



# Facilities Planning & Management

UNIVERSITY OF WISCONSIN-MADISON

*Providing excellence in facilities and services  
for our university community*



## 2016-2017 Annual Plan

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## Executive Summary

Facilities Planning and Management (FP&M) is pleased to present its 2016-2017 Annual Plan. This plan reflects the key program and operational goals of the six FP&M departments and the Office of the Associate Vice Chancellor.

These twenty goals are divided into two categories—Internal Goals and Campus Service Goals—according to whether they focus primarily on improvements to the way that FP&M operates internally or to the services we provide to our customers across the entire University. Each goal is designed to support FP&M’s mission, vision, and values.

### Internal Goals

Goal 1: Inclusion Management/Supervisor Training Series

Goal 2: FP&M Departmental Website Updates

Goal 3: Division-wide Continuity of Operations Plan (COOP)

Goal 4: Advance FP&M’s Engagement, Inclusion, and Diversity Initiative

Goal 5: Physical Plant Safety Program

### Campus Service Goals

Goal 6: Stormwater Best Management Practices and Policies

Goal 7: Convert Coin-Operated Parking Meters to New Mobile Technology

Goal 8: Parking Special Events Cash Reduction Program

Goal 9: 100 Percent Gift/Grant-Funded Facilities Projects Implementation Process

Goal 10: Research Space Facilities and Administrative (F&A) Survey

Goal 11: Biological Safety Cabinet (BSC) Program Reorganization

Goal 12: Re-Envisioned Campus Sustainability Office

Goal 13: Sustainability Communications

Goal 14: Capital Projects Delivery Advancing the UW Builds Green Program

Goal 15: 2015 Campus Master Plan Update

Goal 16: Campus Tree Health and Tree Cover Plan

Goal 17: UW Hospital Parking Ramp 75 Expansion

Goal 18: Campus Building Energy Conservation Measures

Goal 19: Work Order and Small Project Delivery Process

Goal 20: Solid Waste Plan for Recycling and Reuse of Spent Assets

Each goal is also designed to advance one or more—usually several—of FP&M’s strategic themes:

- Excellence in customer service.
- Process/continuous improvement.
- Efficient and effective use of resources.
- Accountability.
- Safety.
- People-centered organization.

The 2016-2017 Annual Plan builds on our successful past work and positions FP&M to continue *to provide excellence in facilities and services for our university community.*





## Introduction

The Division of Facilities Planning & Management (FP&M) is a full-spectrum service organization that builds, maintains, and operates the physical environment of the UW-Madison campus in support of the University's education, research, and outreach activities.

FP&M works behind the scenes to coordinate campus planning, manage design and construction, maintain and operate buildings and grounds, supply utility services, ensure health and safety, and provide parking and transportation services.

Our campus customers include anyone who works, studies, visits, or lives on campus.

## Mission and Vision

FP&M employs more than 1100 trades, service, support, and professional staff who use their diverse skills to advance a common mission: *Providing excellence in facilities and services for our university community.*

We aim to be: *An inclusive and diverse team working together to provide exceptional service for our university community.*

## Core Values



## Sphere of Operations

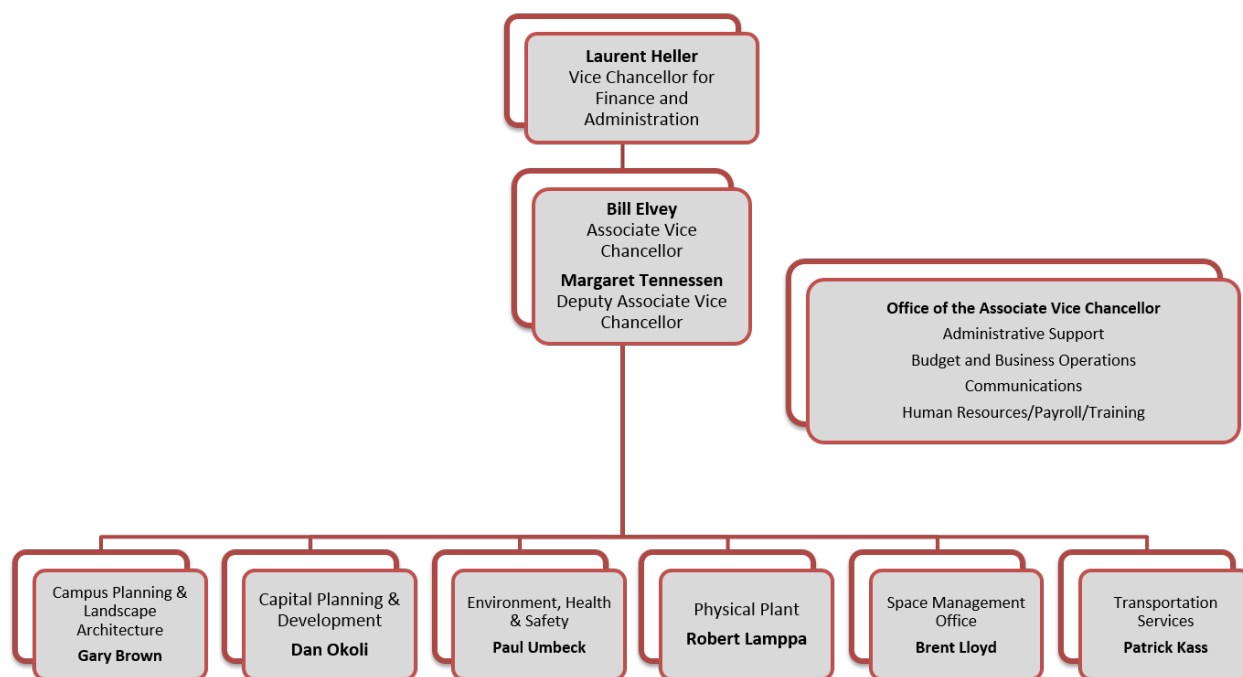
FP&M's sphere of operations extends to the entire 936-acre UW campus and includes buildings and grounds, walkways and roadways, parking lots, vehicles, and utility generation and distribution systems.

On the main campus, this includes 420 buildings containing more than 17 million assignable square feet (ASF) of academic and research space and more than 25 million total gross square feet (GSF). More than 120 of these buildings house major instructional and research facilities. More than 83 percent of these buildings are at least 25 years old and 79 percent are at least 35 years old. There are also more than 9,500 acres of off-campus property.

The annual operating budget of FP&M is \$227 million. FP&M has also managed \$3 billion of capital projects since 2000.

## Organizational Structure

FP&M is led by Bill Elvey, Associate Vice Chancellor for Facilities Planning and Management. This division consists of six departments and the Office of the Associate Vice Chancellor.



**Campus Planning and Landscape Architecture** 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, provide support for historic and cultural resources, and manage public art, as well as serve as liaisons with municipal governments and adjacent neighborhoods. This department also manages the Lakeshore Nature Preserve.

**Capital Planning and Development** 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 oversee development of the biennial capital budget and serve as university representatives and project managers for the design of new facilities, additions, utility improvements, and large scale remodeling projects. Staff also oversee the implementation, design, and construction of all major university gift/grant-funded facilities projects.

**Environment, Health & Safety** provides guidance, technical consultations, and expertise to the campus community in the areas of biological, chemical, environmental, engineering, radiation, lake, and fire safety.

**Physical Plant** 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.

The **Space Management Office** 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 renovations or new space. This includes providing appropriate office, laboratory, and 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** is responsible for the coordination and administration of all transportation-related services for the UW-Madison community. Primary functions include the sale and management of parking permits, special event coordination, maintenance and enforcement, construction coordination, lot and booth operations, citation payments and appeals, information technology, financial support, transportation planning, fleet operations, and development of multimodal options.

The **Office of the Associate Vice Chancellor** provides shared services to all FP&M units in the areas of administration, budget and finance, business operations and purchasing, human resources and training, organizational development, and communications.



## Internal Goals

### Goal 1: Establish and implement a training series for management/supervisors on inclusion.

#### Background Statement

In FP&M's on-going efforts *to maintain an inclusive and diverse team working together to provide exceptional service for our university community*, the FP&M Human Resources Department, in conjunction with the FP&M EID Team and the UW-Madison Office of Human Resources, will develop and implement a six-part inclusion management/supervisor training series by June of 2017. The purpose of this training series will be to help educate managers/supervisors about unconscious bias, encourage managers/supervisors to honor other people's opinions, and promote constructive dialogue.

#### Major FP&M Strategic Theme(s) or Priorities that this Goal Supports

Process/continuous improvement; Efficient and effective use of resources; Accountability; and, People-centered organization.

#### Timeframe

Milestone Description	Projected Completion Date
Develop a six part training series.	January 2017
Kick-off and implementation of the series.	June 2017

#### Person(s) Responsible for Leading Initiative

Sue Fritts (FP&M Human Resources) and Shoko Miyagi (FP&M Human Resources) in conjunction with the FP&M EID Committee and the UW-Madison Office of Human Resources.

#### Target Performance Metrics

- Metric 1: Year-over-year reduction in employee grievances.
- Metric 2: Year-over-year reduction in ERD (Equal Rights Division) reports and claims.
- Metric 3: Year-over-year reduction in voluntary resignations.
- Metric 4: Year-over-year increase in employee training hours.
- Metric 5: Year-over-year increase in EID Survey employee satisfaction results.

### Goal 2: Complete the update of remaining FP&M departmental websites to the WiscWeb CMS platform.

#### Background Statement

Updated, fully-functional websites serve as key communication tools for FP&M and its departments. These websites will allow for the efficient communication with FP&M's campus customers, employees, and other stakeholders in a way not currently possible. These upgraded websites will allow FP&M to more effectively and efficiently serve its campus customers and employees by providing accurate, accessible, and up-to-date information.

The following websites are slated for update and implementation in the WiscWeb CMS in FY17: Physical Plant, Campus Planning & Landscape Architecture, Lakeshore Nature Preserve, Transportation Services,

and the Space Management Office. In addition, FP&M will create a new website called *Inside FP&M* that is designed to serve the division's employees. Much of this work is already in-process.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; Process/continuous improvement; Efficient and effective use of resources; Accountability; Safety; and, People-centered organization.

**Timeframe**

Milestone Description	Projected Completion Date
Physical Plant (physicalplant.wisc.edu)	August 2016
Inside FP&M (inside.fpm.wisc.edu)	September 2016
Lakeshore Nature Preserve (lakeshorepreserve.wisc.edu)	December 2016
Campus Planning & Landscape Architecture (cpla.fpm.wisc.edu)	December 2016
Space Management Office (smo.fpm.wisc.edu)	June 2017
Transportation Services (transportation.wisc.edu)	June 2017

**Person(s) Responsible for Leading Initiative**

Steve Wagner (FP&M Office of the AVC) in collaboration with staff from each of the relevant departments.

**Target Performance Metrics**

- Metric 1: Website updated and built in WiscWeb CMS.
- Metric 2: Website live by stated deadline.

**Goal 3: Restructure the existing departmental Continuity of Operations (COOP) plans into one division-wide COOP plan for all FP&M.**

**Background Statement**

The COOP tabletop exercise on March 16, 2015 revealed that more coordination among the department plans is necessary, particularly in the buildings where multiple departments are housed under one roof. In the current state, there may be some duplication or conflict of activities if two departments activated their COOP plans independently without any coordination. By integrating departmental plans into one division-wide plan we are reducing the duplication of efforts, ensuring that resources will be available when needed, and focusing on the most essential services for effective use of limited resources during a time of emergency. Recent relocations among FP&M departments has added to the need to update four robust departmental plans and presents an excellent opportunity to integrate the various departmental COOP plans. An updated, coherent division-wide COOP plan will ensure that we are prepared for emergency situations, have a communication plan to keep staff informed and knowledgeable about their roles, and continue providing the essential services needed across campus.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Efficient and effective use of resources; and, Safety.

**Timeframe**

Milestone Description	Projected Completion Date
Integrated COOP plan approved and implemented.	June 2017

**Person(s) Responsible for Leading Initiative**

Jennifer Hekman (FP&M Office of the AVC); Cindy Statz (FP&M Physical Plant); Anne Bogan (FP&M Transportation Services); and, Paul Umbeck (FP&M Environment, Health & Safety).

**Target Performance Metrics**

- Metric 1: The completion of one, integrated COOP for all of FP&M.
- Metric 2: Each department adopts the integrated COOP and removes the departmental COOP and no longer relies on the department plan.
- Metric 3: A tabletop exercise is completed using the integrated COOP.
- Metric 4: An After Action Report is completed after the tabletop exercise and any “Areas for Improvement” are incorporated into the final integrated COOP.

**Goal 4: Advance FP&M’s Engagement, Inclusion, and Diversity initiative.****Background Statement**

The divisional Engagement, Inclusion, and Diversity (EID) Team has prepared a EID Plan 2016-17 Update with 24 key actions to work on in the coming year. The EID plan is developed separately from the Annual Plan by the EID Team and tracked separately, in order to provide heightened visibility to the goals and initiatives. The EID plan is divided into seven strategic priorities chosen by the EID team and they are: Diversity Recruitment and Retention; Employee Onboarding and Performance Management; Manager and Supervisor Training; Development of Internal Talent; Employee Recognition; Communication; and, Inclusion.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

People-centered organization; Process/continuous improvement; and, Accountability.

**Timeframe**

See the EID Plan 2016-17 Update: [http://facilities.fpm.wisc.edu/documents/FPM-2016-17\\_EID\\_Plan.pdf](http://facilities.fpm.wisc.edu/documents/FPM-2016-17_EID_Plan.pdf).

**Person(s) Responsible for Leading Initiative**

Divisional EID Team, co-chaired by Margaret Tennesen (FP&M Office of the AVC) and Dan Okoli (FP&M Capital Planning & Development).

**Target Performance Metrics**

See the EID Plan 2016-17 Update.

**Goal 5: Implement the “Top 25 to Stay Alive” Safety Rules initiative for delivery to employees using periodic safety meetings.****Background Statement**

Continual reinforcement of the obligation for all employees to complete their work safely and incident free by following the Top 25 Safety Rules will assist in incident and injury reduction and reinforce the

promotions and continuous improvement of our Culture of Safety that directly affects our objective to provide excellence in service to our customers by demonstrating person accountability for efficiently and effectively completing assigned activities through safe actions. Incident and injury reduction are critical components of a successful occupational safety program.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Process/continuous improvement; Safety; Excellence in customer service; Accountability; and, Efficient and effective use of resources.

**Timeframe**

Milestone Description	Projected Completion Date
Introduction.	June 2017
Delivery to supervisors.	June 2017
Implementation.	June 2017

**Person(s) Responsible for Leading Initiative**

Michael A. Peña (FP&M Physical Plant).

**Target Performance Metrics**

- Metric 1: Continued incident reduction.
- Metric 2: Continued injury reduction.
- Metric 3: Reduction of lost time incidents.
- Metric 4: Zero fatalities.

## Campus Service Goals

### Goal 6: Implement stormwater best management practices and policies that contribute to a healthy Yahara Lakes System.

#### Background Statement

The 2015 Campus Master Plan Update process included the development of a comprehensive stormwater management/green infrastructure plan to document existing conditions, provide recommended best management practices, and develop a strategic plan for assuring that the University is managing its stormwater and runoff into the Yahara Lakes System in the best way possible. This project will minimize erosion, recharge our groundwater aquifers, and provide a positive image as UW-Madison becomes a community leader in the research and implementation of stormwater infrastructure practices. This initiative will also teach our students, faculty, and staff how to be good stewards of our land. By implementing these best management practices, the University will continue to be a leader and model in our community and for other universities around the country.

#### Major FP&M Strategic Theme(s) or Priorities that this Goal Supports

Efficient and effective use of resources; and, Process/continuous improvement.

#### Timeframe

Milestone Description	Projected Completion Date
Begin implementation of the campus Stormwater Management/Green Infrastructure Master Plan.	January 2017
Connect our campus stormwater management planning to a wider Yahara watershed community discussion.	January 2017
Integrate research and learning into a majority of all campus stormwater management projects.	July 2017

#### Person(s) Responsible for Leading Initiative

Gary A. Brown (FP&M Campus Planning & Landscape Architecture); Matt Collins (FP&M Capital Planning & Development); and, Aaron Williams (FP&M Campus Planning & Landscape Architecture).

#### Target Performance Metrics

- Metric 1: The 2015 Campus Master Plan Executive Leadership Team approves the Green Infrastructure Plan as part of the overall plan approval process in September 2016.
- Metric 2: The City of Madison approves the implementation of Green Infrastructure management best practices in City right-of-ways associated with new major capital building projects (e.g., the construction of the new Southeast Recreational Facility).
- Metric 3: The overall water quality and health of Lake Mendota is improved and the campus is retaining and reusing stormwater as an amenity rather than routinely discarding it into the overall Yahara Lakes System.

## **Goal 7: Eliminate all coin-operated meters on campus while providing visitors and loading/unloading parking users with the ability to make payments using a phone or mobile application.**

### **Background Statement**

Currently there are 141 Duncan coin parking meters on campus. Converting coin meters to electronic payment options provides greater control of parking revenue and eliminates coin handling and faulty parking equipment while providing more efficient revenue measuring and evaluation methods. This is a national trend to automate single-use, short-term parking by installing electronic systems for making payments via a phone or mobile application. Removing inoperable meters will decrease customer dissatisfaction and eliminate situations where a customer may have paid, but the meter did not show payment, and the customer would receive a citation. It currently takes two employees 6-10 hours a week to repair faulty meters and collect coins. These person-hours can be reallocated to other tasks such as more parking enforcement and cleaning of parking gate equipment on campus.

### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Continuous improvement; Excellence in customer service; and, Efficient and effective use of resources.

### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
E-mails to stakeholder departments on campus whose services rely on visitor parking.	July 2016
Parkmobile software application is activated and properly working.	July 2016
Transportation Services website and policies are updated to ensure proper communication channels.	July 15, 2016
Removal of individual or small groups of campus meters in stages, combined with placement of informative signs communicating parking expectations and how to use the new phone-based system.	August 2016
Large groupings (Lots 34, 40, 18) of campus meters will be converted, combined with placement of informative signs communicating parking expectations, and how to use the new phone-based system.	September 2016

### **Person(s) Responsible for Leading Initiative**

Troy Ruland (FP&M Transportation Services).

### **Target Performance Metrics**

- Metric 1: All campus coin meters have been converted to use Parkmobile.



## **Goal 8: Reduce the amount of cash used for event parking by utilizing a mobile device that would allow credit card transactions and on-line purchases (pre-sold printable permits) for special events parking.**

### **Background Statement**

Transportation Services (TS) will develop a pilot to test the new process and work on areas that need improvement before full implementation. TS will be able to better serve its customers because fewer people will be turned away during events for not having cash on hand and it will increase the safety of both the customers and staff, by eliminating the counting of cash in areas that may not be well-lit during evening hours. The new system represents a better use of staff time as we move away from processing cash before and after events and improves the reporting functions. This system will produce real-time reports on lot capacities and revenue generated. The current method that uses Microsoft Excel spreadsheets to track revenue and expenses is time consuming, tedious, and prone to data-entry errors.

### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; Efficient and effective use of resources; Safety; Accountability; and, Process/continuous improvement.

### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
Put the solution out to bid.	September 2016
Pilot the solution in select parking lots during the women's volleyball season.	November 2016
Full-scale implementation of the solution.	September 2017

### **Person(s) Responsible for Leading Initiative**

Kim Henderson (FP&M Transportation Services).

### **Target Performance Metrics**

- Metric 1: Increase the efficiency and effectiveness of managing special events and create an opportunity to learn new skills, spend less time stamping permits, and increase online services. The goal is to decrease staff time by 25 percent for cash handling and processing before and after events (currently 28 hours/month for Finance and staff and 20 hours/week for Special Events staff), reduce cash handling errors by up to 5 percent, and increase revenue by as much as 10 percent since fewer customers will be turned away during events because they do not have cash on hand.
- Metric 2: Were we able to utilize a mobile device that would allow credit card transactions in the field and develop an online printable permit for event parking?
- Metric 3: What is the number of printable permits sold versus permits sold by office staff?
- Metric 4: Were we able to work with current software (T2 Flex) to process payments, create reports, and issue online receipts?

## **Goal 9: Develop a complete process to deliver 100 percent gift/grant-funded facilities projects.**

### **Background Statement**

With the passage of 2015 Wisconsin Act 55, statute 16.85(1) and 16.855(12m), the Board of Regents was granted authority to implement design and construction of 100 percent gift/grant-funded facilities projects. The process involves procuring design services from the most qualified design consultant, while eschewing any hint of favoritism in an open system that encourages participation by all. Upon that foundation, we need to build a process that strips away inefficiencies and empowers decision-making at levels closest to the project. This goal presents opportunity for Capital Planning & Development (CPD) to respond quickly to customer needs and deliver their gift/grant-funded facilities projects faster in support of their mission. By developing a lean process for project delivery, we can reduce the time it takes to complete a project, thereby saving project funds that would ordinarily be lost to inflation and escalation, and staff time that would otherwise be wasted due to inefficient processes.

### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; Process/continuous improvement; and, Efficient and effective use of resources.

### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
Document the gift/grant-funded project in-take process.	July 2016
Work with UWSA to finalize RFQ templates for ad-hoc and formal A/E selections.	August 2016
Develop criteria for determining which projects go through ad-hoc selection requiring only letters of interest, and which projects are required to undergo a more formal selection process.	August 2016
Develop criteria and template for appointment to a project A/E selection committee.	September 2016
Procure and launch project management software for implementing gift/grant-funded projects.	October 2016
Develop and document the overall gift/grant-funded project implementation process.	January 2017
Assist UWSA in completing the project implementation manual for gift/grant-funded projects.	June 2017

### **Person(s) Responsible for Leading Initiative**

Dan Okoli (FP&M Capital Planning & Development).

### **Target Performance Metrics**

- Metric 1: The goal will be met when the overall gifts/grants process is fully developed and documented by January 31, 2017.

**Goal 10: Complete the Facilities and Administrative (F&A) survey of research space, which serves as the basis for OMB Circular A-21, federal indirect cost rate negotiations.**

**Background Statement**

The Space Management Office has been instrumental in past research space audits by providing accurate and timely data regarding research space on campus. The F&A space survey is the most critical part of the (F&A) or indirect cost proposal. The results of the survey determine how facility costs (depreciation, interest, and operations and maintenance expenses) in the F&A cost proposal will be allocated to university functions such as instruction and organized research. Federal auditors will review the data we submit and evaluate the accuracy of the data during a site visit.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Accountability.

**Timeframe**

Milestone Description	Projected Completion Date
Research space data collection, review, and updated completed.	December 2016
Research and Sponsored Programs (RSP) uses the data to create the cost proposal submission.	Spring 2017
New Facilities and Administrative (F&A) rate finalized.	Spring 2018

**Person(s) Responsible for Leading Initiative**

Brent Lloyd, Elizabeth Fredericks, David Gerber, and Mari Lynn Haugh (FP&M Space Management Office).

**Target Performance Metrics**

- Metric 1: The campus receives at least the same or greater rate than the current F&A rate of 53 percent.
- Metric 2: The Space Management Office provides the most accurate space data possible as the basis for the rate negotiation.
- Metric 3: All 73 departments complete the survey, surveys are reviewed, data uploaded to INSITE, and delivered to RSP in the required format.
- Metric 4: Make changes to the data as recommended by RSP and return finalized space data to RSP by December 31, 2016.

**Goal 11: Complete the reorganization of the Biological Safety Cabinet (BSC) program in order to enhance customer service and maintain research safety.**

**Background Statement**

The BSC program is responsible for meeting the annual certification compliance requirements for all laminar flow equipment including biological safety cabinets (BSCs), clean benches, animal transfer stations, and high-efficiency particulate air (HEPA) filtered systems for campus research facilities (cleanrooms, hospital, and biocontainment laboratories). This program also manages the contract with Baker Company for new campus BSCs. UW-Madison has about 1,500 BSC cabinets throughout the

research campus including the Influenza Research Institute (IRI) located in the University Research Park, the Wisconsin Veterinary Diagnostic Laboratory (WVDL), the Wisconsin State Laboratory of Hygiene (WSLH), and UW Health. It also has over 500 clean benches and animal transfer stations to maintain. The growth of this program over the past decade has placed severe constraints on Environment Health & Safety's ability to meet customer demands. New and more research facilities, aging equipment, and expanded use of HEPA filtration systems have dramatically exceeded the program's current capacity. The reorganization goal supports the need to have clean financial reporting, financial sustainability through appropriate customer charges, suitable staffing that meets workloads, inventory management, thorough documentation and work scheduling, and the need to meet the federal mandated compliance requirements for cabinet annual certifications, maintenance, and decommissions.

Current work towards the reorganization includes hiring an outside vendor to assist with the current BSC certification backlog starting in June 2016, and discontinuing any further work on Pharmacy certifications through the BSC program. FP&M Environment, Health & Safety has already begun work on a BSC reorganization work plan.

#### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; Safety; Efficient and effective use of resources; Accountability; People-centered organization; and, Process/continuous improvement.

#### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
Complete a BSC Reorganization Workplan.	July 2016
Fill vacant BSC positions (3x).	August 2016
Fill new financial specialist position.	August 2016
Initiate replacement of aging BSC program.	August 2016
Reduce BSC certification backlog by 25 percent.	September 2016
Complete construction of a third mobile work-cart.	September 2016
Complete backlog of canopy-connected cabinets that are required to have airflow alarms installed prior to recertification.	October 2016
Initiate program to decontaminate old BSCs in preparation for decommission, disassembly, and disposal.	October 2016
Train new financial specialist on BSC accounting procedures.	November 2016
Reduce BSC decontamination/decommission backlog (McArdle Building BSCs).	November 2016
Reduce BSC certification backlog by 50 percent.	November 2016
Train new BSC staff members.	December 2016
Review financial condition of the BSC program.	January 2017
Reduce BSC certification backlog by 75 percent.	January 2017
Hire a BSC program manager.	February 2017

Milestone Description	Projected Completion Date
Reduce BSC certification backlog by 100 percent.	March 2017
Hire BSC program assistant to oversee BSC parts inventory, supplies, purchases, work scheduling, documentation, training programs, etc.	May 2017

#### Person(s) Responsible for Leading Initiative

Paul Umbeck, Emily Olstad, Tara Dobberfuhl, and Kristi Meier (all FP&M Environment, Health & Safety).

#### Target Performance Metrics

- Metric 1: The program meets its financial obligations, with a clean financial reporting capability.
- Metric 2: The program is able to sustain the current work orders in the system and there is no significant backlog of certifications, maintenance, or cabinet decommissions.
- Metric 3: In order for this program to be successful, it needs to meet its financial obligations, and be able to sustain the current work orders within the system.

### Goal 12: Initiate a re-envisioned campus sustainability office.

#### Background Statement

As per the recently updated “Strategic Framework for the University of Wisconsin-Madison 2015-2019: For Wisconsin and the World,” one of the five Strategic Priorities and Initiatives (Resource Stewardship) states, “Promote environmental sustainability through our own campus operations, integrated with research and education.” In addition, one of Our Guiding Principles states, “We are committed to being responsible stewards of our human, intellectual, cultural, financial and environmental resources.” Three of these words, “cultural, financial, and environmental,” make up the three pillars that define sustainability: society, economy, and ecology. Developing an institutional initiative where the principles of sustainability become “just the way we live and work” for all students, faculty, and staff on campus reflects the application of our commitment to these values and to the Strategic Framework of the University.

Application of the principles of this initiative will promote the efficient and effective use of all resources (materials, time, and funding) used to perform the services of the FP&M. Through this application, we will learn to consider the effects of our work on the physical environments we create and their impact on the people who use them; the economic impact from all materials and resources used; and, the impact to the environment from the creation of all materials used and disposed of. These principles can then be integrated into our work processes and become “just the way we work.”

#### Major FP&M Strategic Theme(s) or Priorities that this Goal Supports

Effective and efficient use of resources; Excellence in customer service; and, Process/continuous improvement.

#### Timeframe

Milestone Description	Projected Completion Date
Develop initial recommendations for a re-envisioned sustainability initiative.	September 2016

<b>Milestone Description</b>	<b>Projected Completion Date</b>
Develop short-term student programming related to the re-envisioned initiative.	September 2016
Identify members for an oversight committee.	September 2016
Develop framework to implement a student-related Green Fund initiative.	December 2016
Advertise for and hire a new director of the re-envisioned office.	December 2016
Identify space on campus for re-envisioned office, and build-to-suit.	March 2017
Create an initial annual operational plan, budget, and communication plan for the office, determine staffing needs, and make permanent hires.	March 2017
Develop sustainable, on-going student intern/work program for the office.	March 2017
Begin and complete the AASHE STARS benchmark assessment and submit this information to AASHE.	June 2017
Revise the annual plan and prepare a 3-5 year strategic operational plan. based on information learned through the STARS benchmarking.	FY2018

#### **Person(s) Responsible for Leading Initiative**

Bill Elvey (FP&M Office of the AVC); Rob Lamppa (FP&M Physical Plant); and, the new Director of Sustainability to be hired in FY17.

#### **Target Performance Metrics**

- Metric 1: A Director will have been hired.
- Metric 2: A location for the office will have been chosen and built-out.
- Metric 3: Members of the oversight committee will have been chosen, and update meetings will have been scheduled.
- Metric 4: The student intern/work program will have been developed for the next year, and students will be engaged.
- Metric 5: The framework for a new student Green Fund will have been developed.
- Metric 6: The office will have a new name.
- Metric 7: An initial annual plan for the office will have been developed.

### **Goal 13: Make information about sustainability and sustainable operations a key theme of FP&M communications with its campus customers and stakeholders.**

#### **Background Statement**

Sustainability—under the auspices of resource stewardship—has been identified as a key priority in the current UW strategic framework. Sustainable operations form a substantial portion of resource stewardship efforts on campus; many of these projects or tasks are performed by one or more FP&M departments.



Creating a culture of sustainability on campus requires that faculty, students, and staff understand the depth, breadth, and importance of these operations to the overall effort to act and live in a sustainable manner. Making information about sustainable operations a key theme of FP&M communications will both support a culture of sustainability on campus while also improving the campus-wide and public image of FP&M and its employees.

Achieving this goal requires work in two overall directions:

1. Integrate information about sustainable operations into a wide range of FP&M communications.
2. Collaborate closely with the Office of Sustainability (OS) to inform and educate the campus community about sustainable actions and behaviors.

And three focus areas:

1. Current, in-depth information about sustainable operations and projects on the relevant FP&M department and divisional websites.
2. Featuring select information and data about sustainable operations at the campus-level via the Office of Sustainability.
3. Identification and creation of stories that highlight sustainable operations on campus that are suitable for publication at the campus level and beyond, combined with the facilitation of this campus-level publication.

Focusing on sustainability within FP&M will both help the division operate more sustainably and help improve the culture of sustainability campus-wide. In addition, using sustainability as a key communications theme supports our organizational core values and provides a powerful vehicle for improving the public image of FP&M and its employees.

#### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Process/continuous improvement; Efficient and effective use of resources; and, Accountability.

#### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
Identification of sustainability data, metrics, and projects for publication on FP&M divisional and departmental websites.	September 2016
Establish the collaboration structure between FP&M and the Office of Sustainability (OS).	September 2016, with on-going work as the OS is restructured.
Creation of a plan for quarterly updates to metrics and projects. Publication of the initial set of metrics and project highlights.	December 2016

#### **Person(s) Responsible for Leading Initiative**

Steve Wagner (FP&M Office of the AVC) in collaboration with staff from the OS and from each FP&M department.

#### **Target Performance Metrics**

- Metric 1: Publication of initial set of sustainability metrics and project highlights.

- Metric 2: Publication of project highlights and feature stories in campus-wide news outlets (Inside UW, news.wisc.edu, etc.).
- Metric 3: Quarterly updates of sustainability metrics and project highlights.

**Goal 14: Achieve specific milestones for each capital project listed by June 30, 2017 while adhering to the principles of sustainability (UW Builds Green Program).**

**Background Statement**

FP&M Capital Planning & Development (CP&D) currently has 44 active projects totaling \$588 million; 27 projects totaling \$456 million are currently in the planning and design phase; 8 projects are currently under construction totaling \$115 million; 5 projects totaling \$7.2 million in the bidding phase; and, there are 4 projects totaling \$9.8 million that are on hold. In addition, there are projects worth another 1.0049 billion in the University's Capital Improvement Plan (CIP). These projects need to be delivered on time and within budget.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; Efficient and effective use of resources; and, Process/continuous improvement.

**Timeframe**

***Construction complete by 6/30/2017***

<b>Milestone Description</b>	<b>Projected Completion Date</b>
	<b>Substantial Completion</b>
Memorial Library 4th Floor Remodel – (\$0.6M)	July 2016
Below Alumni Center Renovation & Addition – (\$3.3M)	August 2016
Field House Volleyball Locker Room Remodel – (\$0.6M)	August 2016
Haight Road Reconstruction – (\$0.4M)	August 2016
Elizabeth Waters Residence Hall Renovation, Phase II construction – (\$13.3M)	September 2016
Dairy Cattle Center Core Building – (\$0.8M)	September 2016
WARF Deck Replacement – (\$0.5M)	September 2016
Cole Tennis Lighting – (\$0.2M)	October 2016
Engineering Hall Plaza & Entrance Renovation – (\$0.6M)	February 2017
Lakeshore Utility Piping Replacement – Phase I, Chamberlin/Conover – (\$4.9M)	November 2016
UW Hospital Parking Ramp Expansion – (\$32.6M)	November 2016
Van Vleck Plaza Deck Membrane Replacement	December 2016
Vet Med 2nd Floor Remodel – (\$1.6M)	December 2016
Lelah Starks Potato Building – (\$0.3M)	December 2016
Social Work Building Parapet Cap Repairs – (\$0.3M)	December 2016

Milestone Description	Projected Completion Date
	Substantial Completion
University Houses Exterior – (\$1.5M)	January 2017
ITIP Classroom Renovation Projects, Group B – (\$1.1M)	February 2017
MOCVD Lab in Engineering Centers Building – (\$0.7M)	July 2017

***Planning/Design complete by 6/30/2017***

Milestone Description	Projected Completion Date
	Bidding
Kohl Center Roof – (\$2.5M)	June 2016
Police and Security Facility Addition – (\$4.8M)	July 2016
Meat Science & Muscle Biology Building – (\$45.7M)	October 2016
Music Performance Facility – (\$55.8M)	October 2016
Babcock Hall Dairy Plant Renovation & CDR Addition – (\$34.4M)	November 2016
Engineering Hall Structures Lab Addition – (\$3.2M)	November 2016
Wendt Commons 2nd Floor – Makerspace – (\$2.8M)	November 2016
Wendt Commons 3rd Floor – (\$2.9M)	November 2016
Witte Hall Renovation – (\$46.9M)	November 2016
Eagle Heights Storage Building Recycle Lot – (\$0.4M)	January 2017
Elm Drive Lift Station – (\$0.6M)	February 2017
Limnology Lift Station & FM – (\$0.8M)	February 2017
Lot 76 Sanitary Lift Station Renovation – (\$2.1M)	January 2017
Near-West Playfield Upgrade – (\$6.7M)	May 2017
	Construction Documents
Chemistry Instructional Addition & Renovation – (\$111.9M)	Spring 2017
Biochemistry Instrument Facility – (\$2.4M)	Summer 2017
Health Sciences Learning Center 3rd Floor Remodel – (\$2.9M)	Summer 2017
McClimon Track Replacement – (\$0.7M)	Summer 2017
Southeast Recreational Facility Replacement – (\$87.7M)	Summer 2017

**Person(s) Responsible for Leading Initiative**

Dan Okoli (FP&M Capital Planning & Development).

**Target Performance Metrics**

- Metric 1: The goal will be met when all projects achieve their milestones.

## **Goal 15: Complete the 2015 Campus Master Plan Update process, including approval through the City of Madison to obtain “Campus-Institutional” zoning.**

### **Background Statement**

The 2015 Campus Master Plan Update process, including the approval of Campus Institutional Zoning by the City of Madison, will guide facilities development across the campus for the next ten years and beyond, assuring new and renovated sites and facilities support the university’s strategic plan; supports our mission of teaching, research and outreach; and, supports FP&M’s mission of “providing excellence in facilities and services for our university community.” The goals of the Campus Master Plan support the University’s mission and the Wisconsin Idea; sustainably manages our physical, fiscal, and cultural resources; preserves and celebrates our lakeside setting; makes travel easy for all users; and, assures that we are good neighbors in promoting a high quality of life for all.

### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; Efficient and effective use of resources; People-centered organization; and, Process/continuous improvement.

### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
Final draft presented to the Executive Leadership Team and Campus Planning Steering Committee.	September 2016
Planning Commission and Common Council approval.	January 2017
Final draft plan presented to Board of Regents for informational purposes.	February 2017
All City of Madison Conditions of Approval signed off.	April 2017
Campus and community stakeholder meeting presentations held.	June 2017

### **Person(s) Responsible for Leading Initiative**

Gary A. Brown (FP&M Campus Planning & Landscape Architecture).

### **Target Performance Metrics**

- Metric 1: Executive Leadership Team approves of the final draft Campus Master Plan Update documents.
- Metric 2: City of Madison Plan Commission and Common Council approval received and all conditions of approval met and signed off by all city staff and agencies.
- Metric 3: Final plan accepted by the Board of Regents at their February 2017 meeting here at UW-Madison.

## **Goal 16: Develop a plan to promote tree health and tree cover across campus as a method of implementing the 2015 Campus Landscape Master Plan.**

### **Background Statement**

The 2015 Campus Master Plan update process included the development of a comprehensive Landscape Master Plan for the University. Use this opportunity to create a tree health and tree cover plan as a method of implementing the Campus Landscape Master Plan.

### **Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Effective and efficient use of resources.

### **Timeframe**

<b>Milestone Description</b>	<b>Projected Completion Date</b>
On all major capital improvement projects, assure that consultants are selecting diverse plant species and trees and shrubs that provide ecosystem services for the University.	June 2017
Continue to work with FP&M Physical Plant-Grounds staff to evaluate, manage, and recommend replacements for ash trees on campus that are suffering from the negative effects of the Emerald Ash Borer.	June 2017
Utilizing the 2015 Campus Landscape Master Plan Update, assure that all major facilities projects are promoting green infrastructure initiatives to promote stormwater infiltration and evapotranspiration.	June 2017
Use the 2015 Campus Landscape Master Plan Update as a guide to assist in improved campus landscapes and more outdoor spaces on campus for our campus clients to enjoy year-round.	June 2017

### **Person(s) Responsible for Leading Initiative**

Gary A. Brown (FP&M Campus Planning & Landscape Architecture); Rhonda James (FP&M Campus Planning & Landscape Architecture); Aaron Williams (FP&M Campus Planning & Landscape Architecture); Jonathan Bronk (Campus Planning & Landscape Architecture); and, Ellen Agnew (FP&M Physical Plant–Grounds).

### **Target Performance Metrics**

- Metric 1: The 2015 Campus Master Plan Executive Leadership Team approves the Campus Landscape Master Plan as part of the overall plan approval process in September 2016.
- Metric 2: Additional large trees are planted across campus. For every tree lost to campus construction, ensure that two large canopy trees are replanted in their place.
- Metric 3: Tree cover across the campus is increased by at least 20 percent by the year 2020.

**Goal 17: Complete the third phase of the expansion of the UW Hospital parking structure by November 2016 to replace parking on the west campus that was lost to construction and provide additional visitor and employee parking capacity.**

**Background Statement**

400 employee parking spaces were lost to the development of Signe Scott Cooper Hall and the stormwater project near Lot 60. The addition of 780 parking spaces to the hospital parking ramp will replace these lost spaces and provide 380 additional visitor parking spaces to meet the needs of employees and visitors on the west campus. By expanding an existing facility, instead of building a separate facility, we are able to provide additional parking without spending additional budget on labor to operate the facility, as well as addressing the deferred maintenance projects during the overall construction project, extending the life of the facility. The project will also eliminate the \$1.3 million in deferred maintenance within the existing sections of the garage.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Excellence in customer service; and, Efficient and effective use of resources.

**Timeframe**

Milestone Description	Projected Completion Date
Project completed.	November 2016

**Person(s) Responsible for Leading Initiative**

Patrick Kass (FP&M Transportation Services).

**Target Performance Metrics**

- Metric 1: The project is completed.
- Metric 2: All 780 of additional parking spaces are available for use.

**Goal 18: Advance campus building energy conservation measures.**

**Background Statement**

Continue construction of the energy retrofit project at the School of Veterinary Medicine. Continue construction of the energy retrofit project at the Wisconsin Institutes for Medical Research (WIMR). Continue construction of the energy retrofit project at the Waisman Center. Continue construction of the energy retrofit project at McArdle Laboratory. Await a decision from the Department of Facilities Development (DFD) on funding of the proposed energy retrofit project at Russell Labs. These projects will reduce the University's energy consumption and environmental footprint.

**Major FP&M Strategic Theme(s) or Priorities that this Goal Supports**

Efficient and effective use of resources; and, Safety.

**Timeframe**

Milestone Description	Projected Completion Date
If the projected Russell Lab project is approved, begin design.	2016



Milestone Description	Projected Completion Date
Construction of the energy retrofit project at the School of Veterinary Medicine.	2017
Construction of the energy retrofit project at the Wisconsin Institutes for Medical Research.	2017
Construction of the energy retrofit project at the Waisman Center.	2017
Construction of the energy retrofit project at McArdle Laboratory.	2017
If the projected Russell Lab project is approved, begin construction.	2017

#### Person(s) Responsible for Leading Initiative

Faramarz Vakili (FP&M Physical Plant) and Cindy Statz (FP&M Physical Plant).

#### Target Performance Metrics

- Metric 1: Project design specifications and installation deadlines are met.

### Goal 19: Implement the recommendations of the Administrative Process Redesign (APR) Work Order and Service Process project.

#### Background Statement

The APR recommendations include the selection and installation of a new, automated Computerized Maintenance Management System (CMMS) and project management (PM) system. A new CMMS/PM system will enable us to greatly improve service to our customers throughout campus, to more effectively control project budgets and schedules, to create efficiencies through the use of new technology, and to eliminate the need for customers to use their own systems to track work orders and projects.

Implementation of a new work order system, with a related project management module, will provide access to transparent and reliable information for our employees and our campus customers; will eliminate duplication and overlap of work efforts; and, will improve the efficiency and effectiveness of service delivery through the leveraging of new CMMS/PM technologies. These new systems will allow us to track work and project performance measures, and will provide supervisors with timely and accurate information, as well as the tools necessary to manage their work areas.

#### Major FP&M Strategic Theme(s) or Priorities that this Goal Supports

Excellence in customer service; Process/continuous improvement; Efficient and effective use of resources; and, Accountability.

#### Timeframe

Milestone Description	Projected Completion Date
RFP preparation and selection of a CMMS/PM system.	September 2016
Building, employee, and other data entered into the new system.	March 2017
Training for FP&M employees.	June 2017
Communication and training for campus customers.	June 2017

Milestone Description	Projected Completion Date
Implementation.	FY2018

#### Person(s) Responsible for Leading Initiative

Rob Lamppa (FP&M Physical Plant) and a new, yet-to-be-hired CMMS/PM project manager.

#### Target Performance Metrics

- Metric 1: Timeframe to complete work orders.
- Metric 2: A reduction in customer complaints regarding budget and timeframe.
- Metric 3: A reduction in billing disputes.
- Metric 4: The ability to “master schedule” and resource all projects to meet agreed-upon timelines and budgets.

### Goal 20: Implement an effective solid waste plan which emphasizes reduction, effective recycling, and reuse of spent UW assets (phase I): college, school, division, and department general waste.

#### Background Statement

Implement the first phase of an effective solid waste plan that emphasizes reduction, effective recycling, and reuse of spent UW assets. This first phase will focus on college, school, division, and department general waste. This will improve the ability of facility managers to clean out their occupants’ unneeded equipment and materials in the quickest, most environmentally sustainable, and financially feasible method available to the University, while complying with applicable state laws and regulations.

Facility managers often have very limited dock space and are concerned that materials and equipment accumulate in docks and other areas and take too long to be removed from their buildings. They would like items to be removed and properly disposed of in a timely fashion (days not weeks).

#### Major FP&M Strategic Theme(s) or Priorities that this Goal Supports

Excellence in customer service; and, Efficient and effective use of resources.

#### Timeframe

Milestone Description	Projected Completion Date
Develop the process within one year of the accepted recommendations of the SWAP/FPM Disposal Workgroup.	June 2017

#### Person(s) Responsible for Leading Initiative

Kris Ackerbauer, Lyle Jelle, and Brad Schenkel (FP&M Physical Plant). The success of this process will still partially depend on acceptable support from the UW Business Services department, which manages the Surplus with a Purpose (SWAP) program.

#### Target Performance Metrics

- Metric 1: Building managers will cease complaining about the length of time it takes to remove items from their buildings.
- Metric 2: This initiative should free-up space in buildings, which can then be used for other purposes.