



Facilities Planning & Management

UNIVERSITY OF WISCONSIN-MADISON

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



2016-2017 Annual Report

Table of Contents

Executive Summary	3
Introduction.....	5
Mission and Vision	5
Core Values	5
Sphere of Operations	5
Organizational Structure	6
Internal Goals	8
Goal 1: Inclusion Management/Supervisor Training Series.....	8
Goal 2: FP&M Departmental Website Updates.....	10
Goal 3: Division-wide Continuity of Operations Plan (COOP).....	11
Goal 4: Advance FP&M’s Engagement, Inclusion, and Diversity Initiative	12
Goal 5: Physical Plant Safety Program	12
Campus Service Goals	13
Goal 6: Stormwater Best Management Practices and Policies.....	13
Goal 7: Convert Coin-Operated Parking Meters to New Mobile Technology.....	15
Goal 8: Parking Special Events Cash Reduction Program	16
Goal 9: 100 Percent Gift/Grant-Funded Facilities Projects Implementation Process	15
Goal 10: Research Space Facilities and Administrative (F&A) Survey	17
Goal 11: Biological Safety Cabinet (BSC) Program Reorganization.....	19
Goal 12: Re-Envisioned Campus Sustainability Office	20
Goal 13: Sustainability Communications	22
Goal 14: Capital Projects Delivery Advancing the UW Builds Green Program	26
Goal 15: 2015 Campus Master Plan Update	29
Goal 16: Campus Tree Health and Tree Cover Plan	30
Goal 17: UW Hospital Parking Ramp 75 Expansion	32
Goal 18: Campus Building Energy Conservation Measures	33
Goal 19: Work Order and Small Project Delivery Process	35
Goal 20: Solid Waste Plan for Recycling and Reuse of Spent Assets	37

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

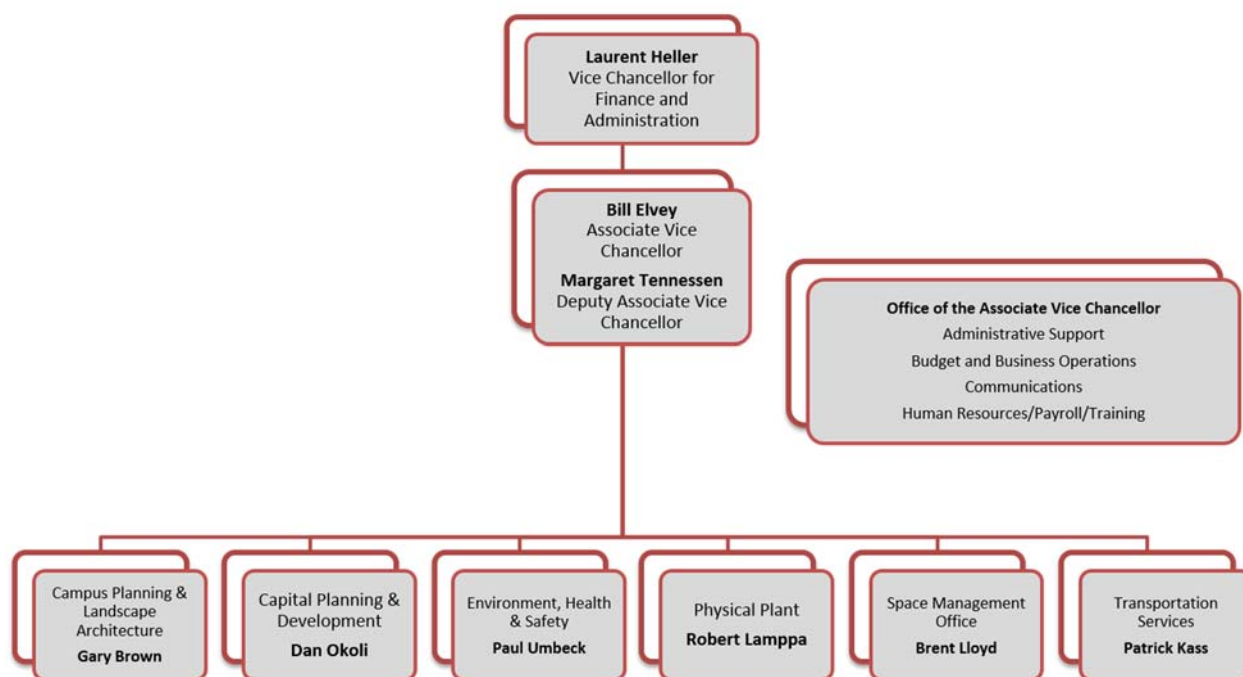
FP&M's sphere of operations extends to the entire 936-acre UW campus and includes buildings and grounds, walkways and roadways, parking lots, vehicles, and utility generation and distribution systems.

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.



Note: During FY17, FP&M underwent several changes in leadership positions not reflected in the above diagram:

- Bill Elvey left the university in September 2016. Margaret Tennesen served as interim AVC of Facilities Planning & Management until August 2017 when David Darling assumed the position.
- Dan Okoli left the university in December 2016. Peter Heaslett will continue to serve as the interim director of Capital Planning & Development and Stuart LaRose will continue to serve as interim University Architect until this position is filled in FY18.
- Robert Lamppa left the university in September 2017. Kris Ackerbauer will service as the Administrative Leader of the Physical Plant until this position is filled in FY18.

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	Actual Completion Date
Develop a six-part training series.	January 2017	On hold pending staff and resource availability.
Kick-off and implementation of the series.	June 2017	On hold pending staff and resource availability.

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.

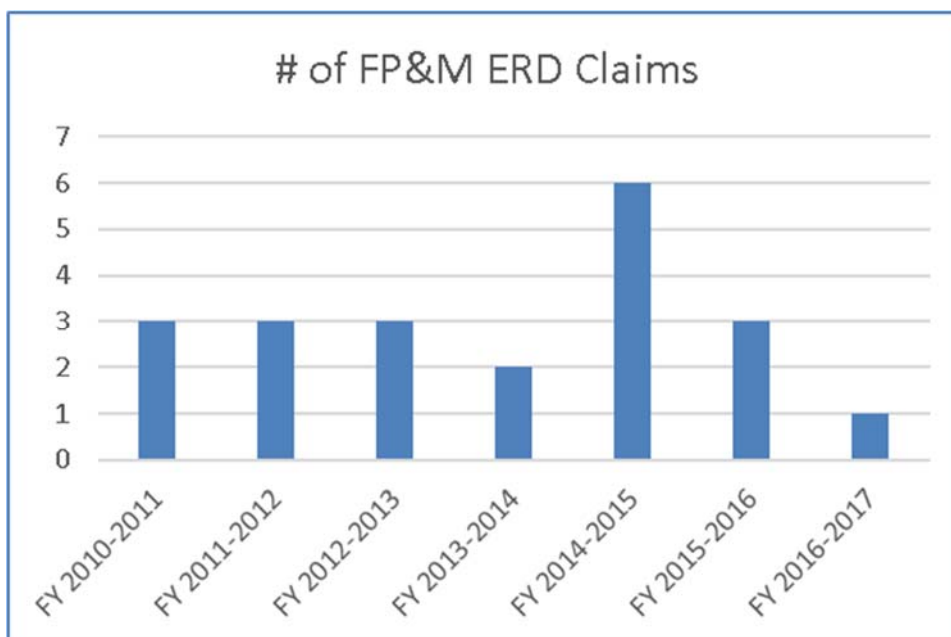
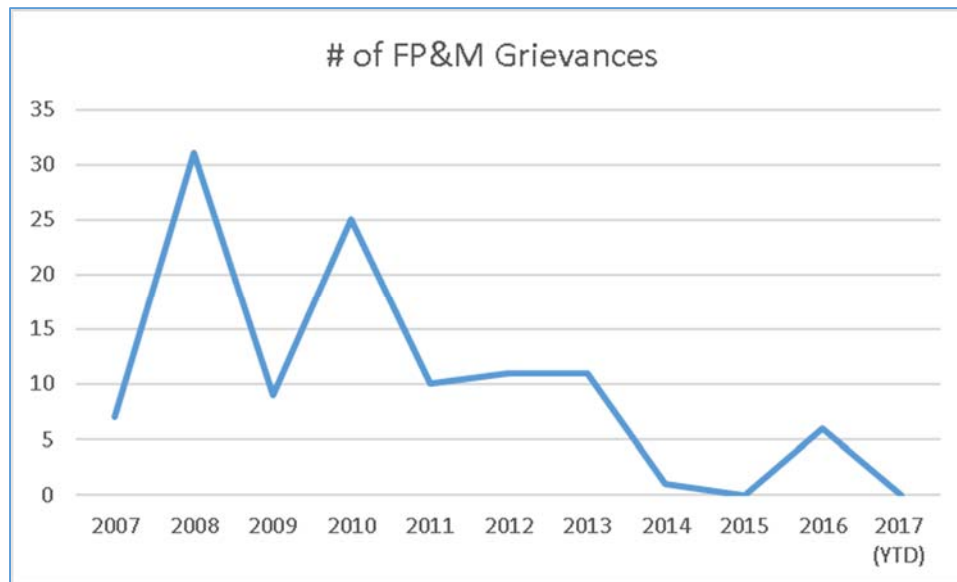
Target Performance Metrics

- 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.

Year-End Status Update

Due to staffing changes and resource availability, no formalized training series for managers and supervisors on inclusion has yet been established. FP&M HR plans to finalize and implement a formalized training series in FY18. However, during the past year, FP&M has taken various steps to maintain an inclusive and diverse team by educating managers and supervisors about unconscious bias, encouraging managers and supervisors to honor other people's opinions, promoting constructive dialogue, and establishing performance metrics.

Steps taken in the past year include training supervisors on the FP&M's new Recruitment, Assessment and Selection (RAS) process, which included a component on avoiding unconscious bias. In the spring of 2017, FP&M and the Office of Equity and Diversity developed and held a pilot ADA/FMLA training for custodial supervisors, with the purpose of clarifying misunderstandings and removing any personal bias of supervisors towards employees. Finally, FP&M Human Resources is tracking a number of performance metrics related to employee engagement and inclusion. Currently tracked metrics are: the number of employee grievances per year, the number of ERD (Equal Rights Division) reports and claims, the turnover rate for Academic Staff and University Staff, the number of employee training hours, and the level of employee satisfaction on the EID Survey. The 2016 survey results showed increased employee satisfaction over the 2012 and 2014 survey 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	Actual Completion Date
Physical Plant (physicalplant.wisc.edu)	August 2016	August 2016
Inside FP&M (inside.fpm.wisc.edu)	September 2016	In progress. New projected date: July 2017
Lakeshore Nature Preserve (lakeshorepreserve.wisc.edu)	December 2016	January 2017
Campus Planning & Landscape Architecture (cpla.fpm.wisc.edu)	December 2016	In progress. New projected date: October 2017
Space Management Office (smo.fpm.wisc.edu)	June 2017	Classroom Media Support – August 2016 SMO – In progress. New projected date: Q4 2017
Transportation Services (transportation.wisc.edu)	June 2017	In progress. New projected date: December 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.

Year-End Status Update

During FY17, UW-Madison switched hosted management systems from WiscWeb to WordPress. Three websites were converted and went live on WiscWeb, but four other websites were delayed until Wordpress was implemented in 2017. The three completed websites were for the Physical Plant, the Lakeshore Nature Preserve, and Space Management—Classroom Media Support. Websites to be completed in FY18 include Inside FP&M, Campus Planning and Landscape Architecture, Space Management Office, Capital Planning & Development, Environment, Health & Safety, and Transportation Services.

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	Actual Completion Date
Integrated COOP plan approved and implemented.	June 2017	In progress. New projected date: August 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.

Year-End Status Update

An integrated COOP plan was developed to include all FP&M departments. The plan is now organized by building rather than by department. A tabletop exercise was held on July 25, 2017 and the new, integrated COOP was accepted by the UWPD as the official FP&M COOP plan. The After Action Report is currently in draft form and will be used to identify gaps and changes needed to the FP&M COOP. A new draft, incorporating the changes, is planned for Fall 2017.

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.

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.

Year-End Status Update

See the EID Plan 2016-17 Year-end 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	Actual Completion Date
Introduction	June 2017	In progress. New projected date: Q3 FY17
Delivery to supervisors	June 2017	On hold pending the completion of the Employee Handbook.
Implementation	June 2017	On hold pending the completion of the Employee Handbook.

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

Year-End Status Update

Since the reestablishment of the Safety Program in 2013, there have been zero fatalities in the Physical Plant and a continued reduction in the number of injuries. Safety is incorporated into all Physical Plant daily practices. The Culture of Safety continues to be emphasized in daily work assignments, meetings, and employee education.

The Top 25 Safety Rules will be included in the new FP&M Employee Handbook, to be given out to all new and current employees. This will provide employees with the basic safety guidelines and obligations, and act as a reference. Training and implementation of the Top 25 Safety Rules is on hold until FP&M Human Resources has completed the new Employee Handbook.

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

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.

Year-End Status Update

Completed approval of the Green Infrastructure Plan. The overall 2015 Campus Master Plan Update was approved by the City of Madison Common Council in July 2017. Many of the planning initiatives in the Campus Master Plan include recommendations for increased stormwater management and implementation of green infrastructure practices. Our first project will be adding green infrastructure with the upgrades at the SERF site on West Dayton Street. We will also be doing the same in other upcoming projects, reviewed and approved by the City of Madison.

Staff in Campus Planning & Landscape Architecture are coordinating efforts with the Clean Lake Alliance and the Yahara Watershed Committee to manage and improve the overall water quality of Lake Mendota. Pilot projects are being planned for future implementation.

We currently have a research project in the Department of Landscape Architecture looking at the viability of using of native plantings in green roof installations to manage and mitigate stormwater runoff. We also recently had civil engineering students working in the Lakeshore Nature Preserve to recommend options on how to manage stormwater runoff from a developing prairie restoration site that is impacting the Eagle Heights Community Gardens and the local woodland. Recommendations will be implemented this summer by volunteers from the community gardens.

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

Milestone Description	Projected Completion Date	Actual Completion Date
E-mails to stakeholder departments on campus whose services rely on visitor parking.	July 2016	Completed
Parkmobile software application is activated and properly working.	July 2016	Completed
Transportation Services website and policies are updated to ensure proper communication channels.	July 15, 2016	Completed
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	Completed
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	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.

Year-End Status Update

Complete. Transportation Services has successfully rolled out a transition of 141 coin meters to the ParkMobile Mobile Payment Process across campus. The process was begun in June 2016 and was completed by the end of September 2016. This transition was successful due to the cooperation of Transportation Services and Physical Plant—Grounds.

The conversion process occurred in three phases throughout the summer, with high-density use locations or locations of special importance saved for the final phase. The conversion process included communicating with key stakeholders, designing individual signs, ensuring the new times and rates were consistent with prior meters for each location, developing clear instructions for use of the ParkMobile system, and training staff on the new process.

One location was requested to not be converted (Babcock Dairy Store). Transportation Services met with Babcock staff and determined an alternate route of placing a pay station from another location on campus at Babcock that accepts credit cards and coins.

After the conversion, the system functioned properly and complaints were minimal. Hours spent collecting money in the field was reduced by approximately 342 hours between September 2016 and June 1, 2017. Staff was reassigned elsewhere; base salary savings for those reassigned is approximately \$9,600.

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

Milestone Description	Projected Completion Date	Actual Completion Date
Put the solution out to bid.	September 2016	March 2017
Pilot the solution in select parking lots during the women's volleyball season.	November 2016	New projected date: September 2017
Full-scale implementation of the solution.	September 2017	New projected date: November 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?

Year-End Status Update

In progress. Preparing requirements and specifications for the bid documents took longer than expected, due in part to new team members, difficulty identifying items relevant to potential vendors, and determining how to evaluate the bids. The RFP was issued in March 2017 with a due date in April 2017. Only one vendor responded to the initial RFP, so the a second RFP has been issued. When the results of this RFP round are available and the contract has been awarded, the project timeline will be adjusted accordingly.

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

Milestone Description	Projected Completion Date	Actual Completion Date
Document the gift/grant-funded project in-take process.	July 2016	In progress New Projected date: November 2017
Work with UWSA to finalize RFQ templates for ad-hoc and formal A/E selections.	August 2016	Summer 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	Summer 2016
Develop criteria and template for appointment to a project A/E selection committee.	September 2016	Spring 2016
Procure and launch project management software for implementing gift/grant-funded projects.	October 2016	December 2016
Develop and document the overall gift/grant-funded project implementation process.	January 2017	In progress. New projected date: Fall 2017
Assist UWSA in completing the project implementation manual for gift/grant-funded projects.	June 2017	In Progress New Projected Date: TBD

Person(s) Responsible for Leading Initiative

Dan Okoli and Peter Heaslett (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.

Year-End Status Update

In progress. Capital Planning and Development (CPD) continues working with UW-System to develop a process for gift/grant-funded projects. The focus during the past year was creating a system to contract with and pay architect/engineering design firms, as well as contractors, and has largely been completed. This process has been created and documented with the help of the campus Office of Quality Improvement (OQI). In addition, we are collaborating with the Physical Plant in the RFP for a new work order/project management software system to find a system that meets our long-term project management needs and integrate with other systems.

CPD has developed many documents and templates and has approximately 50 percent of the work completed for an implementation manual of the gift/grant process. Work with UW-System staff is ongoing regarding the development of common practices and procedures.

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	Actual Completion Date
Research space data collection, review, and updated completed.	December 2016	March 2017
Research and Sponsored Programs (RSP) uses the data to create the cost proposal submission.	Spring 2017	April 2017
New Facilities and Administrative (F&A) rate finalized.	Spring 2018	In progress and on schedule.

Person(s) Responsible for Leading Initiative

Brent Lloyd, Elizabeth Fredericks, David Gerber (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.

Year-End Status Update

Completed. SMO worked with Research and Sponsored Programs (RSP) to complete the space survey of all 73 departments on campus, which included ensuring that each survey was completed, reviewing the data, and uploading the data in the correct format. The space data was finalized with RSP in March 2017 and was submitted in April 2017. Federal auditors will visit the UW-Madison campus in Fall 2017 to review the survey. The F&A rate will then be announced in Spring 2018.

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

Milestone Description	Projected Completion Date	Actual Completion Date
Complete a BSC Reorganization Workplan	July 2016	Completed
Fill vacant BSC positions (3x).	August 2016	Completed

Milestone Description	Projected Completion Date	Actual Completion Date
Fill new financial specialist position.	August 2016	October 2016
Initiate replacement of aging BSC program.	August 2016	Program started January 2017
Reduce BSC certification backlog by 25 percent.	September 2016	September 2016
Complete construction of a third mobile work-cart.	September 2016	In progress – a new design is being developed.
Complete backlog of canopy-connected cabinets that are required to have airflow alarms installed prior to recertification.	October 2016	Substantially completed – March 2017 Two cabinets are awaiting a decision regarding requirements.
Initiate program to decontaminate old BSCs in preparation for decommission, disassembly, and disposal.	October 2016	January 2017
Train new financial specialist on BSC accounting procedures.	November 2016	Completed
Reduce BSC decontamination/decommission backlog (McArdle Building BSCs).	November 2016	Completed
Reduce BSC certification backlog by 50 percent.	November 2016	Completed
Train new BSC staff members.	December 2016	Onboarding and basic training – completed. Other training – ongoing.
Review financial condition of the BSC program.	January 2017	Completed
Reduce BSC certification backlog by 75 percent.	January 2017	Completed
Hire a BSC program manager.	February 2017	In progress – request submitted to HR
Reduce BSC certification backlog by 100 percent.	March 2017	June 2017
Hire BSC program assistant to oversee BSC parts inventory, supplies, purchases, work scheduling, documentation, training programs, etc.	May 2017	December 2017 (anticipated)

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.

Year-End Status Update

Most of the milestones have been completed. A few milestones will be ongoing throughout the FY18. Key accomplishments include the following. (1) Vacancies were backfilled and the new staff were onboarded and trained. (2) The backlog of BSC certifications has been closed out. (3) Over 100 cabinets have been either upgraded with alarms, to meet new certification requirements, or have been replaced with recirculating cabinets that do not need a canopy connection or alarm upgrades. Only two cabinets still need to be addressed. (4) Working closely with Physical Plant, the new BSC Replacement Program has made significant strides to remove old BSCs that are greater than 20 years old. To date, 80 cabinets either have been replaced or are scheduled to be replaced. (5) The financial backlog of invoices has been cleared so we are now on a current billing process. (6) A request for an additional program manager position has been filed with FP&M Human Resources. It is anticipated that the position will be filled in early FY18.

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	Actual Completion Date
Develop initial recommendations for a re-envisioned sustainability initiative.	September 2016	August 2016
Develop short-term student programming related to the re-envisioned initiative.	September 2016	September 2016
Identify members for an oversight committee.	September 2016	Deferred to FY18
Develop framework to implement a student-related Green Fund initiative.	December 2016	January 2017
Advertise for and hire a new director of the re-envisioned office.	December 2016	PD drafted, but deferred to FY18
Identify space on campus for re-envisioned office, and build-to-suit.	March 2017	Potential location identified (1800 University Ave.) but deferred to FY18
Create an initial annual operational plan, budget, and communication plan for the office, determine staffing needs, and make permanent hires.	March 2017	<p>Budgets identified for FY17 and FY18.</p> <p>FY17 budget approved April 2017.</p> <p>FY18 budget is in final approval.</p> <p>FY17 operational plan focused around recycling/composting improvements.</p> <p>Staffing needs are being identified and addressed.</p> <p>Communication plan: in development as program develops.</p> <p>New hires: TBD</p>
Develop sustainable, on-going student intern/work program for the office.	March 2017	Completed
Begin and complete the AASHE STARS benchmark assessment and submit this information to AASHE.	June 2017	Deferred to FY18

Milestone Description	Projected Completion Date	Actual Completion Date
Revise the annual plan and prepare a 3-5 year strategic operational plan. based on information learned through the STARS benchmarking.	FY2018	Deferred to late FY18 or FY19, following the AASHE STARS assessment

Person(s) Responsible for Leading Initiative

Bill Elvey (FP&M Office of the AVC); Margaret Tennesen (Interim 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.

Year-End Status Update

Initial recommendations for a re-envisioned sustainability initiative were submitted to UW-Madison administration for approval in August 2016. However, given the start of a new VCFA in August and the departure of the FP&M AVC in September, it was decided to postpone many of the final decisions until FY18. This included hiring a full-time director for the Office of Sustainability and approval for a new office space. The budget for FY17 was approved in April 2017, and the budget for FY18 is in final review.

Student programs for academic year 2016-17 and for the summer of 2016 and 2016 were developed and implemented. The focus of the student work has been on waste, recycling, composting, and on the development of a Green Office program. A student Green Fund program was also developed and implemented. The Green Fund is a collaboration of academic and operational resources for project development and review. As part of the program, approximately ten student-initiated projects were reviewed and two projects were awarded. Work on these projects is ongoing. A part-time resource has been hired to work with students interested in developing projects for the program.

AASHE STARS benchmarking is anticipated to begin in FY18, to help drive overall program planning. An additional part-time resource is anticipated to help complete this initiative.

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

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

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.

Year-End Status Update

This goal is on hold, pending the restructuring of the Office of Sustainability and will be restarted when the reorganization is complete, including the hiring of a director and communications personnel. In the interim, FP&M and Office of Sustainability communicators collaborated in an ad hoc manner to advance sustainability initiatives on campus, to support the administrative needs of the restructuring of the Office of Sustainability, to convert the Office of Sustainability website to Wordpress, and to field media inquiries.

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 (CPD) 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

Milestone Description	Projected Completion Date	Actual Completion Date
	Substantial Completion	
Memorial Library 4th Floor Remodel – (\$0.6M)	July 2016	April 2017
Below Alumni Center Renovation & Addition – (\$3.3M)	August 2016	January 2017
Field House Volleyball Locker Room Remodel – (\$0.6M)	August 2016	April 2017

Milestone Description	Projected Completion Date	Actual Completion Date
	Substantial Completion	
Haight Road Reconstruction – (\$0.4M)	August 2016	December 2016
Elizabeth Waters Residence Hall Renovation, Phase II construction – (\$13.3M)	September 2016	September 2016
Dairy Cattle Center Core Building – (\$0.8M)	September 2016	September 2017
WARF Deck Replacement – (\$0.5M)	September 2016	September 2016
Cole Tennis Lighting – (\$0.2M)	October 2016	January 2017
Engineering Hall Plaza & Entrance Renovation – (\$0.6M)	February 2017	ON HOLD
Lakeshore Utility Piping Replacement – Phase I, Chamberlin/Conover – (\$4.9M)	November 2016	January 2017
UW Hospital Parking Ramp Expansion – (\$32.6M)	November 2016	December 2016
Van Vleck Plaza Deck Membrane Replacement	December 2016	October 2016
Vet Med 2nd Floor Remodel – (\$1.6M)	December 2016	March 2017
Lelah Starks Potato Building – (\$0.3M)	December 2016	ON HOLD pending CALS decision to proceed after bids came in high. New Projected Date: TBD
Social Work Building Parapet Cap Repairs – (\$0.3M)	December 2016	December 2016
University Houses Exterior – (\$1.5M)	January 2017	Initial work done but project extended to Aug 2017 to deal with lead abatement.
ITIP Classroom Renovation Projects, Group B – (\$1.1M)	February 2017	April 2017
MOCVD Lab in Engineering Centers Building – (\$0.7M)	July 2017	October 2017

Planning/Design complete by 6/30/2017

Milestone Description	Projected Completion Date	Actual Completion Date
	Bidding	
Kohl Center Roof – (\$2.5M)	June 2016	June 2016
Police and Security Facility Addition – (\$4.8M)	July 2016	June 2016
Meat Science & Muscle Biology Building – (\$45.7M)	October 2016	October 2016

Milestone Description	Projected Completion Date	Actual Completion Date
Music Performance Facility – (\$55.8M)	October 2016	November 2016
Babcock Hall Dairy Plant Renovation & CDR Addition – (\$34.4M)	November 2016	January 2018
Engineering Hall Structures Lab Addition – (\$3.2M)	November 2016	June 2017
Wendt Commons 2nd Floor – Makerspace – (\$2.8M)	November 2016	December 2016 (Wendt 2 nd and 3 rd floor projects combined to become one UW Managed project).
Wendt Commons 3rd Floor – (\$2.9M)	November 2016	December 2016 (Wendt 2 nd and 3 rd floor projects combined to become one UW Managed project).
Witte Hall Renovation – (\$46.9M)	November 2016	November 2016
Eagle Heights Storage Building Recycle Lot – (\$0.4M)	January 2017	September 2017
Elm Drive Lift Station – (\$0.6M)	February 2017	September 2017
Limnology Lift Station & FM – (\$0.8M)	February 2017	New Projected Date: Fall 2018
Lot 76 Sanitary Lift Station Renovation – (\$2.1M)	January 2017	July 2017
Near-West Playfield Upgrade – (\$6.7M)	May 2016	May 2016
	Construction Documents	
Chemistry Instructional Addition & Renovation – (\$111.9M)	Spring 2017	Spring 2018
Biochemistry Instrument Facility – (\$2.4M)	Summer 2017	November 2017
Health Sciences Learning Center 3rd Floor Remodel – (\$2.9M)	Summer 2017	March 2017
McClimon Track Replacement – (\$0.7M)	Summer 2017	April 2017
Southeast Recreational Facility Replacement – (\$87.7M)	Summer 2017	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.

Year-End Status Update

Substantial Completion. Of the (18) projects designated for Substantial Completion on or before June 30, 2017, 4 have met their targeted goal.

Bidding. Of the 14 projects designated for Bidding on or before June 30, 2017, 5 projects have bid either on time or ahead of schedule.

Construction Documentation. Of the 5 projects targeted for completion of Construction Documentation, 4 will have met that milestone.

While the DFD no longer supports pursuing LEED Certification for projects under their supervision, both the DFD and the University of Wisconsin–Madison support the goal of building sustainable facilities. Projects that did not meet their respective deadlines utilized processes within the DFD and State systems that significantly affect FP&M’s ability to maintain respective schedules. Currently there are few consequences to designers, contractors, etc. to deliver DFD projects on schedule and on budget. FP&M manages projects, but does not control the contracts for each project which ultimately leaves the university with limited options to hold stakeholders accountable. While FP&M does its best to ensure that the schedule is adhered to, budgets are maintained and the overall project is a success, DFD projects are not ultimately dictated by the university. Project schedules also suffer the effects of university constituents/occupants/clients deferring decisions on key items which greatly affects the project schedule. Occasionally weather related construction delays and unforeseen conditions can also delay project schedules.

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

Milestone Description	Projected Completion Date	Actual Completion Date
Final draft presented to the Executive Leadership Team and Campus Planning Steering Committee.	September 2016	Completed

Milestone Description	Projected Completion Date	Actual Completion Date
Planning Commission and Common Council approval.	January 2017 and July 2017, respectively	July 2017
Final draft plan presented to Board of Regents for informational purposes.	February 2017	Completed
All City of Madison Conditions of Approval signed off.	April 2017	New projected date: August 2017
Campus and community stakeholder meeting presentations held.	June 2017	In progress

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.

Year-End Status Update

This goal is substantially complete. The Madison City Council approved the Campus Master Plan for Campus Institutional Zoning in July 2017. FP&M continues to work to implement the processes outlined in the Campus Master Plan for use with Campus-Institutional Zoning, including the creation of a new Design Review Board. The Campus Master Plan Update was completed in Fall 2016, but the City of Madison approval process took much longer than anticipated.

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

Milestone Description	Projected Completion Date	Actual Completion Date
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	In Progress CPLA staff continuously review all major capital projects to assure a diverse planting palette and that the sites are providing ecosystem services.
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	In Progress
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	In Progress CPLA staff continuously review all major capital projects to assure green infrastructure is being used to promote stormwater best management practices.
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	In Progress CPLA staff continuously review all major capital projects to assure they are improving our campus landscapes and adding new, vibrant outdoor

Milestone Description	Projected Completion Date	Actual Completion Date
		spaces for all to enjoy.

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.

Year-End Status Update

The Campus Landscape Master Plan was approved by campus leadership in September 2016. Between June 1, 2016 and June 1, 2017 Physical Plant—Grounds installed 102 new trees on campus. They have also removed 44 existing damaged, dead, and/or hazardous trees for a net increase of 58 new trees on the main developed campus (not including the Lakeshore Nature Preserve). We are well on our way to increasing tree cover on campus.

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	Actual Completion Date
Project completed.	November 2016	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.

Year-End Status Update

Substantial completion of the third phase of the UW Hospital Parking structure project was completed by November 2016. All 780 additional parking spaces were available for use at that time. The project also involved maintenance repair of the existing facility and that work continued through the winter along with punch-list item repairs of the expansion. The final remaining item of the project is to lay the final layer of asphalt onto Highland Avenue. The paving is scheduled for June 2016 with striping to follow. All work, except punch list and warranty, was expected to be completed by July 1, 2017.

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

The State of Wisconsin Department of Administration's Division of Facilities Development (DFD) manages the state energy conservation performance contracting program. Projects are funded by Fund 109 – Fuel and Utilities appropriation. Performance contracts between DFD and Johnson Controls, Inc. are based on energy cost savings attributed to identified Energy Conservation Opportunities with sufficient savings to fund DOA payments for all costs associated with the anticipated Energy Saving Performance Contract, including debt service on state bond financing for a maximum number of years as determined by DOA. These projects will reduce the University's energy consumption and environmental footprint.

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	Updated Construction Completion Date
Construction of the energy retrofit project at Russell Labs.	2018	December 2018
Construction of the energy retrofit project at the School of Veterinary Medicine.	2017	December 2017
Construction of the energy retrofit project at the Wisconsin Institute for Medical Research.	2017	December 2017
Construction of the energy retrofit project at the Waisman Center.	2017	December 2018
Construction of the energy retrofit project at McArdle Laboratory.	2017	December 2017

Person(s) Responsible for Leading Initiative

Cindy Statz, Robert Lamppa, Kurt Beilman, and Faramarz Vakili (FP&M Physical Plant) and Kurt Beilman (FP&M Physical Plant)

Target Performance Metrics

- Metric 1: Project design specifications and installation deadlines are met.
- Metric 2: Project savings are confirmed through Measurement & Verification (M&V).

Year-End Status Update

Project	Description	Status
Phase 5 Stage 1	Utilities Optimization in the Charter Street and Walnut Street Heating Cooling Plants, West Campus Cogeneration Facility, and campus buildings attached to the grid with EOS. Preliminary budget totals ~\$4.4M. Maximum risk to develop IGA totals \$185K.	TBD
Phase 5 associated study	Utilities Optimization in Charter Street and Walnut Street Heating Cooling Plants, West Campus Cogeneration Facility facilitated by campus chilled water loop optimization. Study feasibility of auxiliary chilled water pumps on east side of campus to delay start-up of Charter Street Heating Plant steam turbine drive chillers and allow chilled water supply from West Campus Cogeneration Facility (for energy conservation). Recommend proceeding with \$30K study.	Submit to DFD for Small Project study
Phase 9	Lighting upgrades in campus facilities. Replace fluorescent and metal halide lighting with LED performance and non-performance lighting in Athletic Ops building, Fieldhouse Volleyball, Kohl Center, LaBahn Arena, McClain Center, Steenbock Library, Teacher Education, Educational Sciences, Elvehjem Museum, Vilas Hall and exterior lighting of select buildings. Proposed budget totals \$2.9M.	Submit to BoR and SBC

Project	Description	Status
Phase 10	Upgrade HVAC, lighting, and water usage in Van Vleck Hall and HC White Hall. Proposed modifications include outside air control via rightsizing ventilation, reduction of exhaust, etc., reduction or elimination of city water usage via once through coiling units, VAV retrofit with full direct digital controls, variable frequency drives on supply fans and hot water pumps, full DDC retrofit on existing HVAC systems, lighting retrofit to LED. Preliminary budget totals \$3.85M with \$338,000 annual utility cost avoidance.	Submit to BoR and SBC
Phase 11	Upgrade HVAC and water usage in Memorial Library and Vilas Hall. Proposed modifications include outside air control via rightsizing ventilation, reduction of exhaust, etc., reduction or elimination of city water usage via once through coiling units, VAV retrofit with full direct digital controls, variable frequency drives on supply fans and hot water pumps, and full DDC retrofit on existing HVAC systems. Proposed budget totals \$7.02M with \$612,000 annual utility cost avoidance.	TBD

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	Actual Completion Date
RFP preparation and selection of a CMMS/PM system.	September 2016	In Progress

Milestone Description	Projected Completion Date	Actual Completion Date
		New projected date: Q1 FY18
Building, employee, and other data entered into the new system.	March 2017	Delayed New projected date: Q3 FY18
Training for FP&M employees.	June 2017	Delayed New projected date: Q4 FY18
Communication and training for campus customers.	June 2017	Delayed New projected date: Q4 FY18
Implementation.	FY2018	Delayed New projected date: late FY18 or early FY19

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.

Year-End Status Update

Approximately a half-dozen potential CMMS software solutions were reviewed and consensus was reached regarding one software solution. However, based on further information from UW Purchasing, it was determined that a full RFP process needed to be conducted. The RFP was drafted in early 2017, but was further delayed when it became clear that not enough stakeholders and subject matter experts were involved in the initial draft.

The RFP was posted in May 2017 for vendor review. Proposals were due in July 2017, with evaluation and system selection completed during the first quarter of FY18. CMMS data entry, training, and implementation will follow in FY18.

Note: The selection and implementation of a new CMMS is one aspect of the larger Service Excellence initiative which is now implementing the APR recommendations to improve both the work request and renovation project delivery processes in the Physical Plant.

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	Actual Completion Date
Develop the process within one year of the accepted recommendations of the SWAP/FPM Disposal Workgroup.	June 2017	On hold.

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.

Year-End Status Update

The Surplus with a Purpose (SWAP)/FP&M study group met for more than a year and submitted a set of recommendations to the former AVC of Business Services and to the former AVC of FP&M in Spring

2016. Changes in leadership in both Business Services and FP&M have put this project on hold. The new AVCs of Business Services and FP&M will re-address this issue in FY18.

FY17 Annual Plan: Year-End Results

	FY17 Strategic and Operational Priorities	Themes	Target Completion Dates	Target Metrics	Metrics Results	Year-End Update
1	<p>Establish and implement a training series for management/supervisors on inclusion.</p> <p><i>Primary responsible unit: FP&M HR</i></p>	<p>Process/continuous improvement; Efficient and effective use of resources; Accountability; and, People-centered organization.</p>	<ul style="list-style-type: none"> Develop a six-part training series. (January 2017) Kick-off and implementation of the series. (June 2017) 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Metric 1: Completed Metric 2: Completed Metric 3: In progress Metric 4: In progress Metric 5: Deferred 	<p>Due to staffing and resource availability, no formalized training was established. However, over the past year, HR has trained supervisors on the Recruitment, Assessment and Selection (RAS) process (which included a component on unconscious bias), partnered on a pilot ADA/FMLA training for custodial supervisors, and established performance metrics.</p> <p>FP&M HR plans to finalize and implement a formalized training series in FY18.</p>
2	<p>Complete the update of remaining FP&M departmental websites to the WiscWeb CMS platform.</p> <p><i>Primary responsible unit: FP&M Communications</i></p>	<p>Excellence in customer service; Process/continuous improvement; Efficient and effective use of resources; Accountability; Safety; and, People-centered organization.</p>	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Metric 1: Website updated and built in WiscWeb CMS. Metric 2: Website live by stated deadline. 	<ul style="list-style-type: none"> Metric 1: Substantially completed. <ul style="list-style-type: none"> 43% (3 out of 7) of the websites were updated and converted to WiscWeb 57% (4 out of 7) are currently being converted and updated on the WordPress platform. Metric 2: In progress <ul style="list-style-type: none"> 43% (3 out of 7) of the websites were live by the stated deadline. 	<p>Several websites were converted and went live during the last year. However, due to the university moving to a new hosted management system, several other department websites were delayed. These other websites are scheduled to go live by the end of calendar year 2017.</p>

FY17 Annual Plan: Year-End Results

			<ul style="list-style-type: none"> Transportation Services (transportation.wisc.edu) (June 2017) 		<ul style="list-style-type: none"> 57% (4 out of 7) of the websites are not live and are delayed. 	
3	<p>Restructure the existing departmental Continuity of Operations (COOP) plans into one division-wide COOP plan for all FP&M.</p> <p><i>Primary responsible unit: Office of the AVC, EH&S, Physical Plant, and Transportation Services</i></p>	Efficient and effective use of resources; and, Safety.	<ul style="list-style-type: none"> Integrated COOP plan approved and implemented. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Metric 1: Completed Metric 2: In progress Metric 3: Complete Metric: In progress 	<p>An integrated COOP plan was developed and a tabletop exercise held, based on the integrated plan. The university police department has accepted the new plan as the official FP&M COOP plan.</p> <p>In FY18, an After Action Report of the tabletop exercise will be finalized and recommended changes incorporated into the plan. Education/training on the new COOP will then be provided as departments adopt the integrated COOP.</p>
4	<p>Advance FP&M’s Engagement, Inclusion and Diversity initiative.</p> <p><i>Primary responsible unit: FP&M EID Team</i></p>	People-centered organization; Process/continuous improvement; and, Accountability.	See EID Plan	See EID Plan	See EID Plan	See EID Plan
5	Implement the “Top 25 to Stay Alive” Safety Rules initiative for delivery to employees using periodic safety meetings.	Process/continuous improvement; Safety; Excellence in customer service; Accountability; and, Efficient and effective use of resources.	<ul style="list-style-type: none"> Introduction. Delivery to supervisors. Implementation. 	<ul style="list-style-type: none"> Metric 1: Continued incident reduction. Metric 2: Continued injury reduction. Metric 3: Reduction of lost time incidents. Metric 4: Zero fatalities. 	<ul style="list-style-type: none"> Metric 1: NA Metric 2: Completed <ul style="list-style-type: none"> FY16 – 195 injuries FY17 – 185 injuries Metric 3: Not completed <ul style="list-style-type: none"> FY16 – 29 Lost Time injuries 	The Top 25 Safety Rules will be included in the new FP&M Employee Handbook, which is still being developed by FP&M HR. Training and implementation of the Top 25 Safety Rules is deferred until

FY17 Annual Plan: Year-End Results

	Primary responsible unit: Physical Plant				<ul style="list-style-type: none"> ○ FY17 – 29 Lost Time injuries ● Metric 4: Completed ○ FY16 – 0 fatalities ○ FY17 – 0 fatalities 	the FP&M Employee Handbook is completed.
6	<p>Implement stormwater best management practices and policies that contribute to a healthy Yahara Lakes System.</p> <p>Primary responsible unit: CPLA and CPD</p>	Efficient and effective use of resources; and, Process/continuous improvement.	<ul style="list-style-type: none"> ● Begin implementation of the campus Stormwater Management/Green Infrastructure Master Plan. ● Connect our campus stormwater management planning to a wider Yahara watershed community discussion. ● Integrate research and learning into a majority of all campus stormwater management projects. 	<ul style="list-style-type: none"> ● 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. 	<ul style="list-style-type: none"> ● Metric 1: Completed ● Metric 2: In Progress ● Metric 3: In progress 	<p>The city has approved the Campus Master Plan, which includes stormwater management and green infrastructure practices. The first project implementing these practices will be on the SERF project.</p> <p>CPLA is working with the Clean Lake Alliance and the Yahara Watershed Committee on the overall water quality of Lake Mendota and have several pilot programs planned.</p> <p>Two research projects with UW-Madison students are studying and making recommendations for stormwater management, with plans to implement recommendations the summer of 2017.</p>
7	Eliminate all coin-operated meters on campus while providing visitors and	Continuous improvement; Excellence in customer service; and, Efficient	<ul style="list-style-type: none"> ● E-mails to stakeholder departments on campus whose services rely on visitor parking. 	<ul style="list-style-type: none"> ● Metric 1: All campus coin meters have been converted to use Parkmobile. 	<ul style="list-style-type: none"> ● Metric 1: Completed 	Transportation Services successfully transferred 141 coin meters to the ParkMobile Payment Process

FY17 Annual Plan: Year-End Results

	<p>loading/unloading parking users with the ability to make payments using a phone or mobile application.</p> <p><i>Primary responsible unit: Transportation Services</i></p>	and effective use of resources.	<ul style="list-style-type: none"> • Parkmobile software application is activated and properly working. • Transportation Services website and policies are updated to ensure proper communication channels. • 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. • 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. 			and completed the project on-time. The transition has already saved approximately 342 staff hours, with the staff reassignments saving approximately \$9,600 in base salary.
8	<p>Reduce the amount of cash used for even parking by utilizing a mobile device that would allow credit card transactions and on-line purchases (pre-sold printable permits) for special events parking.</p> <p><i>Primary responsible unit: Transportation Services</i></p>	Excellence in customer service; Efficient and effective use of resources; Safety; Accountability; and, Process/continuous improvement.	<ul style="list-style-type: none"> • Put the solution out to bid. • Pilot the solution in select parking lots during the women's volleyball season. • Full-scale implementation of the solution. 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Metric 1: Delayed • Metric 2: Delayed • Metric 3: Delayed • Metric 4: Delayed 	<p>Preparations for the bid process took longer than expected, delaying the identification and implementation of a mobile device for credit card transactions and on-line permit purchases.</p> <p>Transportation Services and Purchasing will be selecting a solution during summer 2017 and will pilot the solution with volleyball in the early</p>

FY17 Annual Plan: Year-End Results

				<p>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.</p> <ul style="list-style-type: none"> • 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? 		fall. Full-scale implementation is planned for November 2017.
9	<p>Develop a complete process to deliver 100 percent gift/grant-funded facilities projects.</p> <p><i>Primary responsible unit: CPD</i></p>	<p>Excellence in customer service; Process/continuous improvement; and, Efficient and effective use of resources.</p>	<ul style="list-style-type: none"> • Document the gift/grant-funded project in-take process. • Work with UWSA to finalize RFQ templates for ad-hoc and formal A/E selections. • 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. 	<ul style="list-style-type: none"> • Metric 1: The goal will be met when the overall gifts/grants process is fully developed and documented by January 31, 2017. 	<ul style="list-style-type: none"> • Metric 1: In progress 	<p>CPD has developed many of the necessary documents and templates and the implementation manual is approximately 50% complete. The project management software system originally purchased, Projecto, has not met department expectations, so CPD is now collaborating with the</p>

FY17 Annual Plan: Year-End Results

			<ul style="list-style-type: none"> Develop criteria and template for appointment to a project A/E selection committee. Procure and launch project management software for implementing gift/grant-funded projects. Develop and document the overall gift/grant-funded project implementation process. Assist UWSA in completing the project implementation manual for gift/grant-funded projects. 			Physical Plant RFP for a new work order/project management software system.
10	<p>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.</p> <p><i>Primary responsible unit: SMO</i></p>	Accountability.	<ul style="list-style-type: none"> Research space data collection, review, and updated completed. Research and Sponsored Programs (RSP) uses the data to create the cost proposal submission. New Facilities and Administrative (F&A) rate finalized. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Metric 1: In progress Metric 2: In progress Metric 3: Complete Metric 4: Complete 	<p>The survey was completed with all of the departments and the data was finalized with RSP in the spring. Federal auditors will visit UW-Madison in fall 2017 to review the survey and the new F&A rate will be announced in spring 2018.</p>
11	Complete the reorganization of the	Excellence in customer service; Safety; Efficient	<ul style="list-style-type: none"> Complete a BSC Reorganization Workplan. 	<ul style="list-style-type: none"> Metric 1: The program meets its financial obligations, with 	<ul style="list-style-type: none"> Metric 1: Completed Metric 2: Completed 	Most of the milestones have been completed, with only a

FY17 Annual Plan: Year-End Results

	<p>Biological Safety Cabinet (BSC) program in order to enhance customer service and maintain research safety.</p> <p><i>Primary responsible unit: EH&S</i></p>	<p>and effective use of resources; Accountability; People-centered organization; and, Process/continuous improvement.</p>	<ul style="list-style-type: none"> • Fill vacant BSC positions (3x). • Fill new financial specialist position. • Initiate replacement of aging BSC program. • Reduce BSC certification backlog by 25 percent. • Complete construction of a third mobile work-cart. • Complete backlog of canopy-connected cabinets that are required to have airflow alarms installed prior to recertification. • Initiate program to decontaminate old BSCs in preparation for decommission, disassembly, and disposal. • Train new financial specialist on BSC accounting procedures. • Reduce BSC decontamination/decommission backlog (McArdle Building BSCs). • Reduce BSC certification backlog by 50 percent. • Train new BSC staff members. • Review financial condition of the BSC program. • Reduce BSC certification backlog by 75 percent. • Hire a BSC program manager. • Reduce BSC certification backlog by 100 percent. • Hire BSC program assistant to oversee BSC parts inventory, 	<p>a clean financial reporting capability.</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Metric 3: In progress 	<p>few items that will continue into FY18.</p>
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FY17 Annual Plan: Year-End Results

			supplies, purchases, work scheduling, documentation, training programs, etc.			
12	<p>Initiate a re-envisioned campus sustainability office.</p> <p><i>Primary responsible unit: Physical Plant and AVC</i></p>	<p>Effective and efficient use of resources; Excellence in customer service; and, Process/continuous improvement.</p>	<ul style="list-style-type: none"> • Develop initial recommendations for a re-envisioned sustainability initiative. • Develop short-term student programming related to the re-envisioned initiative. • Identify members for an oversight committee. • Develop framework to implement a student-related Green Fund initiative. • Advertise for and hire a new director of the re-envisioned office. • Identify space on campus for re-envisioned office, and build-to-suit. • Create an initial annual operational plan, budget, and communication plan for the office, determine staffing needs, and make permanent hires. • Develop sustainable, on-going student intern/work program for the office. • Begin and complete the AASHE STARS benchmark assessment and submit this information to AASHE. • Revise the annual plan and prepare a 3-5 year strategic 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Metric 1: Deferred • Metric 2: Deferred • Metric 3: Deferred • Metric 4: Completed • Metric 5: Completed • Metric 6: Deferred • Metric 7: Deferred 	<p>Many of the final decisions for the Office of Sustainability were delayed, due to top leadership changes (VCFA and AVC).</p> <p>Student programs over the past year included a Green Office program and a Green Fund program and a part-time resource was hired to work with students.</p> <p>Remaining items for FY18 include hiring a full-time director and approving new office space, as well as completing the AASHE STARS benchmarking. Once completed, the benchmarking will help drive overall program planning.</p>

FY17 Annual Plan: Year-End Results

			operational plan. based on information learned through the STARS benchmarking.			
13	<p>Make information about sustainability and sustainable operations a key theme of FP&M communications with its campus customers and stakeholders.</p> <p><i>Primary responsible unit: FP&M Communications</i></p>	Process/continuous improvement; Efficient and effective use of resources; and, Accountability.	<ul style="list-style-type: none"> • Identification of sustainability data, metrics, and projects for publication on FP&M divisional and departmental websites. • Establish the collaboration structure between FP&M and the Office of Sustainability (OS). • Creation of a plan for quarterly updates to metrics and projects. • Publication of the initial set of metrics and project highlights. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Metric 1: Deferred • Metric 2: Deferred • Metric 3: Deferred 	The goal is on hold, pending the reorganization of the Office of Sustainability. In the interim, ad-hoc work was done to advance sustainability initiatives on campus, support the administrative needs of the restructuring, convert the website to Wordpress, and field media inquiries.
14	<p>Achieve specific milestones for each capital project listed by June 30, 2017 while adhering to the principles of sustainability (UW Builds Green Program).</p> <p><i>Primary responsible unit: CPD</i></p>	Excellence in customer service; Efficient and effective use of resources; and, Process/continuous improvement.	See Annual Plan for list of projects.	<ul style="list-style-type: none"> • Metric 1: The goal will be met when all projects achieve their milestones. 	<ul style="list-style-type: none"> • Metric 1: In progress <ul style="list-style-type: none"> ○ 49% (17 out of 25) of projects reached their milestone. ○ 39% of projects achieved substantial completion. ○ 50% of projects bid on time or early. ○ 80% of projects had completed construction documents. 	<p>Campus and DFD continue to support the goal of building sustainable facilities, even though the DFD no longer supports pursuing LEED certification for projects under their supervision.</p> <p>Specific information on the projects listed can be found in CPD's quarterly reports.</p>
15	Complete the 2015 Campus Master Plan Update process, including approval through the City of	Excellence in customer service; Efficient and effective use of resources; People-centered organization;	<ul style="list-style-type: none"> • Final draft presented to the Executive Leadership Team and Campus Planning Steering Committee. 	<ul style="list-style-type: none"> • Metric 1: Executive Leadership Team approves of the final draft Campus Master Plan Update documents. 	<ul style="list-style-type: none"> • Metric 1: Completed • Metric 2: In progress • Metric 3: Completed 	<ul style="list-style-type: none"> •

FY17 Annual Plan: Year-End Results

	<p>Madison to obtain “Campus-Institutional” zoning.</p> <p><i>Primary responsible unit: CPLA</i></p>	and, Process/continuous improvement.	<ul style="list-style-type: none"> • Planning Commission and Common Council approval. • Final draft plan presented to Board of Regents for informational purposes. • All City of Madison Conditions of Approval signed off. • Campus and community stakeholder meeting presentations held. 	<ul style="list-style-type: none"> • 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. 		
16	<p>Develop a plan to promote tree health and tree cover across campus as a method of implementing the 2015 Campus Landscape Master Plan.</p> <p><i>Primary responsible unit: CPLA</i></p>	Effective and efficient use of resources.	<ul style="list-style-type: none"> • 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. • 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. • 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. • Use the 2015 Campus Landscape Master Plan Update as a guide to assist in improved campus 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Metric 1: Completed • Metric 2: Completed <ul style="list-style-type: none"> ○ 44 trees were removed and 102 trees were added to the main campus, more than the goal of two trees for everyone one tree removed. The net increase in trees for the year was 58. • Metric 3: In progress <ul style="list-style-type: none"> ○ Tree cover on campus is currently defined in the 2015 Campus Landscape Master Plan documents. Since that time, we have increased our campus tree cover. 	The Campus Master Plan was approved and includes green infrastructure initiatives. FP&M Physical Plant—Grounds has installed new trees, in numbers resulting in a net increase, putting campus well on its way to increased tree coverage.

FY17 Annual Plan: Year-End Results

			landscapes and more outdoor spaces on campus for our campus clients to enjoy year-round.			
17	<p>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.</p> <p><i>Primary responsible unit: Transportation Services</i></p>	Excellence in customer service; and, Efficient and effective use of resources.	Project completed.	<ul style="list-style-type: none"> • Metric 1: The project is completed. • Metric 2: All 780 of additional parking spaces are available for use. 	<ul style="list-style-type: none"> • Metric 1: Substantially completed • Metric 2: Complete 	Substantial completion of the project was reached on time with the UW Hospital parking structure, with all additional parking spaces available at that time. The only remaining work after FY17 were the punch list and warranty.
18	<p>Advance campus building energy conservation measures.</p> <p><i>Primary responsible unit: Physical Plant</i></p>	Efficient and effective use of resources; and, Safety.	<ul style="list-style-type: none"> • If the projected Russell Lab project is approved, begin design. • Construction of the energy retrofit project at the School of Veterinary Medicine. • Construction of the energy retrofit project at the Wisconsin Institutes for Medical Research. • Construction of the energy retrofit project at the Waisman Center. • Construction of the energy retrofit project at McArdle Laboratory. 	<ul style="list-style-type: none"> • Metric 1: Project design specifications and installation deadlines are met. 	<ul style="list-style-type: none"> • Metric 1: In progress <ul style="list-style-type: none"> ○ 60% (3 out of 5) projects are on schedule. ○ 80% (4 out of 5) projects are in construction 	

FY17 Annual Plan: Year-End Results

			<ul style="list-style-type: none"> If the projected Russell Lab project is approved, begin construction. 			
19	<p>Implement the recommendations of the Administrative Process Redesign (APR) Work Order and Service Process projects.</p> <p><i>Primary responsible unit: Physical Plant</i></p>	<p>Excellence in customer service; Process/continuous improvement; Efficient and effective use of resources; and, Accountability.</p>	<ul style="list-style-type: none"> RFP preparation and selection of a CMMS/PM system. Building, employee, and other data entered into the new system. Training for FP&M employees. Communication and training for campus customers. Implementation. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Metric 1: In Progress Metric 2: In Progress Metric 3: In Progress Metric 4: In Progress 	<p>Selection of a CMMS software solution was delayed due to incorrect information on whether a full RFP process was required. As a result the selection process was restarted with evaluation and selection of a system scheduled for the first quarter of FY18. CMMS data entry, training, and implementation is now scheduled for FY18, along with a corresponding communication plan for campus customers.</p>
20	<p>Implement an effective solid waste plan which emphasizes reduction, effective recycling, and reuse of spend UW assets (phase I): college, school, division, and department general waste.</p> <p><i>Primary responsible unit: Physical Plant</i></p>	<p>Excellence in customer service; and, Efficient and effective use of resources.</p>	<p>Develop the process within one year of the accepted recommendations of the SWAP/FPM Disposal Workgroup.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Metric 1: Deferred Metric 2: Deferred 	<p>The SWAP/FP&M study group developed a set of recommendations and are waiting for a response to the report from the AVCs of Business Services and FP&M. Improvements have been made over the last year for the monitoring and disposal of Capital Equipment, which has helped shorten the time materials are sitting on the docks.</p>