



Facilities Planning & Management

UNIVERSITY OF WISCONSIN-MADISON

MEETING MINUTES – APPROVED

Campus Planning Committee

December 2, 2021

Hybrid Meeting

Bascom Hall – Room 260 + Virtual WebEx

8:30am to 10:00am

1. CALL TO ORDER

Present: Eyad Affifi, Craig Berridge, Duncan Carlsmith, Katie Effertz, Aristotle Georgiades, Joel Gerrits, Yevgenya Grinblat, Elizabeth Harris, Diana Hess, Lindsey Honeyager, Aaron Levine, Shelby O’Conner, Kurt Paulsen, Tom Purnell, Dan Rhodes, Ian Robertson, Karl Scholz, Bret Shaw, Lindsey Stoddard Cameron, Eric Wilcots

Excused: Ndemazea Fonkem, Liz Sadowski

FP&M: Kris Ackerbauer, Gary Brown, Matt Collins, Rhonda James, Chad Hinman, Rob Kennedy, Molly Lenz, Brent Lloyd, Kip McMahan, Bo Muwahid, Missy Nergard, Madeline Norton, Holly O’Higgins, Dennis Rodenberg, Clark Solowicz, Margaret Tennesen, Aaron Williams

Guests: Chris Bruhn, Pete Davis, Paul DeLong, Maura Donnelly, Ryan Pingel, Ellen Rosner, Alex Roe, Kurt Stephenson, Kate Sullivan

a. Scholz, committee chair, called the meeting to order at 8:33am.

2. OLD BUSINESS

a. Approval of Meeting Minutes from November 18, 2021. (ACTION ITEM)
▪ **Minutes were approved unanimously**

3. NEW BUSINESS

a. Final Review and Recommendation of CPC Ranking on 2023-29 Six-Year Capital Development Plan

b. Gary Brown gave a summary of the UW-Madison Strategic Priorities, a summary of the 2023-29+ School/College/Division submittals, the proposed 2023-29 Six-Year Capital Development Plan and a summary of next steps and timeline – refer to slides and presentation materials.

c. Themes/Trends for the 2023-29 Six-Year Plan

- Focus on renovations, remodeling & reprogramming per BOR-SBC priorities
- Reduce deferred maintenance backlog via All Agency & Minor projects and building removals when possible
- Continue progress on enabling project to remove Mosse Humanities Building
- Critical projects to provide modern, state-of-the-art facilities to meet mission

- d. Potential Public/Private/ Partnership (P3) Alternate Delivery projects include:
- Merit Hall Replacement (UW Housing)
 - Gordon Dining & Event Center Remodeling & Addition
 - Art Lofts Addition, Frances Street Parking Garage, MMSD & Housing
 - Camp Randall Memorial Sports Center Redevelopment
 - Revenue Innovation District Development(s)
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- Berridge: When is the Mosse Humanities building planned to be removed?
 - Brown: Currently in 2029
 - Hess: Can projects be moved between bienniums for today's purposes?
 - Brown: We had initially suggested no, but if the committee feels it is necessary to move them between bienniums the committee can consider that.
 - Paulsen: You provided a project scoring program, but not the numbers for each project. Curious about the spread between the projects? Did you just use the scoring numbers only or were projects moved around based on your knowledge and campus priorities?
 - Brown: A little of both. Some projects were close in scores, but FP&M worked with the Provost and Chancellor's earlier recommendations, in the context of the funding splits along with the UW Foundation and their understanding on the ability to secure gifts on each project, to assist in FP&M's recommendations. Enabling projects also play into this equation.
 - Provost: We are open to comment on the discussion and amendment process for the capital budget recommendations and hope it works better than two years ago.
 - Brown: For a project to be in the 2023-25 biennium it needs to have a completed Advanced Plan or be in Advanced Planning today to hit the February 15, 2022 deadline for confirmed budgets to be submitted to UW System. This is a requirement from the BOR and DOA to confirm scope, schedule, and budget for the project as it goes through the capital budget process at the State.
 - Hess: I have some concern with that requirement as the Kinesiology project has been held off and has not proceeded with Advanced Planning which will impact delivering our project in a timely manner. The Advanced Planning process is managed by FP&M.
 - McMahan: FP&M is willing to begin that process with Kinesiology now as soon as funding is identified by the school to proceed.
 - Georgiades: What is the difference between "Advanced Planning Done" and "In Design Development" as shown in your recommendations?
 - Brown: "Advanced Planning Done" means that advance planning process has been completed. Design Development is the next step where you have engaged an A/E team, funding is in place, and design is off and running toward construction bid documents. As in the case for the Engineering Replacement Building, the university decided to use their own gift funding to move into design development drawings with the future reimbursement of funds from the state with Building Trust Funds which were enumerated for the project in the 2021-23 capital budget.
 - Berridge: What is the oldest of the Advanced Plans and do they keep up with inflation?
 - Brown: We have UW System Project Budget Worksheets (PBW=) for each project in the Six-Year Plan that accommodates escalation depending on when the project will be bid. The base date in the PBW is the date of the advanced plan. The estimated bid date is then entered into the spreadsheet and it automatically escalates the project budget based on current inflation and escalation rates defined by DOA and UW System.
 - Wilcots: Regarding rankings, i.e., 1-48, do they carry over from one biennium to the next? If all the 2023-25 projects do not get funded do they automatically become priority in the next biennium?
 - Brown: There is no automatic carryover of projects from biennium to biennium. In two years, we'll develop and all new capital budget and go through a complete review and ranking process again. All projects not enumerated or in the two out biennia of the Six-Year Plan (2025-27 and 2027-29), need to be resubmitted to be reviewed and ranked again. Often new information comes to light related to each project and as priorities change across the university.

- Honeyager: How do P3's factor into the overall six-year plan?
 - Brown: In most cases we have the P3 projects running two tracks. For example, the Art Lofts project and Frances Street Parking facility are being submitted for state enumerated funding but are also being advanced as a potential P3 development. Same for the Camp Randall Memorial Shell Redevelopment project. The main question is if the project can generate enough revenue for the private developer to be interested in engaging in the partnership. This could be accommodated via housing revenues, rental space, parking revenues, retail, food, etc.
 - Alffifi: Are supply chain issues accommodated?
 - Brown: In the Project Budget Worksheet we consistently adjust the escalation numbers as we hear issues with supply chain and inflation increasing. Again, DOA and UW System monitor and adjust those numbers in the PBWs for that purpose.
 - O'Conner: Will everything on the proposed 2023-25 biennium of Six-Year Capital Development Plan list ultimately get done? Is everything that was presented to the committee on this list?
 - Brown: You've seen a presentation on most if not all the projects. Some of the projects were pushed out to a future biennium, some were pulled out because they were 100% gift funded, some project schedules are changing due to requests by the school/college/division.
 - Provost: FP&M did not pull projects that a division/dean/director has said is important.
 - Brown: We sure hope to get everything on the list completed at some point, but the State has a limit on our bonding authority. Once the project list goes off campus, UW System blends it with all the other System schools and then the State (DOA) looks at the list and prioritizes it with all other state agencies. Ultimately, UW needs to submit our priorities, but our list is considered in the context of each entity's purview.
 - Cramer: Gary has articulated there are challenges around capacity to fund projects from the State, but as we move forward we need to consider alternative methods of project delivery. Which could include securing program revenue bonding authority from the State through the Regents. Currently, the States doesn't have the bonding capacity we need to complete our projects, but the university have the capacity if the bonding authority is granted by the State
 - Brown: GFSB and PRSB projects historically were separate pools of money, but currently both project types compete for the same dollars in bonding authority from the State.
- e. Berridge motioned to approve the recommendation list as the starting point for CPC discussion, seconded by Stoddard-Cameron
- Alffifi: I would like to emphasis the importance of the Lakeshore Path bridge and move it up in the list.
 - Brown: Note, this project is PR-Cash, but does need to be enumerated due to the size of the project budget.
 - Provost: What reasons are there not to move this project up?
 - Brown: The ranking process is primarily based on academic needs in supporting our student's educational experience. This is more of is an infrastructure project that is important but does not have a direct tie to academic programming.
 - Honeyager: Does moving it up have other negative consequences on the list?
 - Provost: There are consequences, if it were moved to #1 on the list it leads to questions about our priorities on campus. It also could have impacts to all the projects below it on the list.
 - Roe: With this project, its location on the list is irrelevant as it is a 100% PR-Cash. It will not harm the project to be at #18. It is looked at completely different at UW System and at DOA and easily enumerated as it is all cash funded.
 - Georgiades: How did a project get into the Design Development phase before it was approved, for example for Engineering and Computer Sciences?

- Brown: The University decided to advance the project with university funds as both were high priorities and there was confidence that it would be enumerated. For CDIS, it is a 100% gift funded project, and it does not need to be enumerated or in the capital budget going to UWSA and the State.
- Honeyager: Are we just trying to identify the #1 and #2 based on a realistic amount of funding we anticipate getting from the State?
 - Provost: With the limits of State funding, it is not realistic to think we'll get support for everything. Music Hall is #2 on the list because it is literally falling down and needs attention as a landmark building.
 - Brown: Two years ago, for the 2021-23 biennium, the prioritized list of projects went from UW System to DOA and the campus rankings were changed. UWSystem had the project ahead of L&S and Engineering. The entire list submitted from UW-Madison however was still not fully funded. We have taken a different approach and have made the Music Hall project all envelope work as part of an All Agency Minor Facilities Repair project, with additional work necessary on the inside later as part of an enumerated project.
 - Robertson: Just as a point of clarification, the Engineering building went from #1 two years ago down to #2 as a recommendation of this committee.
- Gerrits: On the overall University support ranking number, is it 25 points or nothing?
 - Brown: It could be 25, 20, 15, 10. If it is a high priority it would be 20-25. Less important it would be 15-10 points in the overall FP&M scoring process.
- Wilcots: Back to Music Hall, what are the risks to enabling a demolition of Mosse by 2029 if Music Hall is ranked above the enabling projects for Mosse?
 - Brown: The discussion around Arts Lots and Francis Street Parking Facility and discussion around the Mosse enabling project is currently being proposed as a P3 project. We want to rank Art Lofts and the associated parking facility high to show they are important, but less likely to get the funding necessary through the State so we need to run this parallel track.
 - Wilcots: Agreed, I'm questioning Music Hall at #2 and wondering if the Mosse enabling project should be higher.
 - Brown: This is up to the committee and we can shift things based on your discussion.
 - Wilcots: The current ranking is no more of a risk to the Mosse project versus if we were to rank Art Lofts higher than Music Hall?
 - Brown: Not particularly. Again, once this gets to System and DOA the rankings are less important.
- Carlsmith: How is project contingency funding handled? Can we build Music Hall out of any remaining contingency funds from the Engineering Hall project if it is not needed?
 - Brown: Contingency dollars (typically ranges from 10-20% of the construction cost) can only be used for that particular projects.
 - Roe: In the case of Engineering, it is a 50/50 split gifts/cash and GFSB dollars. In this case, 50% of any unused contingency would be returned to the university and 50% GFSB funding would go back to the State. Each project is individually enumerated and therefore the funds can not be spread between projects.
- Paulsen: On the Francis Street Parking structure, how many stalls are you anticipating?
 - Brown: The plan is for 600-700 stalls. The site is currently owned by both the Board of Regents (south half) and the Madison Metropolitan School District (north half). The question is if we move this forward as a P3 project, how will the housing, parking or other revenue generating components be included and who gets the revenue, the UW or the developer? If it is not a P3, the revenue is just the parking revenues unless we add UW Housing beds to the project.
- Hess: I would propose the committee considers moving Kinesiology from the 2025-27 to the 2023-25 biennium. This is the fastest growing department in the School of Education and one of the fastest growing departments on campus and currently in an undersized temporary location. The history is important because when the Gym/Nat was torn down the university displaced an entire academic department. If our focus is on the academic programming than this is the project that is clearly not prioritized.

- Provost: There are many projects in the out bienniums that would rival Kinesiology for priority. I'd argue that Psychology is one of the 15 best departments in the country and a research powerhouse and split in four different locations around campus. Let's entertain the amendment, but Kinesiology is not unique. The presentations we heard indicated project after project that have great need and justification that all support our academic and research enterprise.
- Hess: I would like it moved up a biennium because we need to start raising money for the building. It is hard to find a donor willing to give money to a project that isn't indicated on the most current biennium possible. Generally, we should not tear down buildings and displace departments, which is great we are not doing that going forward, but we need to acknowledge that is what occurred with Kinesiology.
- Provost: There was an extensive search and remodeling project provided to find adequate space for Kinesiology and you have made the case that it is not adequate.
- Stoddard-Cameron: Considering the comment about needing an Advance Plan to make it onto the 2023-25 biennium, could the Kinesiology Advance Planning process be aggressively pursued to give Dean Hess donors confidence in the University's intent?
 - McMahan: I think FP&M could get something developed that may be acceptable to UWSA and DOA. We already have a draft program and have documented the needs as part of the Gym/Nat project.
 - Roe: I would encourage the university assure that any project in the 2023-25 biennium, that is contemplating or currently working on an Advanced Planning Study, have their documents submitted to UW System sooner rather than later, i.e. Before Feb. 15, 2022. We need a confirmed scope, schedule, and budget for all projects in 2023-25.
 - McMahan: We'll see what information we have from the Gym/Nat study that could provide a basis for the Kinesiology project. It may not be enough to have it placed in the 2023-25 biennium at this point.
 - Roe: You need your Advanced Planning Study complete by December 15, but UW System is waving the final budget number until February 15th. The program, site analysis, and building assessment must be complete by December 15, 2021 to be considered in the 2023-25 biennial capital budget.
 - Brown: This is the reason why Kinesiology is in the 2025-27 biennium. We don't have a complete advance plan and we don't have an AE team under contract at this time to do this plan.
 - Donnelly: I was involved in the Gym/Nat project and is this discussion related the addition of that project? That project went through what is fairly close to an Advanced Plan and may just need to be repackaged as such.
 - McMahan: I agree, we could try and package that prior to the deadline and submit to UW System for approval.
 - Provost: I am very sympathetic of the fundraising reality that Dean Hess mentioned. Is there some work that can be performed to dress up the Gym/Nat project to attempt to get Kinesiology into the 2023-25 budget? I would be very concerned if it displaces either the Engineering Project or Mosse enabling projects. Fundraising is a very compelling reason for the switch.
 - Berridge: If this gets inserted into the 2023-25 biennium and doesn't get funded does that influence your messaging to your donors?
 - Hess: It has to do with the message the campus sends about its priority. If campus says it's not much of a priority it impacts my abilities.
 - Provost: If projects can raise 75% of the needed dollars there is a high probability that that project will get built. Thinking about how to position projects to excite donors is quite important.
- Robertson: This is a procedural point. I understand Dean Hess's point. If I look at this point, I see Science Hall on the 2025-27 biennium, but Dean Robbins isn't here to advocate for moving that project. I'm concerned about those not in the room. As the UW Foundation has told us, if a project is not enumerated, donors can take their money and apply it to a different peer university/project.

- Brown: Part of the six-year plan and ranking process includes the input we get from the UW Foundation. They have already done an initial pass and will continue to review our top priorities in alignment with their anticipated ability to find donors. If you are in the six-year plan, that is a good starting point for fundraising. Where on the list might help, but is not the only determinant in gaining donor support.
- McMahan: Part of the rationale was FP&M would take the next two years to get a solid Advanced Plan which would create the necessary images and information with the proper run-up to ensure an appropriate fundraising campaign, along with confirming the scope, schedule and budget for the project in the 2025-27 biennium
- Paulsen: Procedural question for Kip. If we put Kinesiology into the 2023-25 biennium, do I understand FP&M is close enough to submit the necessary components to UW System?
 - McMahan: Its possible to do that effort, whether it would be acceptable to UW System and DOA is the unknown at this point.
 - Paulsen: If UW System does not find it acceptable, they will bump it to the next biennium?
 - McMahan: Correct, but I do not see it being in the 2025-27 biennium being any indication of the university not taking it as a serious, priority project in our Six-Year plan.
- Purnell: The Camp Randall Memorial Sports Center Replacement has a P3 component, what might be envisioned with something like that?
 - Brown: Bucky's Locker Room is a program revenue component, but there could be a restaurant, physical therapy component, community room rental revenue, etc. We need to find a developer that is interested as they will have their own desires to make the project work from a financial standpoint on their end.
- Provost: Dean Hess, would you like to maintain the amendment to push Kinesiology to the 2023-25 biennium?
 - Hess: I am appreciative of Dean Robertson's comment and was worried about that. I am willing to have the committee make whatever decision they feel appropriate. Hess withdrew her motion on the amendment.
 - Provost: Amendment was tabled.
- Brown: We are looking for the Campus Planning Committee to approve the FP&M recommendation Six-Year Plan to be passed along to the Chancellor and her Executive Leadership Team (ELT).
 - December 10: FP&M meets with the ELT.
 - December 15: Campus needs to submit the final Six-year Plan and its backup information to UW System.
 - December 16: FP&M will report back to the CPC on what changed, if anything, as a result of the chancellor and ELT reviews.
 - Spring 2022: Campus will continue to work with UW System to answer any questions and provide clarification on any of the project documentation.
 - Summer 2022: UW System will begin briefing the Board of Regents.
 - August 2022: The capital budget will be presented to the Board of Regents.
 - Fall 2022: UW System submits the capital budget to Department of Administration as recommended by the Board of Regents.
- Williams: The amendments that have been made and subsequently tabled are related to the Lakeshore Path/Limnology bridge, Kinesiology, and Mosse enabling projects? There is currently no change in the FP&M recommendation list as presented.
- Provost: Correct.
- Provost: Where is the ROTC project?
 - Brown: The Joint Services Officer Education Building is #42 out of 48 projects and currently shown in the 2027-29 biennial budget. It is currently a \$36.5M project and has a completed Advanced Plan. It could be moved up but not sure that will make much of a difference as this project consistently is not able to gain funding approval
 - Provost: I know FP&M is continuing to think creatively about where this program could go on campus.

- Brown: Part of this creativity is thinking about combining this project with a potential P3 for the Camp Randall Memorial Sports Center. Could this P3 project extend across Monroe Street and consider the UW Credit Union, Fire Station, UWPD and campus programs as one larger multi-faceted project?
- Paulsen: If the Advance Planning is complete for a small project at Grainger Hall at a couple million dollars, why are they not in the 2023-25 biennium?
 - Brown: That is where the school college requested placement. *(To note, this project has since been removed from the enumeration request as both Grainger Hall projects will be 100% gift funded.)*
- Robertson: Just one change to the list. 100% G/G funded projects, Engineering is down for building out the CBE Lab and then further down renovating that same space.
 - Brown: This has already been updated and corrected. This was a duplicate project on the list.
- Provost: If no further discussion, would someone like to call the question?
- Berridge: Call the question.
- Provost: Last opportunity for discussion.
 - O'Conner: I know there is a high containment BSL3/ABL3 at URP under the G/G funded projects, but I feel we need those on campus immediately. What is the status of the SMPH BSL3 projects?
 - Brown: They were withdrawn by the school assuming they will come back as a future project. If 100% gift-grant funded, they could happen any time they have the funding in place to proceed.
- Provost: Hearing no other comments.
 Voting members all in favor please raise your hand. (13 of 15 raised hand)
 Opposed? (zero)
 Abstentions? (1-Provost).
 Passed unanimously with Dean Hess leaving, early/not voting.

4. ANNOUNCEMENTS

- a. Next meeting is December 16, 2021.
 - Committee Members please attend in person at Bascom Hall Room 260.
 - Guests & Interested Parties please attend virtually

Meeting Date	Tentative Agenda Topic(s)	Location
December 16, 2021	Executive Leadership Team (ELT) briefing on Biennial Capital Budget UW-Madison Revenue Innovation Initiative Overview & Discussion Facilities Stewardship Presentation	Hybrid In-Person + Webex
February 17, 2022	HOLD	TBD
March 17, 2022	HOLD	TBD
April 14, 2022	HOLD	TBD
May 12, 2022	HOLD	TBD

5. MEETING ADJOURNMENT

- a. Scholz adjourned the meeting at 10:19am