Physical Planning and Construction Strategic Plan 2015

A. Current unit plans (this section is OPTIONAL): Please provide the URL for any current unit plans already in existence. NA.

B. Unit mission/vision statement: Please provide your current unit mission/vision statement. If your unit has multiple departments with differing mission/vision statements, list them as well.

Physical Planning and Construction mission statement:
• Physical Planning and Construction (PP&C) supports the UC Santa Cruz academic vision by managing and overseeing all physical planning, design, and construction. Under the direction of the Campus Architect/Building Official, PP&C ensures that projects contribute to and support campus life by creating visually pleasing, functional, and sustainable facilities that are sensitive and responsive to the surrounding natural landscape.

Physical Planning and Construction vision:
We collaborate with other campus departments to facilitate and realize their programmatic, or operational needs when building or altering facilities:
• Set a high standard of design excellence, promote sustainable design and practices, and respect UCSC’s unique natural environment.
• Manage capital and planning projects pursuant to UCSC’s Long-Range Development Plans within program, schedule, and budget constraints and in compliance with all applicable regulations, building/life safety codes and public works contracting law.
• Coordinate campus development activities with the City and County of Santa Cruz and other agencies.
• Maintain the campus archive of all capital project records.

C. Adaptive organizations: Identify actions your unit will take in 2015-16 to advance the five characteristics of adaptive organizations (Heifetz and Linsky): 1. Elephants in the room are named 2. Responsibility for the organization’s future is shared 3. Independent judgment is expected 4. Leadership capacity is developed 5. Reflection and continuous learning are institutionalized

1. Elephants in the room are named:
• Support an environment where it is OK to share challenges and lessons learned with colleagues.
• Include time for open comment in monthly Lunch and Learns and other PP&C team meetings.
• Maintain “open door” practice by senior managers.
2. Responsibility for the organization’s future is shared:
   • Expand exposure of staff to UCSC’s academic mission to broaden understanding of PP&C’s role in campus context.
   • Establish staff work groups to broaden participation in improving PP&C as an organization.
   • Maintain and enhance summer project wrap-up meeting each fall.

3. Independent judgment is expected:
   • Continue practice of Project Manager’s responsibility and accountability for their projects.
   • Review current practices and procedures to clarify roles and responsibilities and to identify areas to strengthen consistency of performance.

4. Leadership capacity is developed:
   • Identify areas of resource specialty for in-house staff members to develop.
   • Encourage staff to attend leadership training opportunities.
   • Use annual Performance Appraisals to set long-term career development and related training goals.

5. Reflection and continuous learning are institutionalized:
   • Identify education and training pathways including UC sponsored and outside providers.
   • Identify core competency and training goals for staff.

D. Unit strategies and year one actions: For each of the four BAS goal areas, identify strategies (that will span the entirety of the strategic plan timeframe) and year one actions that your unit will undertake. Ensure you review the BAS strategies and year one actions to avoid duplication or the creation of conflicting efforts.

1. Finances (advances campus goals 1,5) - Deploy and manage BAS resources to align with institutional goals

PP&C Strategies – Finance:
   • Simplify project financial reporting.
   • Improve infrastructure (including communication) supporting transparent and timely project financial information.
   • Explore project management system that would interface with campus financial system to provide timely, comprehensive, and accessible project status information.

PP&C Year One Actions – Finance:
   • Complete development of Filemaker Pro project updates for monthly comprehensive report of all projects.
   • Standardize use of Project Budget Workbooks by all PMs and update regularly.
• Establish pilot process for managing projects to budget and for assessing potential risks at project milestones.
• Ensure that all PMs are trained in updating Project Management (projection) spreadsheets consistently and update these monthly during the construction phase of major capital projects.

2. Learning and development (advances campus goals 4,6,5) - Ensure that BAS team members have the opportunity for engagement, advancement and fulfillment.

PP&C Strategies – Learning and development:
• Expand PP&C core competency areas and applicable training, include in annual reviews.
• Encourage full attendance at UCOP Capital Programs Institute Classes.
• Identify and encourage discipline-specific training for unit specialists.
• Establish a master record for professional development and licensing and certification.

PP&C Year One Actions – Learning and development:
• Establish core competency training baseline for PP&C Project Managers.
• Provide opportunities for unit specialists to receive discipline-specific training.
• Establish a system to track Continuing Education participation.

3. Constituents (advances campus goals 3,2,5,6) - Collaborate with stakeholders to ensure alignment of BAS activities with efforts to support teaching, research and public service.

PP&C Strategies – Constituents:
• Explore ways to make website more a accessible and robust tool to communicate what PP&C does.
• Develop Key Performance Indicators (KPI) to evaluate and communicate capital project performance.
• Establish a real-time financial reporting tool for constituent engagement.

PP&C Year One Actions – Constituents:
• Conduct an Annual Customer Satisfaction Survey.
• Update ‘how to start a project’ link on website.
• Propose regular meetings between AVC (or designee) and Deans/Assistant Deans.

4. Processes (advance campus goals 4,5,6) - Ensure BAS processes are transparent, efficient and effective
PP&C Strategies – Processes:

- Continue to align PP&C best practices with UCOP and system wide procedures and delivery methods.
- Clarify, simplify, and communicate project delivery processes.
- Complete update of Campus Standards and Performance Specifications.
- Establish a Pre-Design Phase Risk Assessment tool with check-ins at key project milestones.

PP&C Year One Actions – Processes:

- Update plan review procedures to improve efficiency and effectiveness.
- Create a pilot process for evaluating major capital projects after completion.
- Establish tool to record and publish comparison of budget, bid pool, bid results, and balance at project completion.
- Establish communication protocols to ensure consistency in purpose, accountability, timeliness, and outcome.
- Implement Project Directory, Responsibility Matrix and Project Chronology document as standard practice for all capital projects.
- Initiate Campus Standards update.

E. Success measures: Please identify success measures that your unit will utilize to track progress on unit plans.

PP&C Success measures:

- Monthly Active Projects Report has been generated using Filemaker and posted to PP&C website.
- All Project Budget Workbooks submitted to CPSM are consistent with PP&C template.
- PMs are trained in updating Project Budget Workbook and Project Management (projection) spreadsheets are updated monthly during construction phase of major capital projects.
- Core competency training baseline established and rolled out to Project Managers including time schedule for completion.
- Project Manager core training baseline being tracked in annual reviews.
- Inspectors expected to complete one ICC certification per year. Tracked in annual review.
- Continuing education for license/certification renewal is being tracked.
- PMs mentored to develop areas of specialty.
- Unit regularly notified of available PMI classes and strongly encouraged to attend.
- Annual Customer and Stakeholder Survey conducted and results communicated to staff and VC BAS.
- AVC (or designee) meetings proposed with academic leadership.
- Website updated as needed and 'how to start a project' link updated.
• Utilize data points from survey to set benchmarks for PM performance/project success.
• Financial status in relation to approved budget at time of bid and project completion for formally bid projects available on website.
• Professional consistency among PMs is increased.
• Establish a phased process and supporting budget implementation of update to Campus Standards, including initiation of Phase 1 if funding available.