



Integrity



Stewardship



Facilities Planning & Management

Annual Plan – 2015

Providing excellence in facilities and services for our university community



Safety

Innovation & Discovery



People-Centered

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

Section 4: VCFA Strategic Priorities and FP&M Strategic and Operational Priorities – Summary Chart

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, utilities and vehicles. 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, transportation planning and development of multi-modal options.

Section 2: VCFA Strategic Priorities

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

2015 EID goals will be established following review of the results of the 2014 EID employee survey.

VCFA Strategic Priority 2: Student Leadership Development (WiGrow)

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

Description

FP&M piloted the WiGrow program with two groups of students in FY14: (1) Campus Planning and Landscape Architecture – three students studying landscape architecture; and, (2) Transportation Services – 24 students assigned to Booths. Additionally, we expanded the program in Transportation Services to include 33 students in the SAFEWalk program. This allowed us to introduce the program to a group of students working in their field of study and students working primarily to earn income for school. This also allowed us to assess the success and relevancy of WiGrow across a variety of students. 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.

Baseline Measure

- Two pilot groups identified for WiGrow completed.
 - Transportation Services Booths – 57 students
 - Campus Planning and Landscape Architecture – 3 students.
- For FY15, we will expand the WiGrow program to all approximately 120 student employees in FP&M.

Target Performance Indicators

- Implementation plan is developed and included in the WiGrow toolkit.
- Number of student supervisors trained for implementation of WiGrow – goal is 100% in FY15.
- Assessment of learning outcomes for students enrolled in WiGrow.
- Number of student employees who complete the WiGrow program – goal is 100% in FY15.
- Learning outcomes for those students participating in WiGrow.
- Number of focused discussions between supervisors and students.
- Percentage of students participating in the pilot groups who receive performance reviews – goal of 100%.
- Final year assessment of pilot conducted with supervisors and students – goal is 100% favorable rating.

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 and schedule

- WiGrow FP&M Supervisor training – August 2014.
- FP&M WiGrow coordinator, supervisors, and directors provide orientation to WiGrow for participating students – September/October 2014.
- Initial focused discussions completed within 45 days of hire.
 - GOAL: 100% of student employees.
- Evaluation of focused discussion questions/responses.
 - GOAL: 60% of students indicate moderately or strongly agree with the following statement:
 - *“My supervisor helps me make connections between my current work and my academic pursuits.”*
 - GOAL: 75% of students indicate moderately or strongly agree with the following statement:
 - *“My supervisor helps me see connections between knowledge gained/used in my current work that are transferable to a future occupation.”*
- Collect and report WiGrow performance metrics for focused conversations.
- Develop and implement a supervisor survey to include elements regarding: (1) preparation to implement WiGrow; (2) confidence in implementing WiGrow; and, (3) satisfaction with WiGrow program. Items will form a basis for future years’ performance metrics.
- Potential additional goals:
 - Implement a pre and post-career thoughts inventory for student participants.
 - Offer 2 student workshops/retreats for all student employees.
 - Hold another supervisor/manager session.
 - Work with VCFA WiGrow steering committee to submit an article to Inside UW and on the WiGrow website.

Action Plan to overcome barriers and take advantage of opportunities

- Conduct FP&M planning meeting
 - Identify skills students will be expected to develop in specific jobs.
- FP&M trains the supervisors of student employees participating in WiGrow – August 2014.
- Review/evaluation of responses to focused discussions by supervisors, directors, and the FP&M WiGrow coordinator.
- Review/discuss any additional training needs of supervisors or students.
- Review/evaluation of responses to focused discussions by supervisors, directors, and the FP&M WiGrow coordinator.
- Conduct performance reviews with all students.
- Conduct final assessment of WiGrow (supervisors, students, directors).
- Adjustment to program to meet on-going needs.

VCFA Strategic Priority 3: **Resource Stewardship Through Process Improvement**

Goal: Improve the FP&M customer billing process.

Description

The FP&M customer billing process is critical to the success of FP&M and is also of critical importance to our customers. This effort, which began in FY14, focuses on creating a consistent and predictable schedule for billing; improving efficiency by assigning clear roles and responsibilities; reducing redundancies and re-work; and, improving the accuracy and accessibility of bills. The result will be improved service for our customers as they are better able to manage their budgets, and a more efficient, less frustrating customer billing process for our staff. The scope was revised in April 2014 to eliminate utility billing and the billing processes internal to departments prior to them sending to FP&M billing process.

Baseline Measure

- Internal customers are charged (funds taken) for services provided by Physical Plant, Transportation Services, and Environment, Health and Safety without an invoice or other prior notification.
- External customers (external to UW-Madison) are invoiced manually through a standalone software product.
- Statements (transaction level summaries of charges and payments) are not available to internal or external customers.
- Billing information, file formats and delivery times vary across the organization.

Target Performance Indicators

- Billing occurs at a standard time each month.
- Customers receive monthly billing statements that are informative and easily understood.
- The billing process prepares electronic invoices and statements for internal and external customers on a monthly basis (instead of just listing “charges” on a website for the funds that were collected from customer accounts).
- Twice each year, customer satisfaction with the billing information, format, timeliness, and accuracy is accessed by surveys.
- At least 51% of customers rate invoices and statements as “Good” or “Excellent”.
- At least 51% of customers rate invoices and statements as “Accurate”.
- At least 51% of customers rate invoices and statements as “Defensible”.
- Assess the percentage of invoices and statements processed within the established timeframe each month. Targets are set to meet customer expectations.
- Reduce the number of ‘bombed’ monthly charges to fewer than five per month.
- Reduce the clearing account balance by 50%.

Risks & Challenges

- Challenge - Billing is a complex process that incorporates/depends on contractual agreements, rate setting and other processes.
- Challenge – Creating a standard process supported across the organization, particularly given that each group currently has their own standards.

- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be accomplished and schedule

- Add non-FPM customers to the Billing Process Project Team by August 1, 2014.
- Complete baseline analysis of Voice of Customer and Billing Process Performance Indicators by September 1, 2014.
- Begin implementation of process improvements by October 1, 2014.
- Conduct a customer satisfaction survey of improvements by November 1, 2014.
- Project complete by December 31, 2014.

Action Plan to overcome barriers and take advantage of opportunities

- Inform internal and external customers about the billing process. Educate customers on the importance of standardization, consistency, and accuracy. Use the Business Operations & Purchasing (BOP) Newsletter, e-mail, and other campus publications as communication channels.
- Define potential impacts of new software on the billing process by August 15, 2014.
- Survey employees to determine stress and workloads. The implementation Plan/Schedule may need to be adjusted (given the scope and complexity, this project may need to be phased over multiple fiscal years).

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: Strengthen FP&M's annual performance review process and incorporate EID competencies for supervisors and managers.

Description

FP&M currently requires all permanent staff 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 still a need for greater consistency across the organization. In addition, EID competencies need to be added for all supervisors and managers. For FY15, this goal will focus on enhancing the process, 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 was identified as a critical key action in the FP&M EID Plan.

Baseline Measure

- Performance evaluations are required for all permanent staff in FP&M, typically by June of each year.
- Performance evaluations are not required for LTE or student employees.
- A variety of formats is employed for documenting performance reviews.
- Evaluations are not competency based.

Target Performance Indicators

- All performance reviews include a professional development component.
- Each employee receives an annual performance review, completed by May of each year; this includes student employees.
- 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 incorporated and communicated in advance of the FY14-15 performance review cycle.
- 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 process or feel comfortable meeting with supervisors.

- Risk – Assessing employees against an expectation that has not been previously or completely communicated.
- 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.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be accomplished and schedule

- Phase I – Focus on exempt positions (e.g. manager/supervisor/professional)
 - Collect and analyze forms used in FP&M for evaluation of exempt staff .
 - Incorporate competencies into forms for exempt staff – January 2015.
 - Finalize and approve form to be used for exempt staff.
 - Develop job aids to explain competencies and expectations for exempt staff.
 - Conduct communication/training campaign to inform exempt staff of new form and competencies to be used for their positions – February 2015.
- Phase II – Focus on non-exempt positions.
 - Collect and analyze forms used in FP&M for evaluation of non-exempt staff – TBD.
 - Incorporate competencies into forms – TBD.
 - Finalize and approve form to be used for non-exempt staff – TBD.
 - Develop job aids to explain competencies and expectations for non-exempt staff – TBD.
 - Conduct communication/training campaign to inform non-exempt staff of new form and competencies to be used for their positions – TBD.
- Approval of revised format for evaluation forms – TBD.
- Update training for supervisors on new forms and evaluation process – TBD.

Barriers to Success

- Retirement of FP&M Human Resources Director in November 2014 may result in project delays.

Action Plan to overcome barriers and take advantage of opportunities

- Will task current HR Director with initiating review of current evaluations forms this fall to get project underway prior to her retirement.
- Will assign a second HR staff member to work on project to help minimize delays.

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

Description

FP&M policies and procedures have not been consistently documented or communicated historically. Last year, 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. This initiative, which began in FY14, focuses on the development/documentation of specific divisional policies and procedures using a new, standardized template that was developed in 2014. While excellent progress has been made in identifying, prioritizing and drafting policies, a number of policies are yet to be finalized. The goal for FY15 is to make substantial progress in this area.

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 historically.
- Policies were not readily available to staff.
- As of June 2014, an approved process exists for identifying need, drafting policy and procedures, soliciting input, finalizing and communicating policies and procedures; and an approved policy/procedure template has been established; a prioritized list of HR policies to develop has been written; and, an FP&M Policy Advisory Review Group has been formed.
- To date, two FP&M policies have been finalized, five more are being reviewed for final to be approved by the Policy Advisory Review Group, and 38 additional policies are in development.

Target Performance Indicators

- Policies and procedures are written in plain, easily understandable language.
- Policies and procedures 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 and procedures.

Risks & Challenges

- Challenge – Overcoming past practice.
- Challenge – Acceptance and application by all managers and supervisors.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be accomplished and schedule

- Complete final approval of the five pending policies – September 2014.
- Continue to develop 38 additional policies already identified – continuing throughout FY15, with a goal of completing at least two new policies per quarter.
- Additional policies developed and communicated as needed – On-going.

Action plan to overcome barriers and take advantage of opportunities

- Now that the new Deputy AVC is on board, monthly meetings of the Policy Advisory Review Group have been set to ensure that steady progress occurs on this goal.

Goal 3: Complete update and launch of a new FP&M website.

Description

Although individual departments have updated webpages over time, the overall FP&M website is outdated, both in content and in design. In addition, there is no overall consistency between departmental pages. Improving the website by aligning with the campus and VCFA standard design and upgrading the content, was identified in FP&M's 2014 Annual Plan as an important component in an improved communication strategy for FP&M. The new site will include pages containing content specifically designed to increase employee engagement, inclusion and diversity and will provide important information to applicants for possible employment in FP&M. While significant progress was made in FY14, the scope of the project is such that this initiative has been carried forward in the 2015 Annual Plan.

Baseline Measure

- The FP&M website is externally-focused with only limited resources for employees (e.g. the Training site).
- Content is not updated on a regular basis.
- As of October 2013, two FP&M departments have launched new websites using the standard DoIT CMS package.
- In January 2014, FP&M hired a new Communications Specialist whose duties include management and oversight of all FP&M websites. As part of this responsibility, the Communications Specialist has been tasked with overhauling the external FP&M websites and launching a new employee intranet.

Target Performance Indicators

- Complete re-design of the FP&M website to align with the design of the VCFA homepage. All departments have a consistent, user-friendly design.
- The FP&M website includes an intranet to facilitate communication with employees and improve employee engagement.
- 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.
- Number of FP&M staff members trained in the UW CMS program and using it to manage and update web pages.
- Percent of FP&M sites using CMS and meeting the FP&M standard – goal is 100%.

Risks & Challenges

- Challenge – Departments must agree on a common design.
- Challenge – The time required to create the content for the various sites.
- Risk – Cost and time required to re-design sites.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be accomplished and schedule

- Continue review of existing websites as needed by the AVC Communications Specialist through June 2015.
- FP&M homepage – go live September 2014.
- FP&M intranet – go live September 2014.
- FP&M website committee formed - October, 2014.
- All FP&M websites re-designed using CMS – June 2015.
- FP&M business portals re-designed – starting in July 2015.

Action Plan to overcome barriers and take advantage of opportunities

- Create a team with representation from each department to participate in the website re-design initiative.
- Enlist assistance/advice from UW Communications and DoIT, as appropriate.

Goal 4: Provide project management services for capital projects.

Description

FP&M staff serves 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. This goal is intended to highlight the importance of managing the quality, schedule and budget for capital projects to ensure support of the academic, research and outreach mission of the university.

Baseline Measure

- Baseline Measures exist for the completion of capital projects (three projects scheduled for completion during FY15).

Target Performance Indicators

- Complete projects on time, within budget to the specified level of quality.
- Complete planning & design on 14 projects (\$85M) during FY15.
- Complete construction on 3 projects (\$463M) during FY 15.
- 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 has slowed considerably and it is difficult to target selection dates for projects.
- Challenge – DFD holds the planning, design and construction contracts for all capital projects.
- Challenge – ensuring targeted funds are raised in a timely fashion for those projects funded, in part, or entirely, by gifts.

Milestones to be accomplished and schedule

Construction complete by 6/30/2015

- West Campus Cogeneration Facility Chiller Addition (\$67M) – Complete construction by January 2015.
- University Houses Renovation (\$15M) – Complete construction by May 2015.
- Dayton Street Utility Extension Project Phase II (\$3M) – Complete construction by June 2015.

Planning/Design complete by 6/30/2015

- Babcock Hall Dairy Plant Renovation & Center for Dairy Research Addition (\$31.9M) – complete construction documents by October 2015.
- Bascom 165 Office Remodel (\$1.74M) – complete bidding May 2015.
- Chemistry Instructional Addition and Renovation (\$108M) – complete 10% concept report by fall 2015.
- Elizabeth Waters Hall Renovation (\$10.1M) – complete bidding by January 2015.
- Engineering Hall Structures Lab Addition(\$1.6M) – complete A/E Selection October 2014.
- Meat Science and Muscle Biology Building (\$42.8M) – complete 10% concept report by December 2014.
- Memorial Union Renovation/Alumni Park (\$62.6M) – complete construction documents by December 2014.

- Music Performance Facility (\$22.5M) – complete 35% design by May 2015.
- Parking Ramp 75 Addition (\$33.9M) – complete construction documents by March 2015.
- SERF Replacement Project (\$87.7M) – complete A/E selection in spring 2015.
- UW Police Department Addition (\$4.8M) – complete A/E selection in November 2014.
- West Playfield Upgrade (\$6.7M) – complete A/E Selection in October 2014.
- Wisconsin Alumni Association Below Center Renovation (\$2.8M) – complete construction documents by December 2014.
- Witte/Sellery Halls Renovation (\$47M) – complete A/E Selection by May 2015.

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 contractors to complete the project on time, within budget and to the expected level.

Goal 5: 2005 Campus Master Plan on-going implementation.

Description

This goal tracks the number of major capital improvement project initiatives and overall development goals 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 and assuring transparent, participatory planning for the physical development of campus. This is an on-going priority for FP&M. We are currently preparing for the next comprehensive Campus Master Plan update which will occur in FY15-16.

Baseline Measure

- The Baseline Measurement is the number of major projects and overall goals completed annually. From 2005 through July 1, 2014, we have completed (or will complete in 2013) 28 major projects (roughly 29%) of the 95 potential projects identified in the 20-year 2005 Campus Master Plan.
- In FY15, the following capital projects will continue with planning and design development:
 - Memorial Union – Phase II
 - Alumni Park
 - Babcock Hall Dairy Plant renovation & Center for Dairy Research Addition
 - College of Engineering Facilities Master Plan
 - Music Performance Facility
 - Veterinary Medicine Expansion Feasibility Study

Target Performance Indicators

During FY15, the following capital projects will begin their planning & design development:

- Chemistry Instructional /Addition & Renovation
- Meat Science & Muscle Biology Building
- UW Police Department Addition

Performance indicators for these projects include:

- Quality, schedule, and cost established for each project.
- Comparison of map of completed projects to the 2005 Campus Master Plan graphic.

Risks & Challenges

- Risk - Project implementation involves construction delays, weather and material delivery difficulties.
- 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 brick and mortar projects.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be accomplished and schedule

- Each of the above projects has their own milestone schedules and overall completion schedule as defined in Capital Planning & Development's Quarterly Report.

Action Plan to overcome barriers and take advantage of opportunities

- Continue to support major projects and 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.

Goal 6: Improve storm water management on campus.

Description

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, which is a continuation from FY14, 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's commitment to improving water quality; reducing the quantity of storm water flowing into the lakes (and thus reducing risk of flooding); and, strengthens relationships with surrounding municipalities.

Baseline Measure

- As of 2008, campus consists of approximately 556 acres of pervious area (66%) and 283 acres (34%) of impervious area north of University Avenue (including the Lakeshore Nature Preserve).
- Additional studies are being completed for the current conditions across campus including the urban area south of University Avenue.

Target Performance Indicators

- Initial goal is to increase pervious areas to 70% and decrease impervious areas to 30% campus-wide by 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 – tracking changes and ensuring that the data set is accurate and up-to-date.

Milestones to be accomplished and schedule

- Update storm water model and analysis for entire campus as part of the overall Campus Master Plan update process in 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.
- Confirm 70% goal can be met with current, on-going projects in FY15.

Action Plan to overcome barriers and take advantage of opportunities

- Continue to monitor major projects during design and construction to assure best management practices are used to manage and reduce storm water impacts.

Goal 7: 2015 Campus Master Plan Update.

Description

This goal is the start of the 2015 Campus Master Plan Update process which will be completed over the next 18 to 24 months with eventual completion in FY16, Q3. The project includes an update to the 2005 Campus Master Plan; the development of a Campus Landscape Master Plan; an update to the 2005 Long Range Transportation Plan; an update to the 2005 Campus Utilities Master Plan; and the development of a new Storm Water Management Master Plan for the campus.

Baseline Measure

The Campus Master Plan is updated every 10 years to reflect changing facility needs, priorities and initiatives related to meeting the needs of the campus community. The last Campus Master Plan was completed in 2005 which followed a 1995 Campus Master Plan. The process will be fully transparent and engaging for the entire campus community of faculty, staff, students and community members. In 2005-06, over 225 stakeholder meetings were held during the planning process. The 2015 Campus Master Plan Update process will likely have a similar number of meetings to engage the campus constituencies.

Target Performance Indicators

The target schedule is as follows:

- Finalize communications plan – June-July 2014.
- Identify and select consultant – July-August 2014.
- Hire additional .5 FTE in FP&M to assist in planning efforts – September 2014.
- Initiate project, gather and analyze data – September 2014.
- Develop concepts and meet with constituency groups - September 2014 – January 2015.
- Present preliminary plans in a public forum – March 2015.
- Present final draft plans in a public forum – October 2015.
- Complete project and deliverables – December 2015.
- Share final documents with stakeholder groups – December 2015 through July 2016.

Other performance indicators include the number of stakeholder meetings held, how many people are engaged in the planning process, and how effectively the recommendations are communicated to the stakeholders, campus leaders and the various constituency groups.

Risks & Challenges

- Challenge – various stakeholders could feel as though they were not involved enough or their personal recommendations were not heard if not included in the final plan.
- Challenge – the planning process make take longer if public discussions require additional meetings and negotiations with stakeholders.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff within FP&M that are facilitating the Campus Master Plan process on top of their already busy schedules.

Milestones to be accomplished and schedule

- Brief campus leadership on the Campus Master Plan scope/process August 2014
- Work with DOA/DFD to hire consultant team August 2014
- Hire additional .5 FTE in FP&M September 2014
- Kick-off meeting with consultant team September 2014
- Present preliminary plans to stakeholders March 2015
- Present final draft plans to stakeholders October 2015
- Complete final documents December 2015
- Share final documents with stakeholders July 2016+

Action Plan to overcome barriers and take advantage of opportunities

- Work to assure campus community is fully engaged in the planning process for the Campus Master Plan Update. Meet regularly with staff in University Communications to push out public information on upcoming stakeholder meetings and input sessions on draft plans. Keep senior campus leadership informed and involved in the planning process.

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

Description

To benchmark our commitment to sustainability, the campus is pursuing Leadership in Energy and Environmental Design (LEED) certification on most of its major new construction and renovation projects. By following this commitment, LEED Silver certification level is obtainable and is the minimum level pursued on campus projects. LEED is used as a guideline and a way to measure the sustainability elements of a project; it is not used as a checklist of items required to be included. An effort is made to pursue points which are truly sustainable and have a strong return on investment.

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.

Milestones to be accomplished by June 30, 2015

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

- Aldo Leopold Residence Hall – tracking LEED Silver (certification expected July 2014).
- Charter Street Heating Plant – tracking LEED Gold (certification expected August 2014).
- Memorial Union Renovation, Phase I – tracking LEED Silver (certification expected October 2014).
- Signe Skott Cooper Hall – tracking LEED Silver (certification expected October 2014).
- Student Athlete Performance Center, Camp Randall North Addition – tracking LEED Silver (certification expected August 2014).
- Wisconsin Institutes for Medical Research Phase II – tracking LEED Silver (certification expected September 2014).

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: Redesign of parking permit renewal process – complete redesign to allow for annual renewal in lieu of priority ranking system.

The current parking permit renewal system requires departments to reprioritize employees each year to allocate parking. Customers must then apply for parking every year. Departments, including Transportation Services (TS), dedicate hundreds of hours to this process while at least 80% of employees elect to park in the same lot each year (TS sells about 10,000 annual base lot permits). The prioritization process also requires substantial processing power, storage space, and system oversight due to the high traffic generated by customers attempting to accept their offers online. A parking renewal system would allow employees to keep their same lot each year and TS would only need to actively manage the 20% of employees who need to change their parking assignment. This project was begun as part of the 2014 Annual Plan. Due to the size and scope of the effort, work on this process improvement will continue in the 2015 Annual Plan.

Baseline Measures

- Employee parking requests are prioritized, offered, approved, and accepted annually.

Target Performance Indicators

- Reduce the time needed for individuals and departments to obtain parking (reduce overall time by 70%).
- Reduce departmental costs by reducing role of Unit Transportation Coordinator (UTC) functions (reduce resource need by 50%).
- Reduce TS administrative costs to manage the process (reduce by 40%).
- Cycle time for permit process.
- Permit processing costs.
- Customer satisfaction survey/feedback.

Risks & Challenges

- Transfer of decision-making – a renewal policy will take decision-making authority away from Department management and shift it to TS.
- Need for an Exceptions policy to manage replacement of key personnel, departmental moves, loss of space due to construction, and sabbaticals.
- Challenge to convince Departments of the benefit to most of their staff for using a faster, more efficient process as a trade-off for a diminished decision-making role.
- Communicating a changed role for the UTCs -- more of a communication liaison with a reduced commitment of resources.
- Integration of new process into software programs and processes.
- Timeframe available for accomplishment.

Milestones to be accomplished and schedule

- Collect and analyze data from test group – complete July 2014.
- Compile an overview of results and feedback to be shared with stakeholders – complete July 2014.
- Finalize timeline, cost, and delivery dates for custom changes – complete August 2014.
- Implement work teams to determine role of UTCs and Exceptions process – complete August 2014 (UTCs) and July 2014 (Exceptions).
- Develop specific guidelines for Exception handling – complete November 2014.
- Develop reports for UTCs (based on their role) – complete November 2014.
- Develop specific Waitlist priority in T2 Flex – complete.
- Begin scheduling meetings in Fall 2014 with all major stakeholder groups to present the process plan to be used in implementation; adjust the plan as needed based on feedback from groups – begin September of 2014; complete by December 2014.
- Continue to test process as tasks changes are made – on-going.
- Finalize decision to proceed – January 2015.
- Develop communication plan for roll out in spring 2015 – complete December 2014.

Action plan to overcome barriers and take advantage of opportunities

- Lack of acceptance of new process that reduces current decision-making of departments and substantially changes the process to obtain parking permits on campus.

- Action Plan:
 - Develop analysis and communication emphasizing efficiencies of new system (time savings, customer benefit).
 - Develop multiple Exception options to address major concern of departments – special circumstances.
 - If necessary, add additional opportunities for outreach.
- Customer understanding and acceptance of new process.
 - Action Plan:
 - Conduct test, use feedback from test customers to improve customer experience.
 - Develop clear, understandable communication materials.
- Potential software or data integration issues.
 - Action Plan:
 - Work closely with vendor to identify customer needs and make adjustments to process if issues cannot be overcome.
- Other major policy changes on campus that take precedence over process change and prevent implementation.
 - Action Plan:
 - Adjust schedule as necessary to accommodate priorities of the administration.
 - Keep legacy systems in place until the new process has been tested and proven.

Goal 10: Construction of the UW Hospital Parking Ramp 75 Expansion.

Description

The expansion of the Hospital parking structure will be used 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. 100% design was submitted to DOA in June 2014.

Baseline Measures

- Current parking structure is at 95% capacity.
- Project is at 100% Design.

Target Performance Indicators

- Target is to complete structure design by August 2014.
- Target is to add 780 spaces to existing facility at a cost of \$33,950,000.

Risks and Challenges

- Risk - An area transportation study of street and road capacities; pedestrian access through an active construction site; and, managing construction over the full range of seasonal climatic conditions.
- 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 Hospital

operations and administration; and, providing adequate parking for patients and visitors while the construction is underway.

Milestones to be accomplished and schedule

- Final Review and edits to designs – August 2014
- Bid Opening – March 2015
- Start of Construction – August 2015
- Substantial Completion – September 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 to reduce some of the parking lost during construction.
- Work with the selected contractor to look for early construction opportunities that will not reduce parking while moving up the Substantial Completion date.
- Maintaining communication with UW Health to inform them of construction phasing and impacts.
- Maintain communication with the City of Madison to adjust traffic signal timing as needed to maintain optimal traffic flow in the area.
- Regularly schedule project meetings to ensure that the project remains on schedule and within budget.

Goal 11: Complete beta-test of Biosafety’s ARROW project initiative and develop training tools for PIs.

Description

The Application Review for Research Oversight at Wisconsin (ARROW) project is a comprehensive campus-wide effort to streamline the process and create a single point source for animal, human, and biosafety, protocol registrations. This project is a carryover from FY13. The project is managed by the Graduate School and is designed to work in conjunction with federal grants and their management. EH&S is providing assistance to help with the final design and programming features needed to make the Institutional Biosafety Committee (IBC), Institutional Animal Care and Use Committee (IACUC) and the Institutional Review Board (IRB) process work as one unit. EH&S has contributed significant resources to develop smart forms and programming.

Baseline Measures

- This goal was initiated as part of FP&M’s 2014 Annual Plan and will continue in FY15.
- The current IBC protocol application is a manual paper process. Forms are reviewed manually by the Office of Biological Safety (OBS) staff. Completed forms are copied into a tracking system. Data from the tracking database are not readily available to investigators.
- PIs are required to re-enter background information for each protocol.

Target Performance Indicators

- Reduced time for PIs to enter information into the ARROW database.
- Increased efficiency in the development of IBC protocols. OBS staff will spend less time checking protocol information; entering the information into a tracking system;

corresponding with investigators; and, make it easier to create meeting agendas, meeting minutes, and action items.

- Automation of the current manual process.
- Wider availability of information to researchers and PIs.
- Protocol information would be held in centralized, single-source database.
- Processing time for protocol updates/reviews.
- Customer satisfaction – feedback from PIs.

Risks & Challenges

- Risk – Existing servers may be inadequate and need to be replaced or upgraded.
- Risk – Limited resources are available for on-going support.
- Challenge – Loss of programmer (early retirement from the Graduate School).
- Challenge - The system must meet the federal biological safety regulations and guidelines promulgated by accrediting agencies.
- Challenge - The information system must support business processes and data needs of researchers and compliance mandates.
- Challenge - The information system must implement a security model that ensures appropriate control over the information, allowing access only to those who are authorized.
- Challenge - The information system must deliver a high level of performance for its customers.
- Risk - The limitation on project resources and recent personnel changes may continue to affect meeting completion dates.
- Risk - Resource allocation and increased demands results in the potential to overload/stress staff.

Milestones to be accomplished and schedule

- Development of forms, workflow and protocols – August 2013.
- Development of reporting tools – August 2013.
- Pilot testing – September 2013.
- Data migration/conversion plan – October 2013.
- On-going maintenance and support plan complete – October 2013.
- Communication plan complete – October 2013.
- Training tools and reference materials complete – November 2013.
- Delivery of training – December 2013.
- Initial projected ‘go-live’ date – December 2013.
- Due to higher priorities in the Graduate School, this project has been pushed back. The latest projection of the go-live date is August 30, 2014.
- EH&S continues to work with the Graduate School on the implementation of the project. – August 2014.
- The project is currently going through alpha testing – September 2014.
- EH&S has been preparing UBS staff for training researchers on the rollout of the program – September 2014.
- EH&S will also assist with patches to fix problems within the program – September 2014.

Action plan to overcome barriers and take advantage of opportunities

- EH&S IT and UBS staff will continue to work on the ARROW biosafety project and interact with Graduate School IT to finish the project in timely manner.

- A new Graduate School IT ARROW project manager has been appointed. EH&S will work with the new project manager to coordinate reporting, resources and support.
- The most difficult part of the process improvement at this stage is the need for continuous priority by the Graduate School to fully implement the program. Our expected dates for rollout have been pushed back due to higher priorities by the Graduate School. We will continue to work with them to meet the August/September 2014 deadlines.

Goal 12: Develop an Environment, Health & Safety Strategic Plan

Description

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 Measures

- 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 those 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

- What will success look like for the future of EH&S at UW-Madison? Areas of focus will be:
 - Management (leadership, engagement, inclusion, diversity, delegation, structure, interdisciplinary teams, and professional development).
 - Customer Service (responsiveness, value, quality, and meeting expectations) and Education/ Training (in-person and on-line training, meeting demographic, and cultural needs).
 - Facilities (services for buildings, incinerator, boathouse, and hazardous waste).
 - Operations (budgets, technology, and regulatory compliance).
 - Employee focus (engagement, structure, professional development, interdisciplinary teams, and training).
 - Performance (key areas tracked using operational performance metrics).
- 2014 customer survey results.

- EID survey results (2012 and 2014).
- Department operational performance metrics evaluation.
- EH&S activities and alignment with institutional, FP&M and EH&S missions.
- **Multivariate analysis** of EH&S programs (targets) to identify strengths and weaknesses.
 - Management/Leadership.
 - Customer focus/service and education/training.
 - Building environments/facilities.
 - Operations focus.
 - Workforce/employee focus.
 - Performance and results.

Risks & Challenges

- People resources and time to complete the various tasks. 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 and schedule

- 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 and take advantage of opportunities

- People resources and time or loss of key staff members.
 - All of the leadership team will be asked to participate in the development of the Strategic Plan. To accommodate time constraints or the loss of a key staff member, adjustments to resources will be made on an as-needed basis.
- Not enough or appropriate data.
 - A survey data collection is already in process or has been completed, but not yet analyzed. Surveys were conducted to ensure adequate coverage. All staff members will be given the opportunity to participate in the internal survey. The UW Survey Center has been consulted to assist with our processes.
- Compliance structure, mandated changes and inspections.
 - The degree to which new regulations are promulgated and mandated is outside the control of EH&S. However, the development of new regulations usually follows a

public vetting process that includes a public review and comment period before final rule implementation. Currently, we do not know about any new regulations. However, in recent years, inspections have become more frequent and thorough. Inspections, in and of themselves, can consume considerable resources. Added to the inspection report are the activities around corrective actions that usually need to be addressed in a relative short time frame. Our ability to keep citations to a minimum provides us with an opportunity to use resources on other priorities.

Goal13: Collaborate with Educational Innovation groups to develop a learning space improvement plan.

Description

For the past several biennia UW-Madison has requested funding from the UW System Classroom Renovation Instructional Technology (i.e. instructional space) Improvements Program in the capital budget to upgrade the condition and instructional environment in the general assignment classrooms. In FY13-15, UW-Madison will create new collaborative, flexible learning spaces by remodeling eleven classrooms into seven classrooms. The Educational Innovation (EI) initiative will create a sustained campus environment that maintains and enhances student learning while gaining efficiencies and generating new resources. EI will take place across campus, within and across programs, departments, colleges and centers, and will be supported by new and streamlined policies and practices. A learning space improvement plan needs to be developed which embodies the goals and principles of EI while leveraging the funding opportunities in the biennial capital budget.

Baseline Measures

- The number and type of classroom renovation projects completed through the UW System program.
- The current inventory of collaborative, flexible learning spaces on campus.
- The current utilization rates for classrooms with instructional technology.

Target Performance Indicators

Increased interaction with EI groups on campus.

- Develop a comprehensive learning space improvement plan.
- Coordination and acceptance of learning space improvement plan by UW System.
- The number of collaborative, flexible learning spaces funded through the UW System capital program.
- The utilization rates for instructional space with collaborative, flexible environments.
- The ability to adapt and provide instructional environments to meet changing pedagogies and learning approaches.

Risks & Challenges

- Risk – Meeting the growing and changing demand for collaborative, flexible learning spaces.
- Challenge – Creating collaborative, flexible learning spaces which lack adequate resources or the needed support to sustain their operation.
- Challenge – Implementing scheduling policies, processes and practices which maximize the utilization of the flexible learning environments.

- Challenge – Aligning the curricular changes and new pedagogies contemplated by academic departments and faculty with the learning space inventory to identify a plan for development.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestones to be accomplished and schedule

- Complete design in fall 2014 and early spring 2015 to allow the remodeling/construction to occur in summer 2015.
- Engage EI groups in FY15 to assess current state and create a context/plan/request for future needed learning space improvements on campus.

Goal 14: Extend the access to university facilities and related data via INSITE to FP&M units and campus administrative users.

Description

The Space Management Office (SMO) collects, maintains and analyzes information about university facilities and space use. UW-Madison facilities information in tabular and graphic formats resides, etc. in INSITE, a web-based application. Additional data (i.e. Principal Investigators, occupancy, grants) was collected through the 2012 Facilities and Administrative space survey and populated in INSITE. Person/payroll data is refreshed twice per year and occupancy data is updated as provided by campus departments.

The goal for FY15 is to extend access to university facilities and related data to FP&M units and campus administrative users. The data can be used to respond to basic inquiries, for analytical purposes in planning, or for daily decision-making.

Baseline Measures

- Inventory of FP&M users with access to university facilities data via INSITE.
- Inventory of campus administrative users with access to university facilities data via INSITE.
- Inventory of facilities and related data residing in INSITE.

Target Performance Indicators

- Increased value of facilities and related data in analysis and decision-making.
- Expand the consultative role of the SMO to campus administration, deans and departments.
- Establish an INSITE users group and conduct regular meetings to share facilities and related data applications.
- Increased inventory of FP&M users with access to university facilities data via INSITE.
- Increased inventory of campus administrative users with access to university facilities data via INSITE.
- Increased inventory facilities and related data residing in INSITE.

Risks & Challenges

- Risk – Assurance of the accuracy, quality, and timeliness of facilities and related data residing in INSITE.
- Challenge – Identify adequate resources to provide training and oversight for departmental use of INSITE and the data contained therein.

- Challenge – Processes necessary to keep facilities and related data up-to-date.
- Challenge – Achieve optimal system performance as additional INSITE users increase.
- Risk - Resource allocation and increased demands results in potential to overload/stress staff.

Milestone to be accomplished and schedule

- Completion date – July 2015.

Action plan to overcome barriers and take advantage of opportunities

- Increase the FP&M and campus academic and administrative staff trained and authorized to use INSITE. Expand the INSITE users group and conduct semi-annual meeting.

Goal 15: Continue to re-energize the Physical Plant Safety Program, including review and update of policies, procedures, and implementation to create a “Culture of Safety”.

Description

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 “just the way we do things” at UW-Madison. Work process evaluations, collaborative observations with supervisors and employees, on-going safety issue identification by all employees and appropriate education/training that were established as part of FP&M’s 2014 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 safety trend analysis – There has been an inconsistent level of safety training for new and existing employees.

Target Performance Indicators

- To maintain a “Culture of Safety” across all aspects of Department work. Ensure all employees have received adequate training to complete their work in a safe, yet efficient, manner. Educate through positive safety behavior acknowledgement and through on-going safety refresher training and procedural implementation.
- There is an engaged commitment to, and an integration of, safety into “the way we work” in PP. Anticipated trend reduction of incident, by type.

Risks & Challenges

- Challenge – Resource commitment to develop Standard Operating Procedures (SOPs).
- Challenge – Continuation of issue identification and corrective action across groups.
- Challenge – Obtaining commitment from Supervisors to complete post-training observations to ensure that newly identified and/or modified safety protocols are being followed in the field.

Milestones to be accomplished and schedule

- Request for written indication of perceived or outstanding safety issues (or not) from every employee – on-going.
- Form a Safety Oversight Group to oversee the Safety program operation – 2015.
- Continue to investigate and prioritize identified safety-related issues – Oct through Nov 2014.
- Form an Employee Safety Advisory Board to hear issues, appeals, and resolve impasses – Dec 2014.
- Develop on-going training and operational protocol to address prioritized safety-related issues/concerns – Nov 2014 through Mar 2015.
- Develop implementation plan and execute – on-going as we respond to our findings.
- “Draft” a PP Safety Program Manual developed for initial release – intended to be a “living document” to be updated and improved as required – Jan 2015.
- Begin Supervisor Safety Meeting Program to include safety observations, incident investigation, and incident prevention. – Jan 2015.
- Develop Department/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

- Advance scheduling of activities will be coordinated through PP Safety and EH&S supervision to ensure proper resource allocation.
- Program communication will ensure all understand that, “There are no stupid questions, except those that go un-asked.” [Originators name can be kept confidential at the writer’s request.]
- All responses resulting in identified issues will be prioritized for investigation.
- Real issues as uncovered will move to the top of the list, and addressed.
- All issues/concerns presented will be responded to and/or addressed, to ensure that we always “close the loop” through good communication.
- All affected parties will be slated to receive safety refresher training regarding compliance and operational requirements.
- Any questions and all comments related to process improvement will be considered, evaluated, answered and implemented where feasible.

Goal 16: Advance Physical Plant Energy Conservation Measures.

Description

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 FY15 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 and schedule

- Complete construction phase of the energy retrofit project at Biotron building (annual savings of \$446,000 with 13.7 year payback) in FY15.
- Complete construction phase of the campus exterior lighting retrofit phase II (annual savings of \$282,000 with 12.8 year payback) in FY15.
- Complete construction phase of the TURN (Tunnel Upgrade and Refurbishment Now) phase II project (annual savings of \$122,000 with 20 year payback) in FY15.
- Continue construction phase of the energy retrofit project at Vet Med (annual savings of \$361,000 with payback of 10.5 years) in FY15.
- Continue construction phase of the energy retrofit project at Bock Labs (annual savings of \$202,000 with 10.7 year payback) in FY15.
- Complete the design process and start construction (assuming funding gets approved by DFD) for energy retrofit project at WIMR (annual savings of \$70K with 7.8 year payback) in FY15.
- Complete the design process and start construction (assuming funding gets approved by DFD) for energy retrofit at Waisman Center (annual savings of \$216K with 10.4 year payback) in FY15.
- Receive approval for the McArdle Lab (annual savings of ~\$260,000) and submit Russell Laboratories (annual savings of ~\$230,000), and engage DFD in scope, cost, and funding discussions in FY15.
- 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 FY15.

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

Description

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 Departments 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 do we engage the Facility Managers?
- How do we manage the ebbs and flows in the program?

Milestones to be accomplished and schedule

- Engage WE CONSERVE and the Office of Sustainability to help develop program – Sept 2014.
- Audit/review all current solid waste streams – Oct 2014.
- Review existing contracts for recyclables, and re-bid/change if necessary to increase revenue. – Oct 2014.
- Develop draft program for disposal and recycled materials – Nov 2014.
- Contact SWAP to determine how/where they would fit into the overall program – Nov 2014.
- Look into alternatives to SWAP – Aug through Nov 2014.
- Engage Facility Managers in the development of the program – Oct 2014.
- Develop final program and schedule for waste/recyclable product streams – Jan through Feb 2015.
- Record disposal/recyclable/reused amounts and related cost and/or revenue – on-going.

Section 4: FY15 Strategic and Operational Priorities Update – Facilities Planning & Management

(Highlighted goals are new for FY15)

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.	2014 EID employee survey results.	TBD once 2014 results are available.	TBD.	TBD.	TBD.	TBD.
VCFA: Student Leadership Development (WiGrow)	Extend WiGrow Initiative to all FP&M student employees.	Two pilot groups participated in WiGrow project in FY14.	Provide training for all supervisors of student employees. Achieve 100% engagement of all student employees.	Supervisor training complete. Initial discussion held with new student employees.	Continuing discussions held with new and continuing student employees.	Students and their supervisors complete WiGrow surveys.	Evaluate program rollout to all units within FP&M.
VCFA: Process Improvement and Resource Stewardship	Improve the FP&M customer billing process.	Internal customers charged without an invoice or other prior notification. External customers invoiced through standalone software product. Statements not available to customers. Billing information, file formats, and delivery times vary.	Billings occur at a standard time on a monthly basis. Invoices are provided in a format that is informative and easily understood. At least 51% of customer satisfaction rate. Reduce "bombed" monthly charges and clearing account balance by 50%.	Complete 'voice of customer' baseline analysis.	Implement process improvements.	Conduct preliminary customer satisfaction surveys.	Continue to monitor satisfaction on new process.
Process Improvement	1. Strengthen FP&M's annual performance review process/incorporate EID competencies.	Performance evaluations required for permanent staff each year. Evaluations not competency-based and do not include EID competencies for exempt staff.	All performance reviews include EID competencies, consistent categories, and professional development component. Training provided to all supervisors. 100% completion rate.	Collect and analyze forms currently used within FP&M for evaluation of exempt staff.	Incorporate EID competencies into evaluation forms for exempt staff.	Review and approve new evaluation forms for exempt staff.	Conduct supervisor trainings on new forms.

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.	Policies and procedures formatted and tracked. Policies readily available to staff.	Process communicated across the entire organization. Reviewed and updated on regular basis.	Complete a minimum of two new policies per quarter.	Complete a minimum of two new policies per quarter.	Complete a minimum of two new policies per quarter.	Complete a minimum of two new policies per quarter.
Process Improvement: Technology	3. Complete update and launch of a new FP&M website.	Two departments have implemented new websites using the new DoIT CMS package; the FP&M website is externally focused with limited resources for employees.	Complete re-design of the FP&M website. All departments have a consistent, user-friendly design; the website includes an intranet to facilitate communication with employees.	Launch first phase of new FP&M website, including staff resources intranet pages, using the DoIT CMS tool. Begin work on departmental sites for SMO and CPLA.	Website launches for SMO and CPLA. Begin updates to PP site. All sites to include Google Analytics and Google Translate.	Launch main PP website. Begin updates to web pages within Physical Plant and begin content updates for HR/Payroll.	Complete launch of HR/ Payroll sites and PP sites as well as web pages within Physical Plant.
Resource Stewardship	4. Provide project management services for capital projects.	Budgets, schedule, and specifications established by construction documents and contractor's bid.	Complete projects to required quality/scope, on time, and within budget. Complete planning and design on 14 projects and complete construction of three projects during FY15.	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.	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	5. 2005 Campus Master Plan on-going implementation.	Number of major projects and overall goals completed annually from 2005-2014.	In FY15, six projects will continue with planning and design development; three projects will begin planning and design development.	Projects continuing to move forward in planning and design on schedule.	Projects continuing to move forward in planning and design on schedule.	Projects integrated into the 2015 Campus Master Plan Update process.	Projects integrated into the 2015 Campus Master Plan Update process.
Resource Stewardship	6. Improve storm water management on campus.	As of 2008, 556 acres of pervious area (66%) and 283 acres of impervious area (34%).	Increase pervious areas to 70% and decrease impervious area to 30%.	Update pervious area model to reflect completed major projects.	Update campus storm water model as part of the 2015 Campus Master Plan Update.	Update campus storm water model as part of the 2015 Campus Master Plan Update.	Confirm 70% goal can be met with current, on-going projects.

Priority area	Goal/Objective	Baseline Measure	Defined target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Resource Stewardship	7. 2015 Campus Master Plan Update.	Update of the 2005 Campus Master Plan for 2015: development of a Campus Landscape Master Plan, update of the long-range Transportation Plan, and update of the 2005 Campus Utilities Master Plan.	Complete updated plans by third quarter, FY16.	Solicit and hire A/E consultant team. Brief campus leadership. Develop overall communications plan and rollout. Hold kick-off meetings.	Site analysis completed, initial public information meetings held with key stakeholders, concept plans developed, and planning principles confirmed.	Preliminary plans shared with key stakeholders in public meetings; feedback documented and plans updated to reflect comments received.	Draft plans shared with stakeholders in public meetings. Additional feedback documented and plans updated.
Resource Stewardship: Sustainability	8. Sustainability - Continue to advance 'UW Builds Green' program.	LEED Silver certification.	Six projects are seeking LEED certification in FY15.	Projects remain on track for LEED certification.	Projects remain on track for LEED certification.	Projects remain on track for LEED certification.	Projects remain on track for LEED certification.
Process Improvement	9. Redesign of parking permit renewal process.	Employee parking requests are prioritized, offered, approved and accepted annually.	Reduce overall parking permit renewal time by 70%; reduce TS administrative costs; improve overall customer satisfaction.	Finalize costs for software changes.	Develop guidelines for managing exceptions.	Finalize decision to proceed.	Implement new renewal process.
Resource Stewardship	10. Construction of the UW Hospital Parking Ramp 75 Expansion.	Current parking structure at 95% capacity. Project is at 100% Design.	Start construction by August 2015; complete the project by September 2016 adding 780 spaces at a cost of \$33,900,000.	Complete final edits to design.	Bid project.	Select contractor and review any early start options.	Begin any early construction phasing.
Process Improvement	11. Complete beta-test of Biosafety's ARROW project initiative and develop training tools for PIs.	Current International Biosafety Committee (IBC) protocol application is a manual paper process. PIs are required to re-enter background information for each protocol.	Reduce data entry time required by PIs; increase efficiency in development of IBC protocols; automate the process; provide wider availability of information/data; and, establish a centralized protocol database.	Alpha testing completed. Roll out and implement project. Train researchers on ARROW software. Fix problems and assist with software patches.	Continue to train researchers and provide patches to software.	Continue to train researchers and provide patches to software.	Project completed.

Priority area	Goal/Objective	Baseline Measure	Defined target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Process Improvement	12. 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.	Compile and complete the analysis of the EH&S customer and EID surveys.	Review EH&S mission and vision alignment with FP&M and UW-Madison goals and missions. Review EH&S metrics for relevancy and content.	Conduct and complete multivariate analysis of EH&S programs.	Prepare and finalize EH&S' Strategic Plan report.
Process Improvement and Resource Stewardship	13. Collaborate with Educational Innovation (EI) groups to develop a learning space improvement plan.	The number and type of classroom renovation projects completed through UW System. Current inventory of flexible learning spaces and utilization rates for classrooms with instructional technology on campus.	Increased interaction with EI groups. Comprehensive learning space improvement plan. Coordination and acceptance of learning space improvement plan by UW System.	Establish learning space planning group with the Vice Provost for Teaching & Learning.	Set fall meeting schedule; identify planning process parameters and data analysis approach.	Develop draft learning space improvement plan for review by AVC FP&M and the Vice Provost for Teaching & Learning.	Prioritize projects/proposals for the 2015-17 UW-Madison instructional space capital budget request.
Process Improvement and Resource Stewardship	14. Extend the access to university facilities and related data via INSITE to FP&M units and campus administrative users.	Inventory of FP&M users with access to facilities data via INSITE; Inventory of campus administrative users with access to facilities data via INSITE; and, inventory of facilities data residing in INSITE.	Increased value of facilities and related data in analysis and decision-making. Expand consultative role of the Space Management Office to campus administration, deans and departments.	Complete space surveys with the School of Education and DoIT. Identify new members for the INSITE users group.	Conduct the semi-annual INSITE users group meeting.	Inform users and users' group of INSITE applications and new developments.	Conduct the semi-annual INSITE users group meeting.
Process Improvement	15. Continue to re-energize the Physical Plant (PP) Safety Program; including review and update of policies, procedures, and implementation to create a "Culture of Safety".	To be developed through safety trend analysis.	Maintain a "Culture of Safety" across all areas. There is an engaged commitment to, and an integration of, safety into "the way we work" in PP.	Continue to identify perceived or outstanding safety issues from all employees.	Continue to investigate and prioritize identified safety issues.	Complete formation of Employee Safety Advisory Board and complete draft of PP Safety Program Manual.	Begin Supervisor safety program and develop shop-specific safety programs.

Priority area	Goal/Objective	Baseline Measure	Defined target	Q1 milestone	Q2 milestone	Q3 milestone	Q4 milestone
Resource Stewardship: Sustainability	16. Advance Physical Plant energy conservation measures.	Current conditions and energy consumption data and modeling results.	Nine priority conservation projects have been identified for FY15.	Projects are on target and on schedule.	Projects are on target and on schedule.	Projects are on target and on schedule.	Projects are on target and on schedule.
Resource Stewardship: Sustainability	17. 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.	Maximize returns on recyclable streams and minimize quantify of waste to the landfill.	Engage WE CONSERVE and the Office of Sustainability to help develop the program.	Review existing disposal and recycled materials contracts and re-bid if necessary; engage SWAP to determine how they fit in.	Develop final program and schedule for waste/recyclable product streams.	Record disposal/ recyclable/ reused amounts and related cost and/or revenue.