

SCFP SUBCOMMITTEE ON TWIN CITIES FACILITIES AND SUPPORT
SERVICES (STCFSS)
MINUTES OF MEETING
APRIL 19, 2005

[In these minutes: Approval of February 15, 2005 and March 22, 2005 Minutes, UMD Facilities Management Follow-Up Discussion, East River Road Garage Update]

[These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate or Twin Cities Assembly; none of the comments, conclusions or actions reported in these minutes represent the views of, nor are they binding on, the Senate or Assembly, the Administration or the Board of Regents.]

PRESENT: Calvin Alexander, chair, Elizabeth Anderson, Carrie Meyer, Dan Allen, Steve Fitzgerald, Laurie Scheich, Steve Spehn, Gary A. Davis, Gordon Girtz, Gary Jahn, Patrice Morrow, George Wilcox,

REGRETS: Richard Straumann, Peggy Johnson, Brian Horgan, Jennifer Hannaford

ABSENT: Lorelee Wederstrom, John Adams

GUESTS: University Services Vice President Kathy O'Brien, Capital Planning and Project Management Director of Development Mike Denny, Capital Planning and Project Management Project Manager Roger Wegner, Department of Civil Engineering Research Fellow/Interim Consultant Paul Bergson

I). Professor Alexander called the meeting to order.

II). The Committee unanimously approved the February 15, 2005 and March 22, 2005 minutes.

III). Professor Alexander noted that after last month's meeting, committee member Professor Patrice Morrow jotted down her thoughts on the information shared by UMD Facilities Management representatives John King and John Rashid and UMD Vice Chancellor for Finance and Operations Greg Fox. Professor Alexander suggested these notes be used as a starting point for drafting a resolution.

Vice President O'Brien acknowledged differences between the UMD and UMTC design methodology and project management models. She stated that in the Twin Cities, the University struggles with how much day-to-day inspection should occur on a particular project. Under the current model, Twin Cities project managers do not have as much oversight on projects as UMD nor as they did prior to the early 1990's University Services reorganization. Capital Planning and Project Management (CPPM), however, is in the process of changing this and will be carrying out more thorough oversight of its projects. While CPPM is a systemwide function, UMD is distinctly different. John

Rashid, UMD's manager of design/owner's representative, operates very autonomously thereby making the UMD model more independent than the rest of CPPM.

Vice President O'Brien reported that CPPM is considering conducting post-occupancy surveys of building occupants in an attempt to learn how to make buildings more serviceable. Professor Alexander expressed delight that post-occupancy surveys are being discussed and asked whether the results would be public and shared with building occupants. Vice President O'Brien foresees the survey results being shared with those operating and utilizing the building.

Professor Alexander stated that while much of today's discussion has been in the future tense in terms of changes that are being considered, the committee is interested in knowing whether the University has learned from its past mistakes as they relate to design methodology and project management. Vice President O'Brien suggested the committee invite Dean Rosenstone and the former chair of the art program to talk about their positive experiences with CPPM and Facilities Management (FM). She urged the committee to bear in mind that the continuous improvement efforts on the part of CPPM and FM are multi-faced, involving many steps, which require time to implement and see the results. Additionally, a CPPM workbook is being drafted, which is meant to demonstrate that while there are many areas for improvement, strides are being taken to make these improvements a reality. Once completed this workbook can be shared with the committee.

A member requested Vice President O'Brien to comment on what steps she believes have been taken to make the Translational Research Facility (TRF) a success as compared to the Molecular and Cell Biology Building (MCB), which has its share of problems. She noted that TRF had a project committee, which met monthly to address issues related to the design and construction phase of the project from conceptualization through ribbon cutting. Other factors she believes that have played a role in the success of TRF include:

- A clearer focus on what the building would be used for.
- A University owner's rep overseeing the project versus an outside owner's rep.

It was suggested that the TRF project be used as an example of how to design and manage a project. Other members noted that they have witnessed improvements to the CPPM/FM process over the past few years.

IV). Professor Alexander welcomed CPPM Director of Development Mike Denny and requested he update the committee in the status of the East River Road Garage (ERRG). Before providing the update, Mr. Denny introduced his colleagues CPPM Project Manager Roger Wegner and Department of Civil Engineering Research Fellow/Interim Consultant Paul Bergson. To begin, Mr. Denny emphasized that CPPM inherited the ERRG problems and added that it is always more difficult to fix problems after the fact. ERRG was built into a rock enclosure that naturally leaks water. In the winter, the water freezes and creates huge ice formations, which project out into the ramp. These ice

formations have the potential to create structural problems for the ramp. As a result, CPPM needs to solve the water infiltration and other related problems associated with the garage.

To date, as a test strategy, a temporary poly/plastic enclosure was erected and heat was pumped in to prevent ice from forming. This test strategy worked well. A report received in February 2005 estimated the cost to stabilize the rock, build a permanent enclosure and install a permanent heating source. CPPM has received funding to proceed with the rock stabilization portion of this project, but will need to wait until the next fiscal year to move forward with hiring a design/build firm to formulate a solution for the permanent wall and heating source. The material for the permanent wall is under investigation.

Comments/questions from members included:

- How is the rock water is being handled? It was noted that currently a concrete trough at the bottom of the limestone and corrugated metal pipes above move the water. There are plans, however, to remove the corrugated pipes due to their grade and install PVC pipe extensions to the concrete trough.
- Do deposit build-ups occur in the trough? Yes, some small pieces of rock fall into the trough. The rock stabilization process will include removing some of the larger rock baskets (smaller rock baskets will be left in place) and then using rock bolts and/or concrete to stabilize the rock.
- Were water problems ever mentioned/discussed in the pre-design phase of ERRG based on its proximity to the Mississippi River and high water tables in the area? Was the University aware that there were problems during the course of the project? Vice President O'Brien noted that ERRG is part of the south mall project, which was managed by the same outside owner's rep as MCB, Armlin North Associates. In her opinion, FM was understaffed/under-resourced during the management of this and other projects in the 2000/2001 timeframe. Based on Vice President O'Brien's investigation shortly after she assumed her position two and a half years ago, FM was aware of the problems with ERRG, and while there was quite a bit of discussion on how to handle it, a decision was made to do nothing as a way to save money. Naturally, dealing with problems during the design/construction phase of the project would have been the prudent course of action to take. Typically the University would try to recover damages in a situation like this through errors and omissions insurance, but the way the contract was written in this instance the University was precluded from doing so.
- When was the last time the University recovered damages via errors and omissions insurance? Mr. Denny replied that the University regularly recovers damages via errors and omissions insurance claims. The Ridder Arena and Tennis Facility and the Cargill Building are two examples where damages were recovered.

- In evaluating possible solutions to the ERRG problems, please explain why the de-watering solution is not being explored? A de-watering well/wells would not remove all the water and additionally it is not cost effective. Many engineers have given their support to the proposed solution by ERRG, which includes stabilizing the rock, erecting a permanent enclosure and installing a permanent heating source. It is CPPM's intent to address the ERRG problems incrementally.
- Was ERRG built on the same site as the former ramp that occupied this location? Vice President O'Brien noted that the current ramp required additional excavation into the rock face and needed to be dug further down. She added that the former ramp also had water and mold problems. Vice President O'Brien stated that she has the delegation of authority from the President and the Board of Regents to make decisions about correcting physical asset problems, and, therefore, she is ultimately accountable for any decisions that are made. She is responsible for making sure that all University assets are stable, useable and safe. In this instance, she believes a gradual approach is the best way to correct the problems in the garage. If this approach proves unsuccessful, additional intervention and costs would be allocated. There are significant costs associated with the installation of wells, far in excess of the first stage of installing the membrane and heat source. Vice President O'Brien stated that there is water everywhere on this campus.
- Does the University know where the water is on campus in order to avoid construction problems involving water? Vice President O'Brien stated that she allocated \$50,000 in last year's budget for a hydrological study, which has not yet been conducted. Environmental Health and Safety has been asked to conduct this study. In Vice President O'Brien's opinion, it is important to solve problems in an efficient, cost effective way while monitoring the results.
- What is the estimated cost to correct the problems associated with ERRG? Mr. Denny stated that \$1.5 million has been budgeted to correct ERRG's problems, which includes all expenditures to date. Professor Alexander recapped that the decision to ignore ERRG's problems cost the University \$1.5 million. He added that he is struggling with CPPM's decision to correct the garage's problems incrementally by spending a little money now and a little money later. Historically, this approach has not been successful because it creates an abyss that the University continues to throw money into while never getting at the root cause. Professor Alexander stated that the problem is how to prevent the water from entering the garage rather than how to prevent ice walls from forming. CPPM is not addressing this problem based on its proposed solution. CPPM reps respectfully disagreed with Professor Alexander and defended their incremental approach to correcting ERRG's problems.

- Professor Alexander noted that only two options have been discussed related to resolving ERRG's problems:
 1. Stabilizing the rock and constructing a membrane with a heat source to prevent ice from forming.
 2. Installation of a well/wells.

However, a third option should be considered and this involves learning how to manage the underground water issue on the entire campus.
- How much would it cost to solve the ground water problems on campus? Professor Alexander stated this is unknown because no study has been conducted. This is a sustainable campus issue and should be addressed as such. Rather than continuing to be reactive the University should look to the future when addressing its problems and be more proactive.
- How much would it cost to do a ground water study? A member suggested that the committee put forward a proposal that a ground water study be conducted. In the long run, if a solution to the ground water problem is uncovered it would save the University millions of dollars. According to Vice President O'Brien, whether or not the University learns how to manage its ground water problems in the future, does not alleviate the need to deal with current problems.
- Over the past 10 years a lot of information has been gathered regarding the ground water problem at the University. Additionally, despite the fact that \$50,000 has been earmarked to conduct a hydrological study, Environmental Health and Safety has not been given permission to hire staff to conduct this study. River Bend Commons is a perfect example where sound scientific data has been collected but is not being used in the implementation of solutions related to ground water problems.
- How much of the \$1.5 million estimated to correct the ERRG problems has been set aside to address the ground water problem? Six hundred thousand dollars from the remaining fund balance was earmarked to address this problem.
- How much consultation was done with this committee and other University resources around the ERRG problems? Mr. Denny noted that CPPM consulted with a variety of constituencies about this issue, but not specifically STCFSS. Professor Alexander noted that it would be nice to have STCFSS involved in these issues from the onset as opposed to simply receiving periodic reports. Mr. Denny admitted not being particularly clear about STCFSS's charge. He was given a copy.
- Who was responsible for planning and overseeing the contact zone between the garage and the wall against which it sits? Was it someone hired by the contractor or someone within the University? Mr. Denny stated he did not know as he inherited this problem. However, he noted that apparently several engineers cautioned the University about the potential problems associated with this project.

Vice President O'Brien stated that she believes in the value of governance not only in terms for reporting, but to uncover needs and problems within the community. She noted that it would be impossible for the University to operate if it had to consult on every decision that is made. Judgments are made everyday around what decisions require consultation. Regarding ERRG, CPPM will be more than happy to keep the committee updated. This is a matter where CPPM and STCFSS need to agree that they disagree about the best solution to ERRG's problems.

- A member observed and agrees with Professor Alexander that the University's administration is immune to its own knowledge. The University always looks outside for knowledge/information before they look inside because the academy is so amorphous. The administration does not consult with its own faculty experts often enough. Another member noted, however, that faculty expertise can be quite expensive. Vice President O'Brien stated faculty need to be accessible as operation decisions need to be made in real time. She noted that there are examples on the operations side where the administration (University Services) is working with faculty on various initiatives, however, more collaboration needs to take place.
- A member requested a copy of the CPPM workbook once it is complete. Vice President O'Brien noted that when she was charged with rebuilding and strengthening CPPM, best practices at other institutions were investigated. Stanford University has workbook, which the University plans to customize for its own use, which depicts three levels of detail in the project management process. There was a kick-off for this project in February 2005. Since the workbook is still being drafted, Vice President O'Brien agreed to share an executive summary of the Stanford workbook model to help the committee better understand this project.
- As follow-up to a comment made by a member that faculty consultants are often expensive, Professor Alexander queried Research Fellow/Interim Consultant Paul Bergson whether or not he was being paid for his time today. While Mr. Denny thought the question was odd, he noted that Mr. Bergson is paid for his consulting services, but not at an exorbitant rate.

Professor Alexander thanked today's guests for their participation in the meeting.

V). The last agenda item for today was to brainstorm agenda items for 2005 – 2006, however, in light of time this discussion was postponed. Professor Alexander acknowledged Vice President O'Brien's suggestions to look at two successful projects, TRF and the Regis Center for Art building.

VI). Hearing no further business, Professor Alexander adjourned the meeting.

Renee Dempsey

University Senate