



# UNIVERSITY of WASHINGTON

## FY2025 Operating Budget Development Narrative Prompts

### UW Facilities

#### Programmatic & Academic Vitality Narrative

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

*Where possible, you are encouraged to leverage published materials already created*

- 1) **Please provide a web link to your campus/unit strategic framework and provide three to five bullet points outlining the relationship between your resource plan and your strategic framework.** *Word Limit: 750*

The UW Facilities (UWF) strategic plan continues to focus on the serious threat posed by deferred maintenance, which has been identified as one of the top risks to the University. For FY25, that means completing the Campus Asset Renewal Program implementation planning and shifting priority (and staff) to Preventive Maintenance. UWF is also focused on Workforce Development and long-term development plans for West and South Campus.

#### Campus Asset Renewal Program

Deferred maintenance of campus buildings and infrastructure is one of the top four risks identified by UW's Enterprise Risk Management. Failure to manage this risk could jeopardize the UW's ability to carry out its mission effectively in the future.

In early FY25, UWF will release a detailed project roadmap based on the results of a multiyear facility condition assessment of the Seattle campus. Similar in-depth assessments will be completed for the Tacoma and Bothell campuses by the end of FY24, with UW Medicine's assessment to be completed in early FY25. Implementation plans for these areas will follow, but the first roadmap will be for the educational and general (E&G) facilities of the Seattle campus, where the majority of deferred maintenance costs reside.

The two main components of the Campus Asset Renewal Program are:

#### **Building Renewal Program**

Reduce the Seattle campus' E&G \$2.6 billion deferred maintenance by investing in the renewal of existing buildings where there is most need or which house the most strategically valuable functions. (For example, ten buildings represent almost a third of the total ten-year deferred maintenance.)

Shift capital funding away from new buildings to renewal, pursuing a "no new net space" approach. This includes vacating and demolishing the worst buildings to offset new square footage. Improve data capabilities to include occupancy information. Create data and reporting structures to measure occupancy and support managing space as an asset.

#### **Energy Renewal Program**

As part of the long-term goal to fully decarbonize the UW's energy infrastructure, convert over 10 years the century-old power plant from using gas to produce high-temperature steam to using electricity to produce hot water. Install heat pumps to recover waste heat from multiple sources and replace aging building chillers with cooling capacity from the central plant. Continue energy efficiency upgrades to building control systems and expand data analytics to optimize energy use and comply with state and city mandates.



## UNIVERSITY of WASHINGTON

### FY2025 Operating Budget Development Narrative Prompts

#### **UW Facilities**

Establish a financial plan to support enhanced levels of staffing, including funding from government and partner sources. Explore using ongoing savings from efficiency upgrades to fund future investments.

The Campus Asset Renewal Program will also look for opportunities to combine work with academic program enhancements, accessibility updates, West and South Campus development and other projects.

#### **Preventive Maintenance**

UWF is growing its dedicated preventive maintenance (PM) workforce to get out of the vicious cycle of spending a majority of time fixing things that fail rather than performing the preventive maintenance needed to prevent such failures. More than 80% of trade staff labor hours are currently spent on emergency (corrective) maintenance, as opposed to preventive (planned) maintenance. Over the next 10 years, we seek to flip those numbers to the industry standard of 80% preventive maintenance. As preventative maintenance is much cheaper than corrective maintenance, this will accrue savings for the University as well as improve reliability and service for building occupants.

UWF has been leveraging the facility condition assessments to create preventive maintenance plans for all identified assets and automatically generate work orders, enabling PM staff to work more efficiently. In FY25 this work will continue as well as adding other automated processes.

#### **West Campus and South Campus Development**

UWF is leading the West Campus Visioning Committee (WCVC) that is focused on developing the vision for Portage Bay Crossing, a new dynamic and interdisciplinary urban community merging education and student life with cutting-edge UW research, pioneering public/nonprofit institutions and private companies. The WCVC is also exploring synergistic opportunities to meet the renewal needs of South Campus, including the option of temporarily or permanently moving some Health Sciences units to the developing West Campus. This would allow the UW more options for replacing outdated and costly space on South Campus.

#### **Workforce Development**

UW Facilities is continuing to implement its diversity, equity and inclusion plan to foster a culture of learning and inclusion. In addition, UWF is restarting and launching new training programs for front-line supervisors and staff. Additional details in question 2.



## UNIVERSITY of WASHINGTON

### FY2025 Operating Budget Development Narrative Prompts

#### UW Facilities

- 2) Please discuss your campus/unit's planned utilization of resources, as identified in your Adaptive entries (institutional initiative = UW Diversity Blueprint), in support of the [2022-2026 UW Diversity Blueprint](#) themes and goals. *Word Limit: 750*

UW Facilities values the talent, experiences and perspectives of all its employees, with advancing equity and inclusion for UWF employees as one of our strategic initiatives. We continue to analyze and evolve our practices and processes to better support this work.

After a yearlong engagement with UWF in FY23, external DEI consultants submitted an extensive report in the summer of 2023. This contract has now been extended to help implement some of their recommendations:

- Developing a model for dedicated DEI support
- Empowering staff through the restructuring of the workforce equity group
- Developing a DEI training plan for all staff
- Standardizing DEI metrics
- Developing a DEI communications plan, including specific strategies for enabling employee psychological safety, overcoming perceived communication bottlenecks and achieving consistency in communication from leadership

UWF also offers other types of training to support front-line supervisors and employees:

- **English for the Workplace** is an in-person training for custodians who are non-native English speakers. The course restarted in autumn 2023 after a pause during the pandemic.
- **Leadership for Leads** is a blended in-person and online training course for new and current leads, which is the first leadership level at UWF. This is a new course that began in January 2024. The content covers both practical tools as well as interpersonal leadership topics. It is available to current leads and new leads as they are hired into the role.
- **Stepping Stones for Success** is a longtime leadership program for front-line staff and is increasing its reach in FY25. While historically the program was only available to trades staff, access is now expanding to all UWF staff in non-supervisory roles. This will ensure more staff get the tools offered in the course while increasing collaboration and understanding between departments.

UWF is also continuing the following practices and programs:

- Developing a series of dashboards to show metrics around workforce development generally, and inclusion-related issues specifically, as measured by a regular pulse survey of employees.
- Hiring practices are under continual review, with an enhanced focus on equity. Applications for high-level positions are being reviewed with names and personal information redacted. Diverse selection panels are assigned to provide feedback, helping ensure broader input in selection decisions.
- UWF's Business Diversity & Equity (BDE) unit continues to partner with and educate the broader University community about the importance of including small, minority and women-owned businesses when sourcing and purchasing goods and services. BDE regularly engages campus finance and procurement leads to discuss best practices and strategies as well as providing quarterly reports to the DEI subcommittee of the Board of Regents (BOR) and an annual benchmark report to the full board. Within UWF, BDE partners with the Facilities workforce about the importance of purchasing goods and services from local and diverse businesses.



## UNIVERSITY of WASHINGTON

### FY2025 Operating Budget Development Narrative Prompts

#### UW Facilities

##### Required Budget Development Consultative Process Summary – Faculty, Staff and Students

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

*-- If specific questions are not applicable to your unit, simply indicate n/a --*

*Consultation with your elected faculty councils, student councils and unit/campus staff, regarding your unit's/campus's budget proposal materials, including your proposed FY25 operating budget, narrative responses, tuition rate recommendations and fee-based rate recommendations are an important and necessary component of the UW's budget development process. Your responses to the questions below will be documented and included as part of the FY25 operating budget development review materials provided to Executive Leadership of the UW.*

#### **5) Please discuss how you involved campus or unit staff in the consultative process.**

UWF involves our unit leaders in the budgeting process, including all Directors, Executive Directors, Associate Vice Presidents and the Vice President. Beginning in November each year, UWF Finance meets with our unit leadership to plan operating budget requirements for the coming fiscal year and into the future, including staffing expenses, operating expenses, new initiatives and program costs, and other expenses. This detailed data is compiled by UWF Finance and undergoes several layers of review by UWF Finance staff, the Director of Finance, and the AVP of Finance & Administration before being presented to the UWF Executive leadership team (AVPs and VP) for decisions. The process that we use fosters a culture of ownership and accountability at the unit level. UWF Finance provides monthly budget vs. actual reports to all Directors, Executive Directors and AVPs in the organization on a monthly basis. Additionally, the AVP of Finance & Administration and the Director of Finance thoroughly review comprehensive financial reports with the UWF VP on a quarterly basis to inform decision making.