400 spaces added by June 2016.	Phase 1 completed.	Relocation of all accessible parking into the main ramp.	Usage of 200 spaces in the south addition.	Completion of Phase 2 and use of 400 spaces.