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FOR
FACILITIES PLANNING AND CONSTRUCTION
COMMITTEE**

Committee Meeting: 8/6/2003
Westin La Cantera Resort Hotel, San Antonio
Board Meeting: 8/7/2003
U. T. Health Science Center - San Antonio

James Richard Huffines, Chairman
Rita C. Clements
Robert A. Estrada
Woody L. Hunt
A. W. "Dub" Riter, Jr.

	Committee Meeting	Board Meeting	Page
Welcome and Opening Remarks	<i>2:30-3:30 p.m.</i> <i>Chairman Huffines</i>		
1. U. T. System: Consideration of architecturally significant projects	Action <i>Mr. Sanders</i>	Not on Agenda	257
2. U. T. System: Office of Facilities Planning and Construction Risk Management Plan	Report <i>Mr. Sanders</i>	Not on Agenda	257
3. U. T. San Antonio: Campus Master Plan update	Report <i>Mr. Sanders</i> <i>President Romo</i>	Not on Agenda	282
4. U. T. Southwestern Medical Center - Dallas: Honoric naming of a wing of North Campus Phase 4 for W. A. "Tex" Moncrief, Jr.	Action <i>Mr. Sanders</i> <i>President Wildenthal</i>	Action	310
5. U. T. Tyler: Patriot Center - Approval of honorific name of facility and wing for Mrs. Louise (Herrington) Ornelas and Mrs. Jean Lancaster	Action <i>Mr. Sanders</i> <i>President Mabry</i>	Action	310
6. U. T. System: HUB Quarterly Report	Report <i>Mr. Sanders</i>	Report	311
Adjourn			

1. **U. T. System: Consideration of architecturally significant projects**

RECOMMENDATION

It is recommended that the Committee review the following projects scheduled for architectural selection for possible designation as architecturally significant per the Regents' Rules and Regulations, Part Two, Chapter VIII, Section 3, Subsection 3.3:

- **U. T. Arlington - Meadow Run Apartments Phase II**
Project Cost: \$10,572,000
Anticipated Delivery Method: Competitive Sealed Proposals
- **U. T. Austin – Biomedical Engineering Building**
Project Cost: \$25,000,000
Anticipated Delivery Method: Design Build
- **U. T. Dallas - Parking Garage 1**
Project Cost: \$8,000,000
Anticipated Delivery Method: Competitive Sealed Proposals
- **U. T. El Paso - New Bookstore**
Project Cost: \$4,950,000
Anticipated Delivery Method: Competitive Sealed Proposals
- **U. T. El Paso - Student Housing Phase II**
Project Cost: \$12,100,000
Anticipated Delivery Method: Construction Management at Risk
- **U. T. Southwestern Medical Center - Dallas - Biosafety Level Three Laboratory**
Project Cost: \$9,600,000
Anticipated Delivery Method: Competitive Sealed Proposals

2. **U. T. System: Office of Facilities Planning and Construction Risk Management Plan**

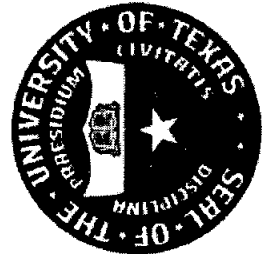
REPORT

Mr. Sid Sanders, Assistant Vice Chancellor for Facilities Planning and Construction, will provide an overview of the processes and procedures followed by the U. T. System Office of Facilities Planning and Construction to manage and mitigate the risks involved in the operations of a large capital construction program (Pages 258 - 281).

Risk Management

How does OFPC ensure Quality and that “we get what we pay for”

Office of Facilities Planning and Construction U. T. System Capital Project Delivery



**SIDNEY J. SANDERS – ASSISTANT VICE CHANCELLOR
FACILITIES PLANNING AND CONSTRUCTION
THE UNIVERSITY OF TEXAS SYSTEM**

OFPC's Mission and Vision

▪ **MISSION STATEMENT**

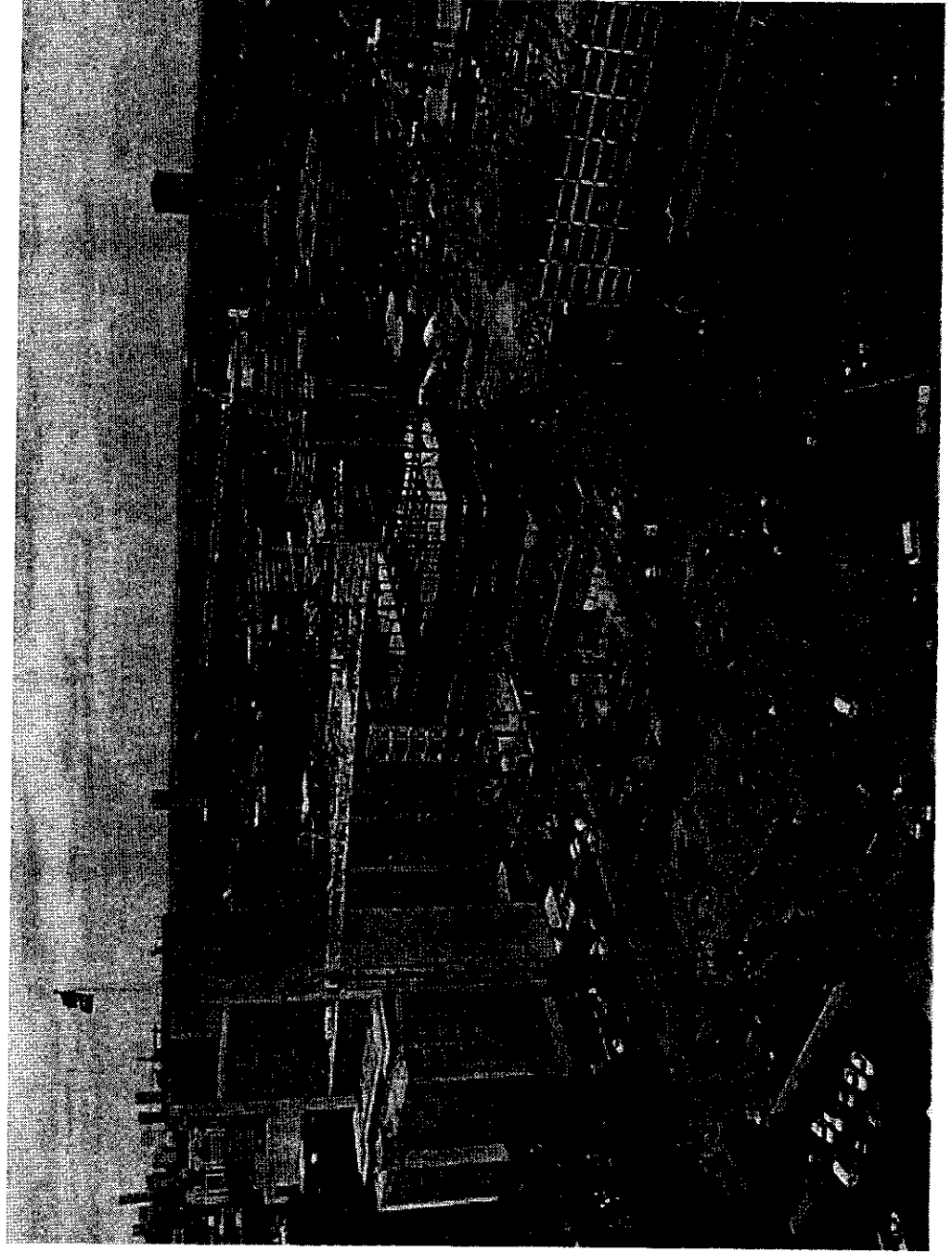
- *To provide the highest value facilities needed by the uniquely superior institutions of The University of Texas System*

▪ **VISION STATEMENT**

- *To be the benchmark of excellence for facilities planning and construction for public universities and academic health institutions.*

U.T. System OFPC

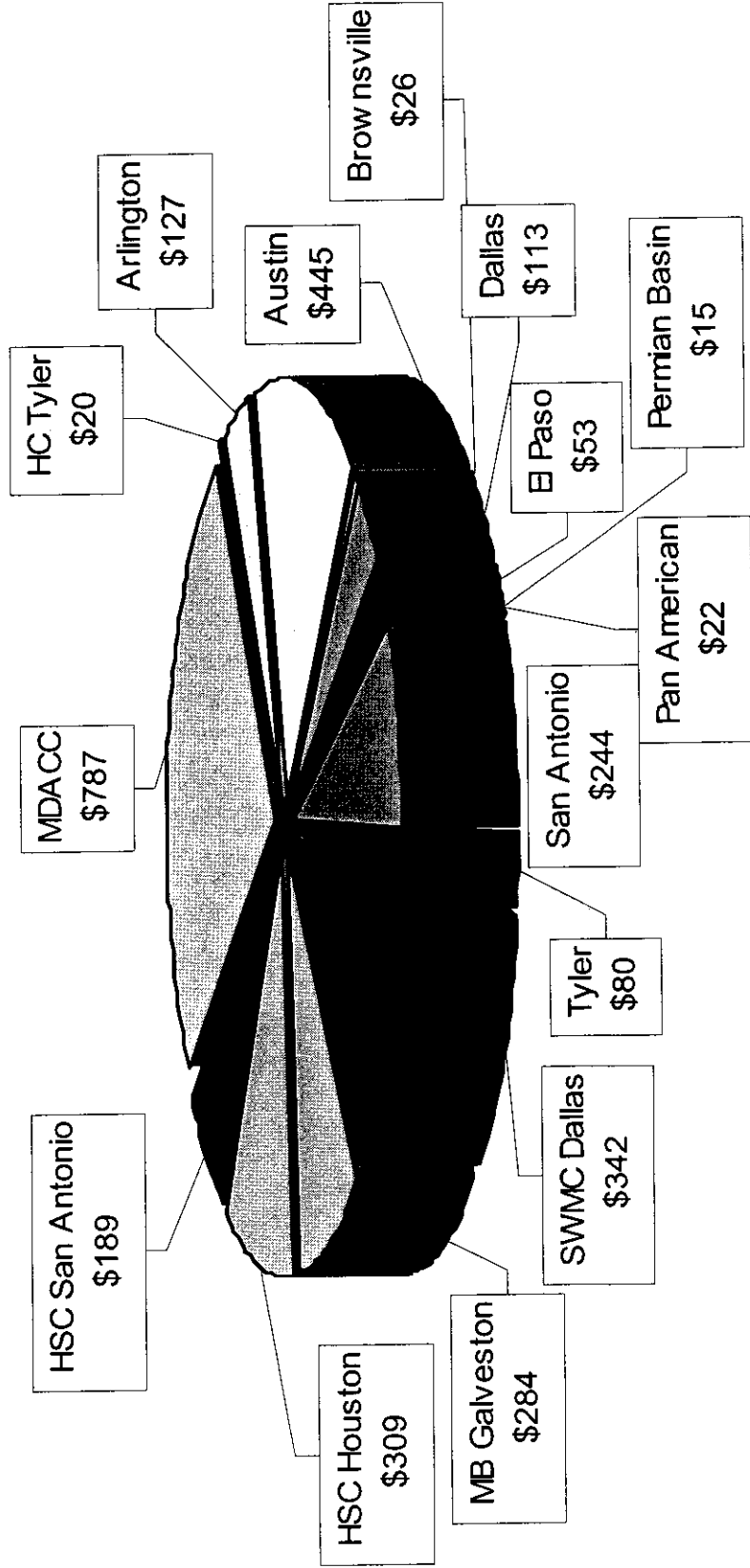
The Challenge



U.T. System OFPC

The Challenge

Active Projects: \$3.06 Billion
(\$ in millions)



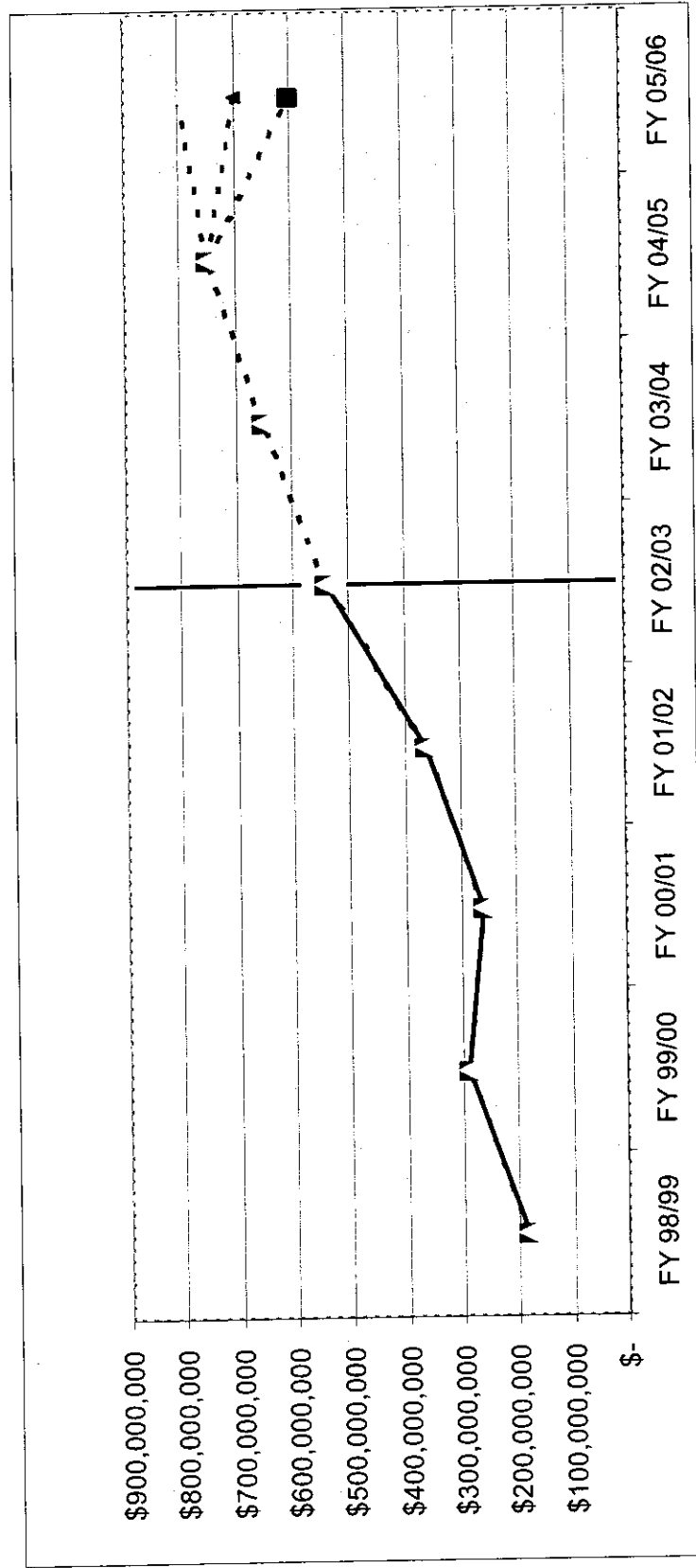
U.T. System OFPC The Challenge

Key Statistics for FY 02/03

- \$540 Million Total Expenditure
- 1,765 Payments Processed
- 12 A/E Selections Completed
- 19 Construction Contractors Selected
- 20 Construction Notices to Proceed Issued — \$568 Million
- 19 Project Substantial Completions — \$286 Million
- Approximately 90 Sets of Design Documents Reviewed

U.T. System OFPC The Challenge

Work Volume Trend



Dollars Processed Per Fiscal Year

U.T. System OFPC

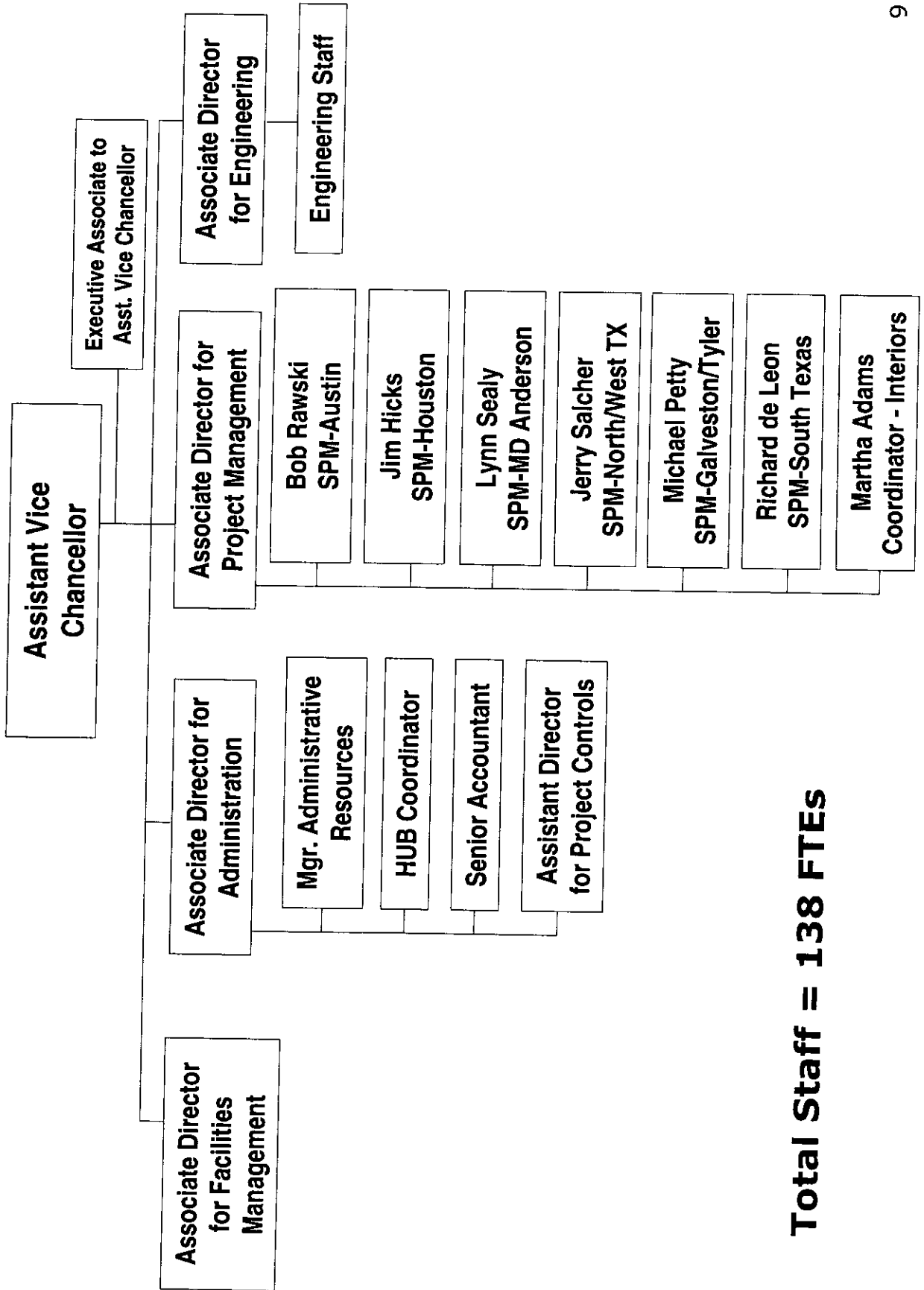
The Response: Risk Management

- Build a Quality Organization
- Employ Highly Skilled Personnel
- Establish Uniform Procedures
- Select High Quality Design & Construction Firms
- Continuously Monitor Processes with
Internal & External Process Audits
- Survey Customers and Vendors for Feedback

U.T. System OFPC Risk Management Process

- **Build a Quality Organization**
 - Project Management Group Focuses on Projects
 - Separate Administration Group Provides Logistical Support to Project Management
 - Separate Engineering Group Provides Technical Support to Project Management
 - Separate Project Controls Group Provides Process Controls, Procedures, and Monitoring

OFPC Organization



Total Staff = 138 FTEs

U.T. System OFPC Risk Management Process

Staffing Statistics

- 21 Senior Project Managers and Project Managers
 - Average 25 Years of Experience
- 10 Construction Managers
 - Average 28 Years of Experience
- 31 Construction Inspectors
 - Average 24 Years of Experience
- 9 Project Controls Specialists
 - Average 22 Years of Experience
- 9 Support Engineers and Specialists
 - Average 28 Years of Experience
- 6 Accounting Staff Positions
 - 2 CPAs

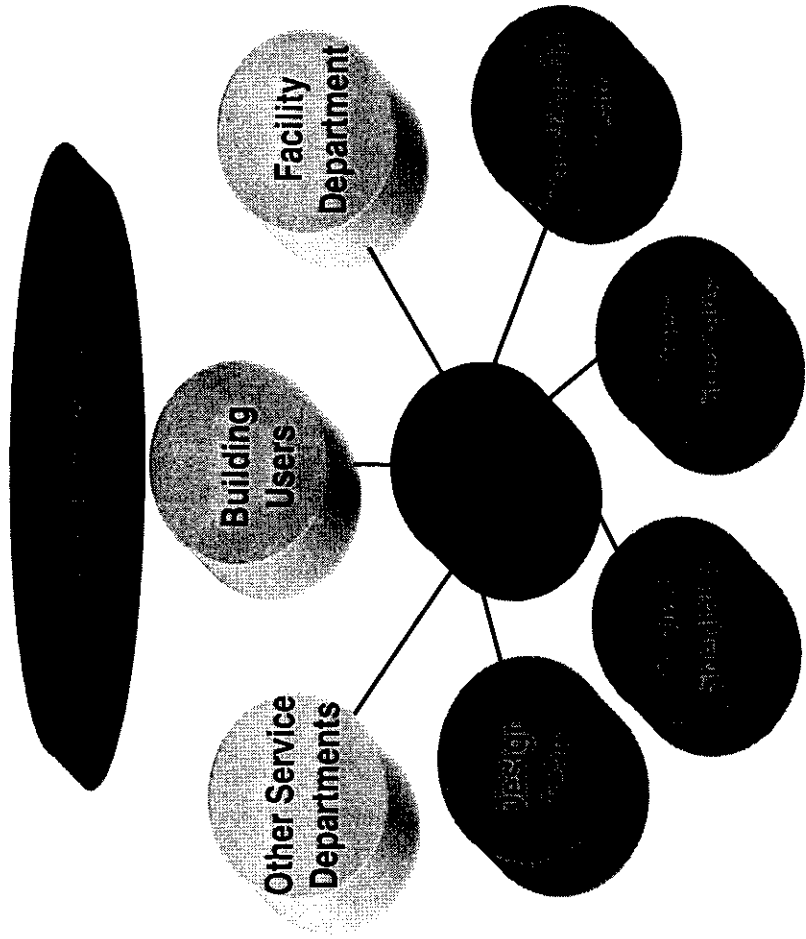
U.T. System OFPC Risk Management Process

OFPC Organization and Philosophy

- Organized around project delivery teams
- Teams have defined components that they serve
- Project delivery philosophy:
 - Provide project management from program development through warranty
 - Provide information throughout project
 - Integrate variety of project specialists

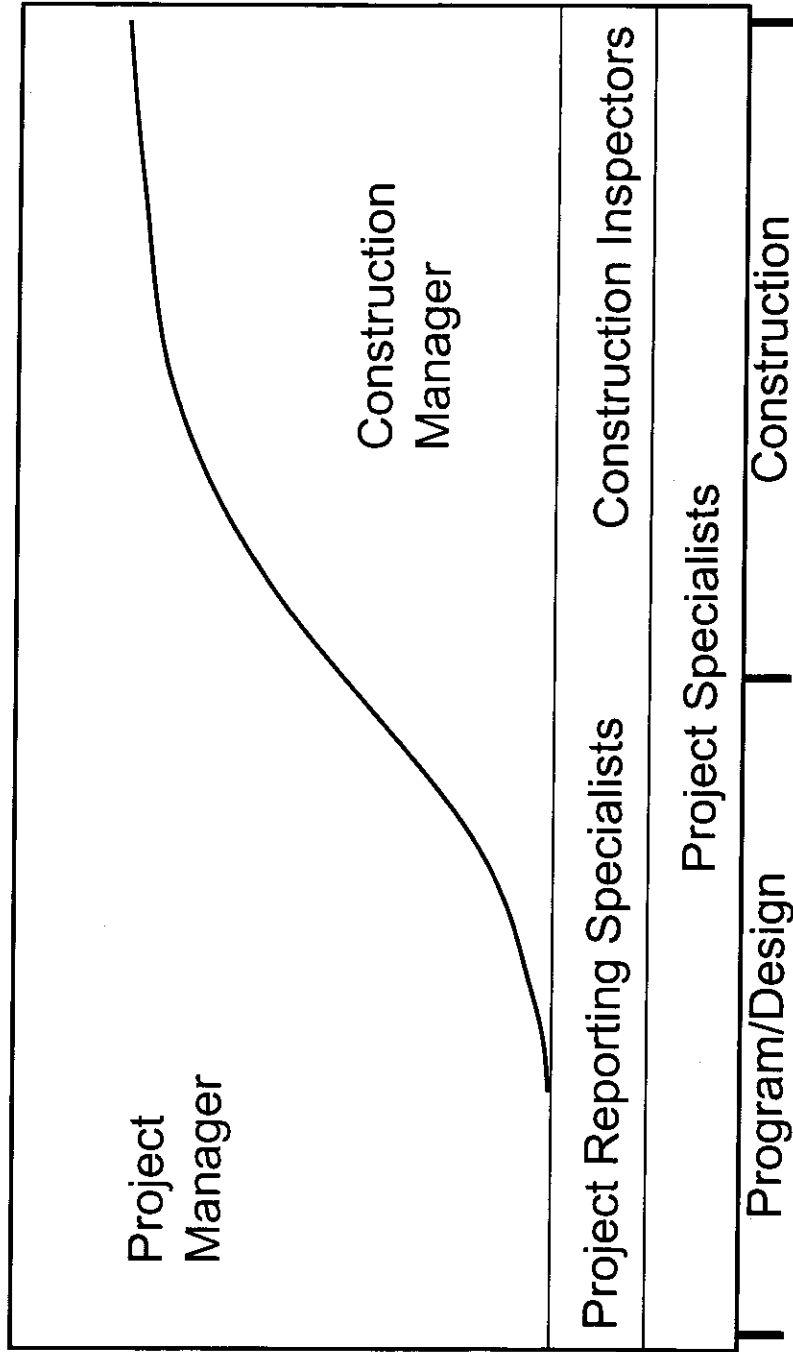
U.T. System OFPC Risk Management Process

OFPC Organization and Philosophy



U.T. System OFPC Risk Management Process

OFPC Organization and Philosophy



OFPC Staff
Involvement

Program
Begins

Construction
Starts

Substantial
Completion

U.T. System OFPC Risk Management Process

- Establish Uniform Procedures
 - Clearly Document Project Processes
 - Integrate Risk Mitigation & Monitoring Plan into Project Process
- Establish Standard Contractual Agreements
- Establish Standard RFQ & RFP Processes
- Establish Uniform Document Review Processes
- Establish Uniform Contract Administrative & Inspection Requirements
- Establish Uniform Payment Review & Approval Processes

U.T. System OFPC Risk Management Process

Documented Project Processes & Guidelines

- Promulgated and Maintained by Project Controls Group
 - Hard Copy & Web-based Document
- Delivery Process Incorporates OFPC Departmental Risk Plan
- Delivery Process Incorporates Monitoring and Control Check-Points
- Staff Training Seminar Conducted Two to Four Times Per Year

U.T. System OFPC Risk Management Process

Establish Standard Agreements

- **Written by U.T. System Office of General Counsel**
- **Proposed revisions are reviewed by OFPC
Contract Manager & Assistant Director for Project
Controls and approved only by U.T. System
Office of General Counsel prior to execution**

U.T. System OFPC Risk Management Process

Standard Request for Qualifications and Proposals (RFQ/P) Selection Process

- Selection committees are appointed by Assistant Vice Chancellor for Facilities Planning and Construction and component institution President with equal representation by OFPC and institution, based on technical and project experience
- Architect/Engineers are selected by "most qualified"; contractors are selected by "best value"

U.T. System OFPC Risk Management Process

Uniform Design and Construction Document Review

- Design Documents reviewed by OFPC Project Manager, OFPC Engineering and institution's technical representatives (Project Team)
- Design documents reviewed and approved by Project Team at predetermined design milestones
- Contractor submittals reviewed by Project Team for compliance with construction documents

U.T. System OFPC Risk Management Process

Uniform Contract Administrative and Inspection Requirements

- Material specific work-in-place inspections
- System specific commissioning requirements
- Pay applications and schedule of values
- Standard Project Schedule requirements with monthly updates
- Operation and maintenance manuals, warranties, user training, and close-out audits

U.T. System OFPC Risk Management Process

Uniform Payment Review and Payment Approval Process

- Pay requests reviewed and approved by on-site OFPC Construction Inspectors and Resident Construction Managers
- Pay requests reviewed and approved OFPC Contract Manager and Controls Accounting
- Pay requests reviewed and approved OFPC Accounting
- Pay requests approved OFPC Associate Director for Administration
- 5% Retainage is withheld on all Construction Contracts

U.T. System OFPC Risk Management Process

Project Controls Group: Internal Monitoring

- Provides continuous review, evaluation, recommendation and implementation of OFPC's core Project Delivery Processes
- Provides "problem specific" analysis and solutions as requested by Project Management
- Provides critical Project Delivery Processes and technical training to OFPC staff
- Provides OFPC Construction Inspector certification program

U.T. System OFPC Risk Management Process

U.T. System Audit Office: External Monitoring

- **Review of Compliance and Risk Management Plan**
- **Periodic sample of specific projects**
- **Conducts departmental surveys**
- **Provides business management consulting services**

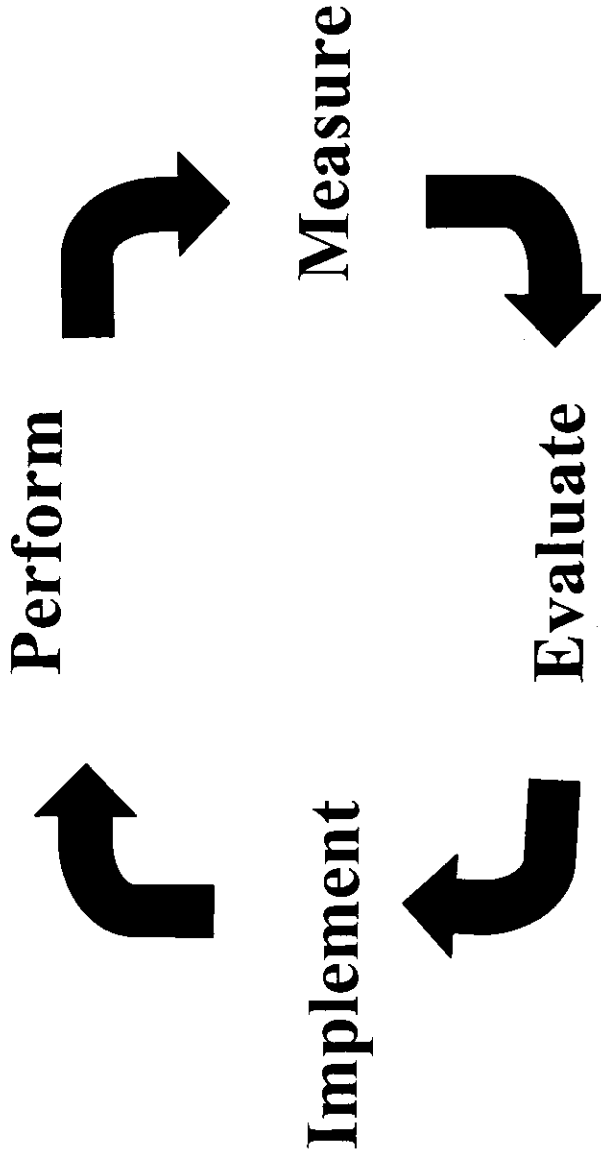
U.T. System OFPC Risk Management Process

Customer and Vendor Surveys

- Construction Contractors
- Prime Design Firms
- Component Campuses
 - High Level Executive Feed-back
 - Operational Level Feed-back

U.T. System OFPC Risk Management Process

Risk Management Processes are all designed to measure effectiveness, evaluate, and implement improvements.



3. **U. T. San Antonio: Campus Master Plan Update**

A presentation will be given by Mr. Sidney Sanders and President Romo concerning the Campus Master Plan Update at U. T. San Antonio.

REPORT

This is an information item to present the growth trends for U. T. San Antonio and the impact they have on the need for space.

The presentation will include recent and projected trends in general enrollment as well as identifying the specific disciplines undergoing the greatest growth and the need for specialized space.

Based on these trends, Mr. Sanders and Dr. Romo will also present proposed short-term and long-term strategies for developing facilities to accommodate the growth and the impact on the Campus Master Plan.

Committee Chairman Huffines and Vice-Chairman Clements requested this update to assist in the evaluation of proposed future facilities for the campus.

The presentation is included on Pages 283 - 309.

Master Plan Update

UTSA

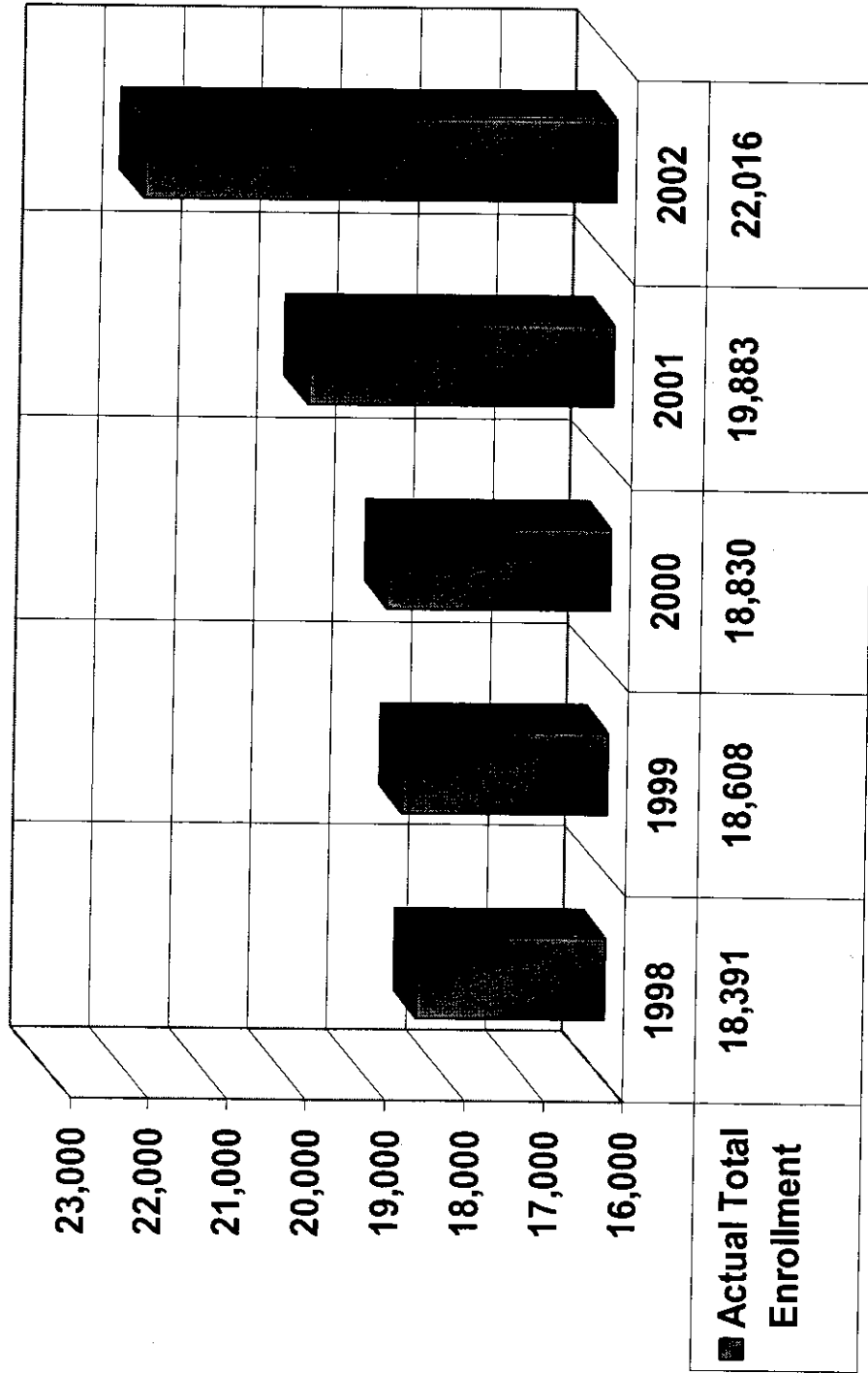
**University of Texas System
Board of Regents
Facilities Planning and Construction Committee Meeting
August 6, 2003**

MASTER PLAN UPDATE

- **TRENDS**
in Enrollment, Programs and Space
- **IMPACT**
on Growth and Space
- **STRATEGIES**
for Short-Term and Long-Term

TRENDS

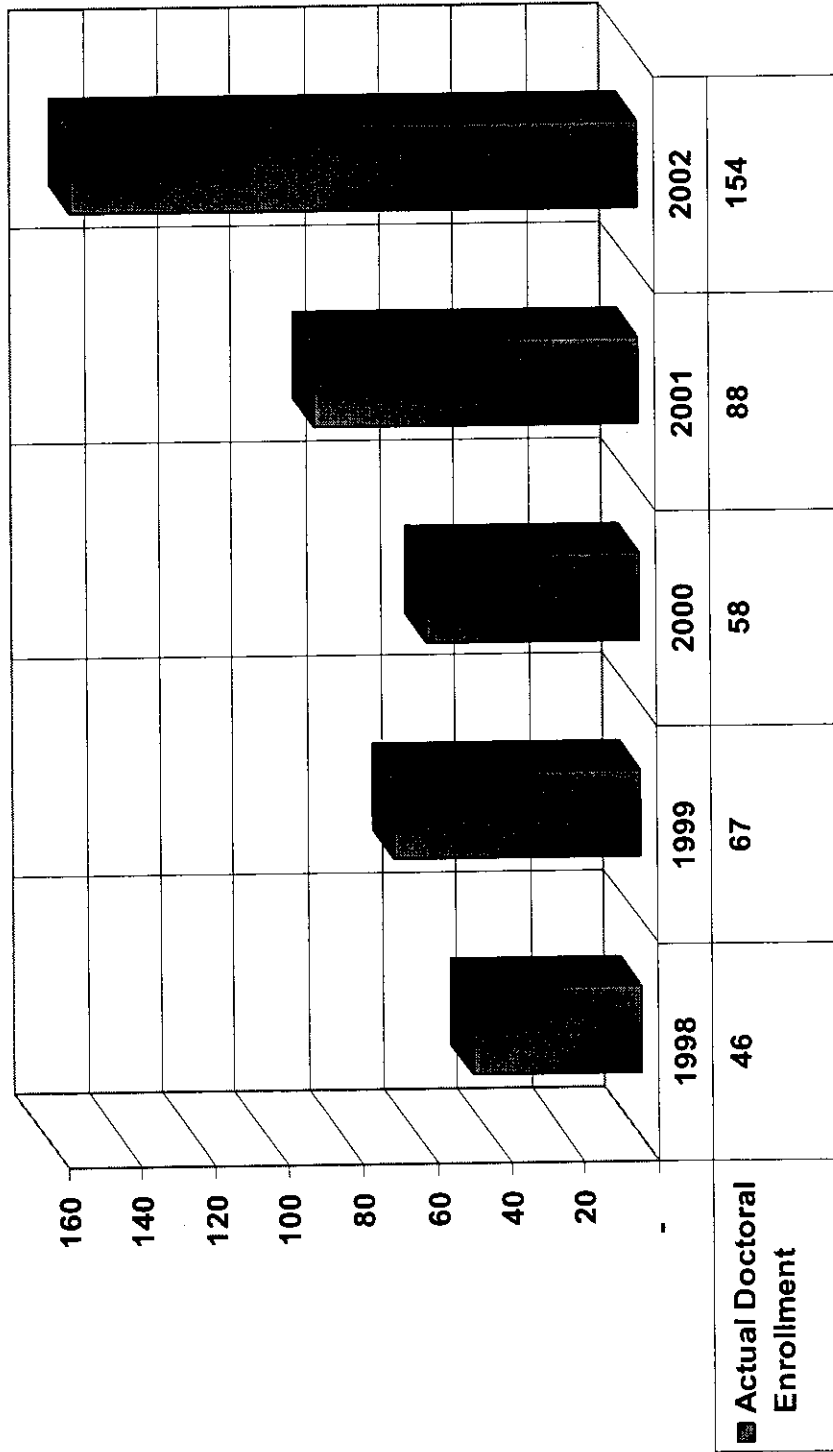
Actual Total Enrollment (1998-2002)



UTSA

TRENDS

Actual Doctoral Enrollment (1998-2002)



UTSA

TRENDS

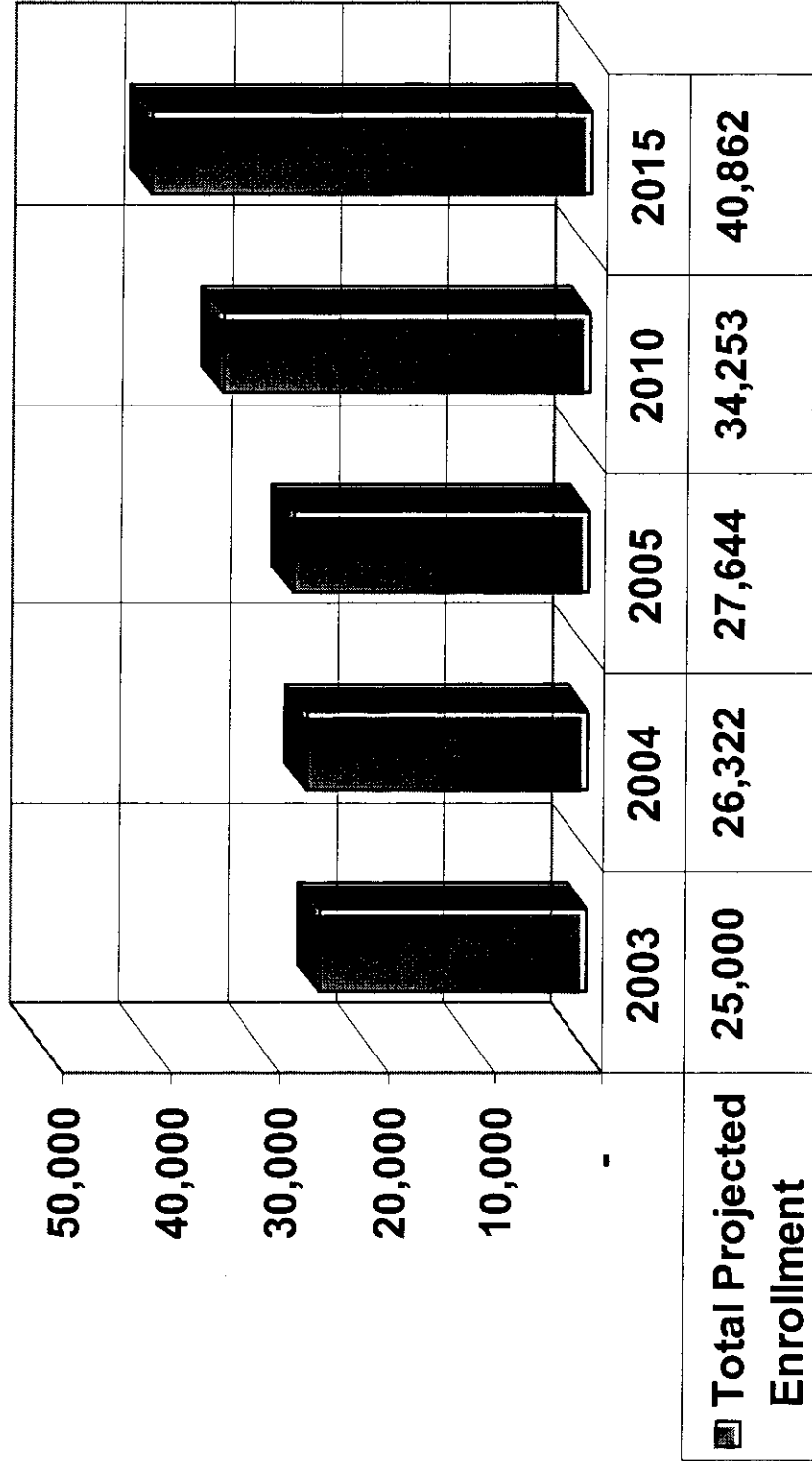
Student/Faculty Ratio - Comparative

INSTITUTION	1998	1999	2000	2001
UTSA	23.8	23.6	23.8	22.7
UT Arlington	16.9	17.2	17.9	18.5
UT Austin	17.8	18.4	18.9	18.8
UT Dallas	17.0	17.9	18.8	21.0
UT El Paso	17.7	17.9	17.8	17.9
All Texas Public Institutions Combined	17.9	17.9	17.8	17.9

UTSA

TRENDS

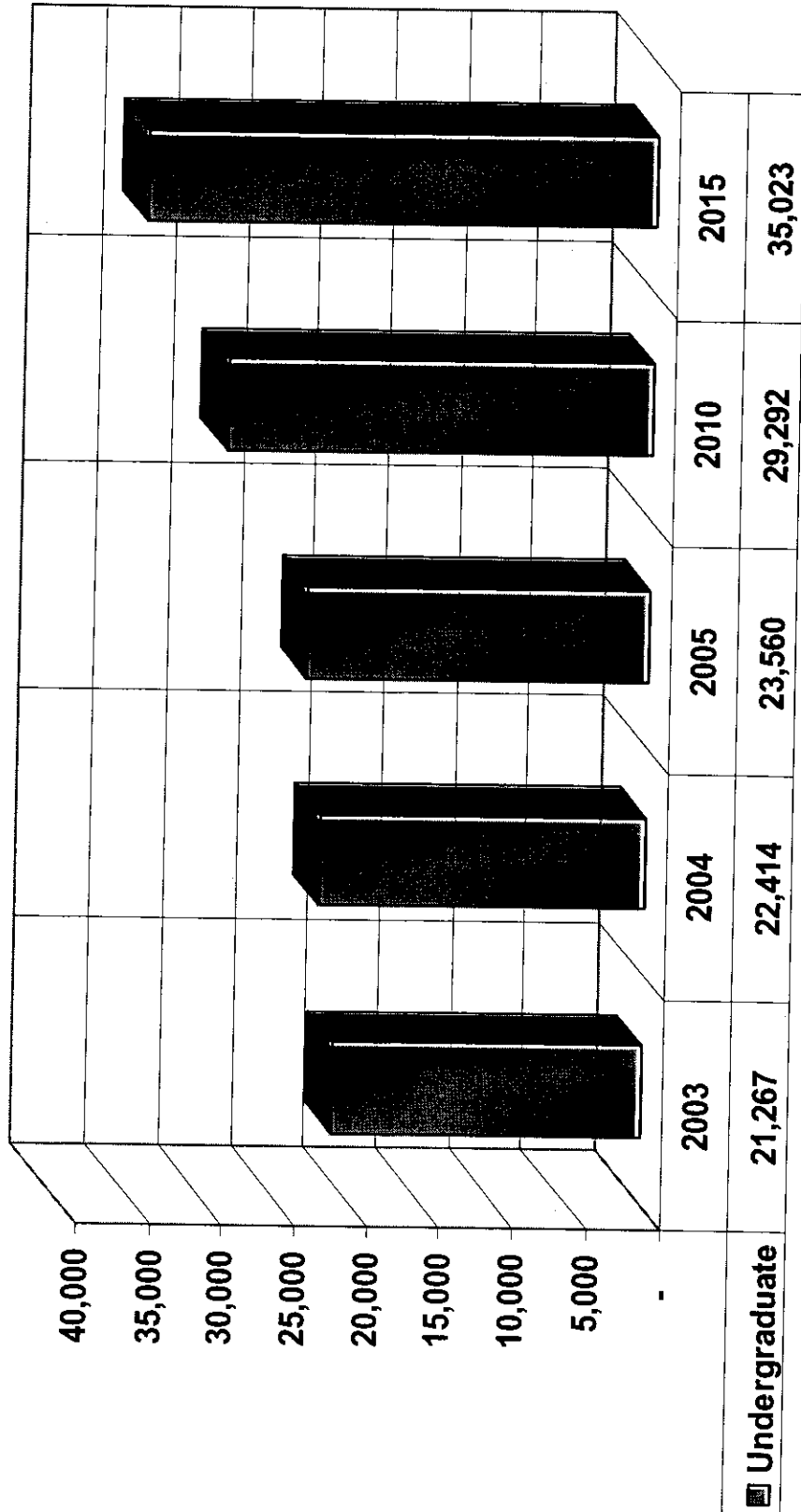
Total Projected Enrollment (2003-2015)



UTSA

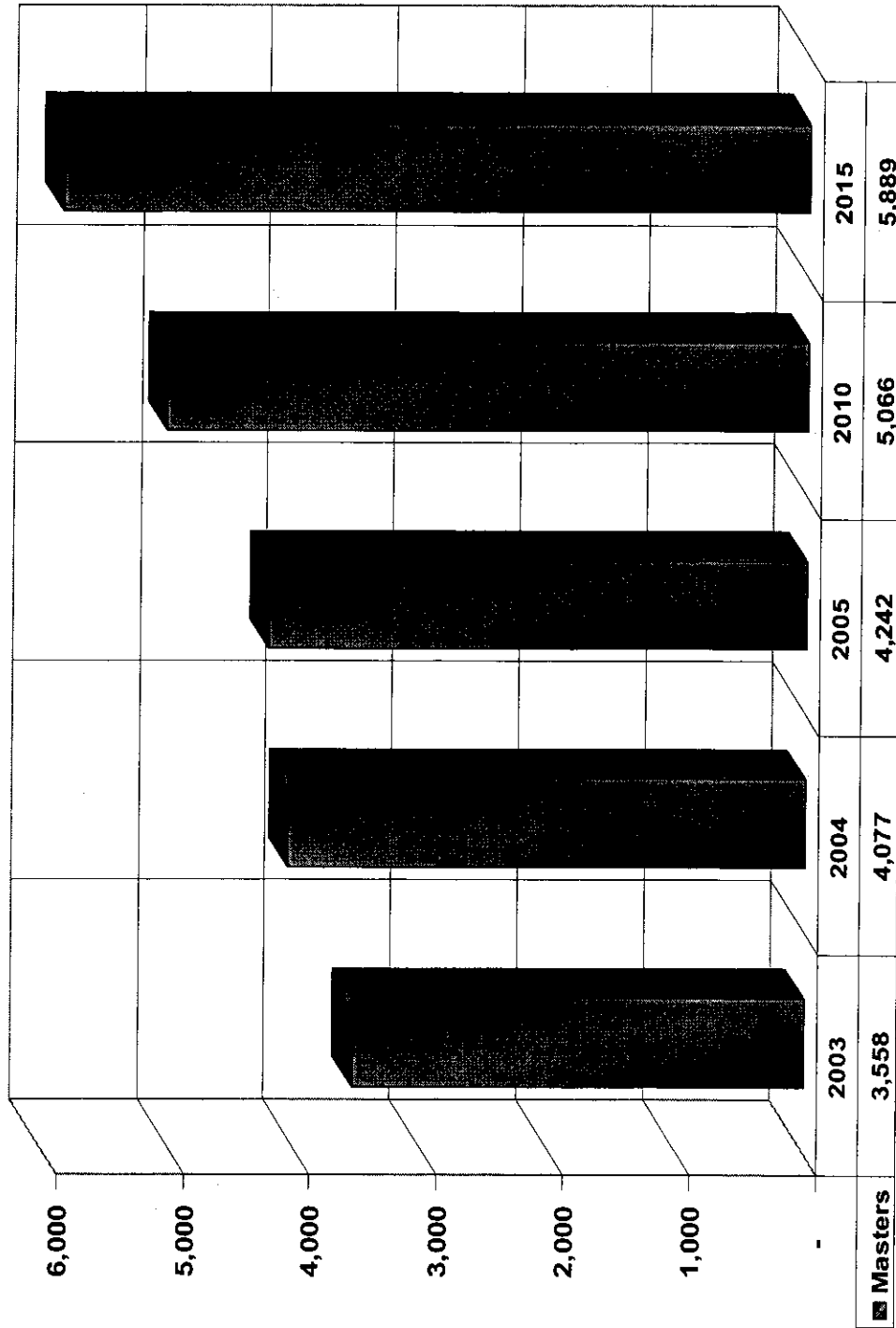
TRENDS

Projected Enrollment by Level - Undergraduate (2003-2015)



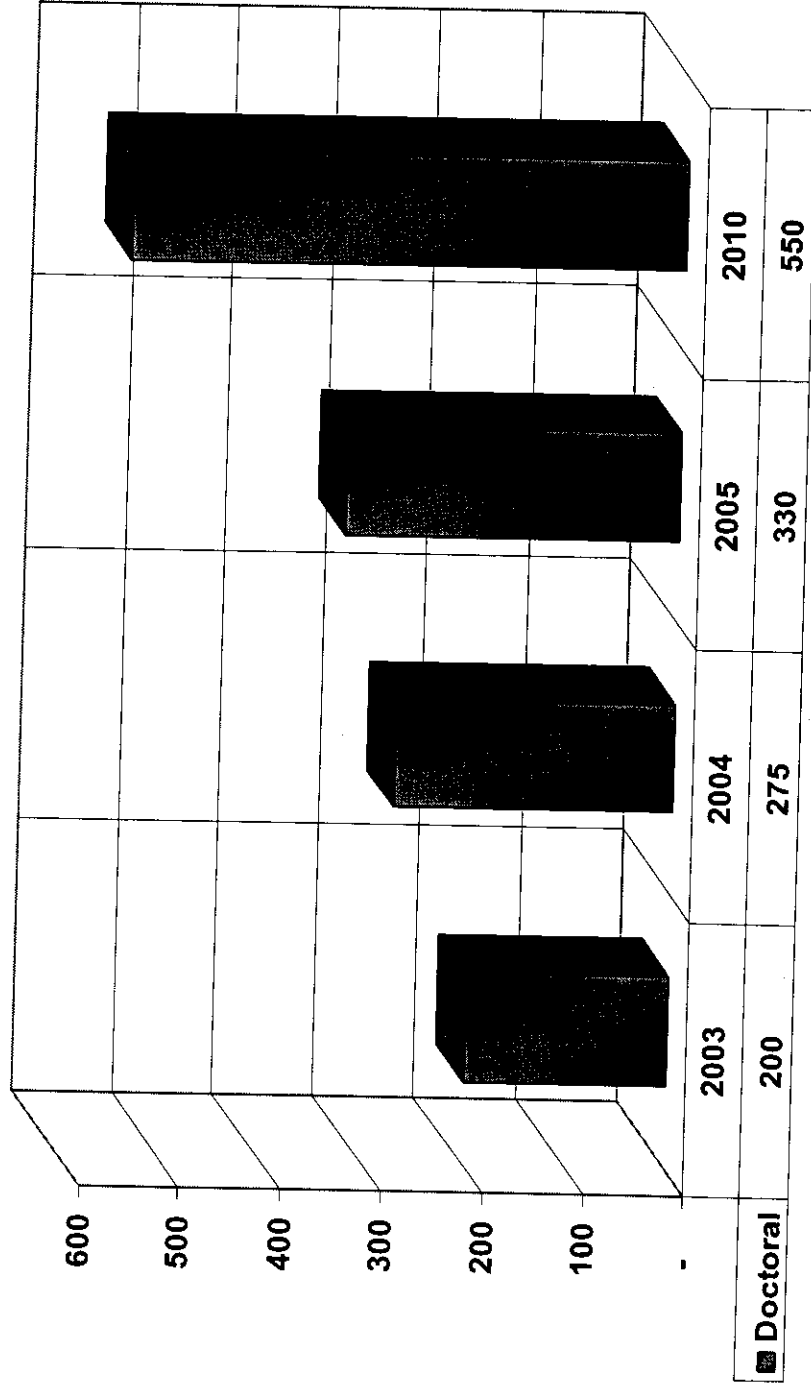
TRENDS

Projected Enrollment by Level – Masters (2003-2015)



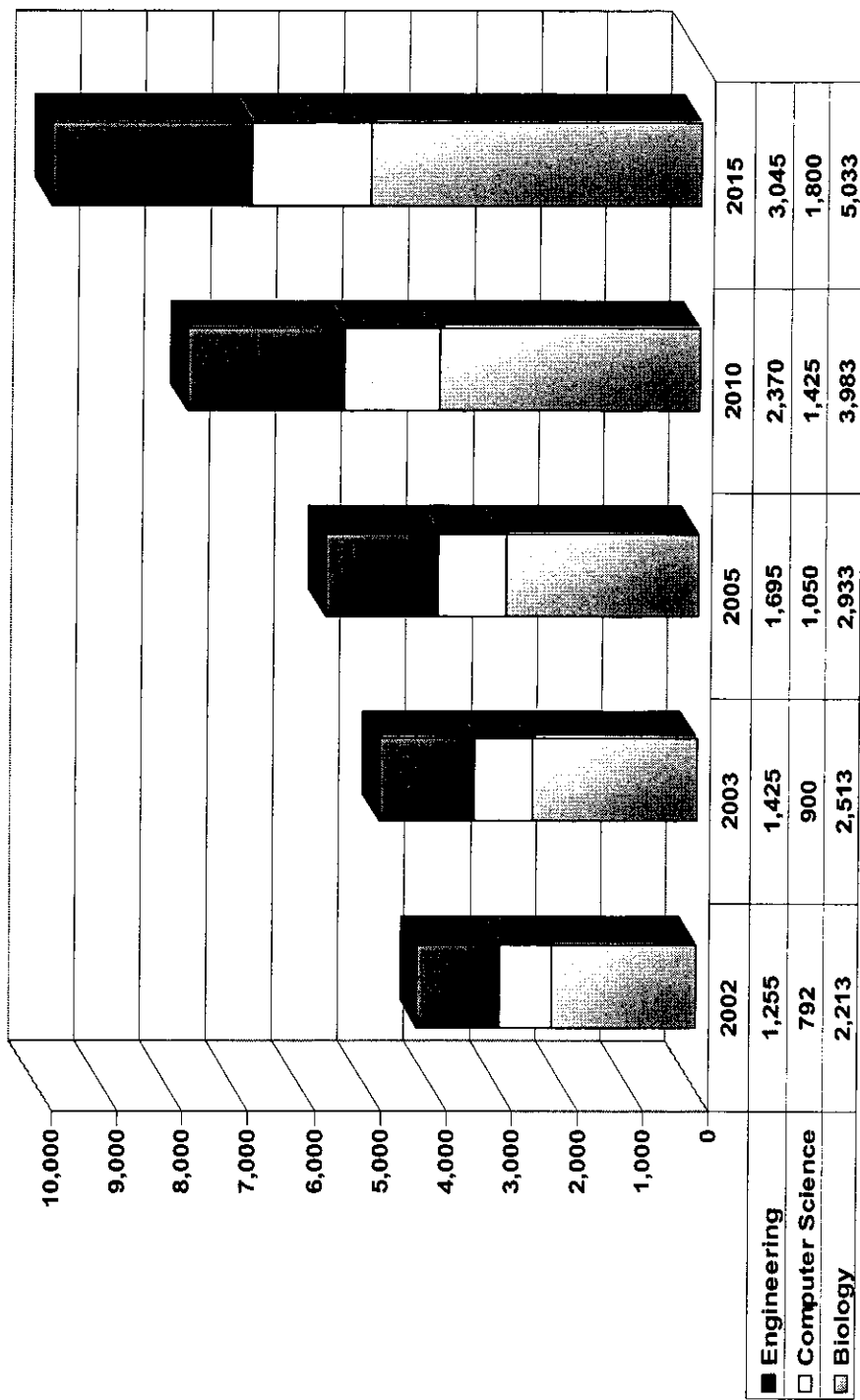
TRENDS

Projected Enrollment by Level - Doctoral (2003-2015)



TRENDS

Actual and Projected Enrollments Science and Engineering Disciplines – Laboratory Intensive (2003-2015)

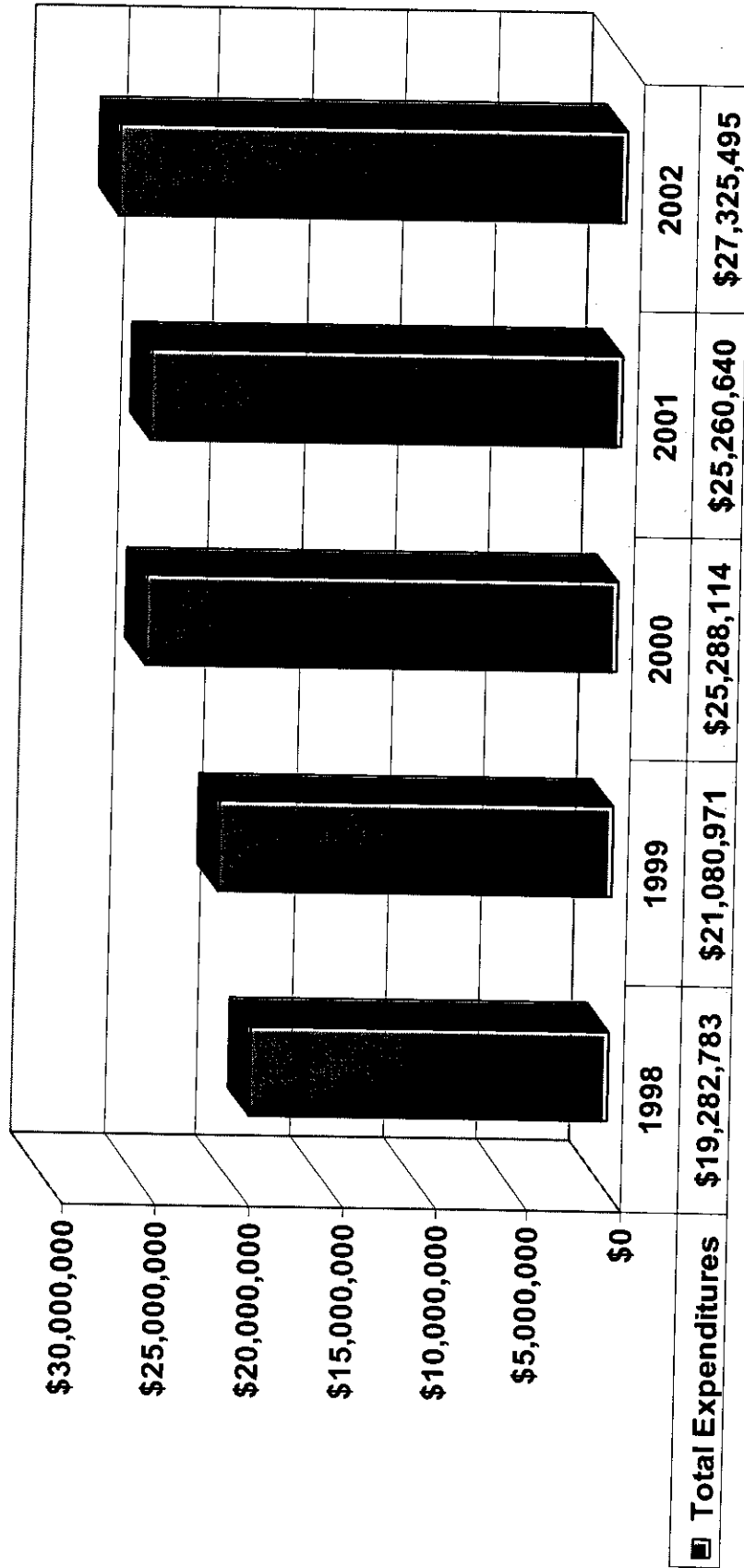


TOTAL	4,260	4,838	5,678	7,778	9,878
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TRENDS

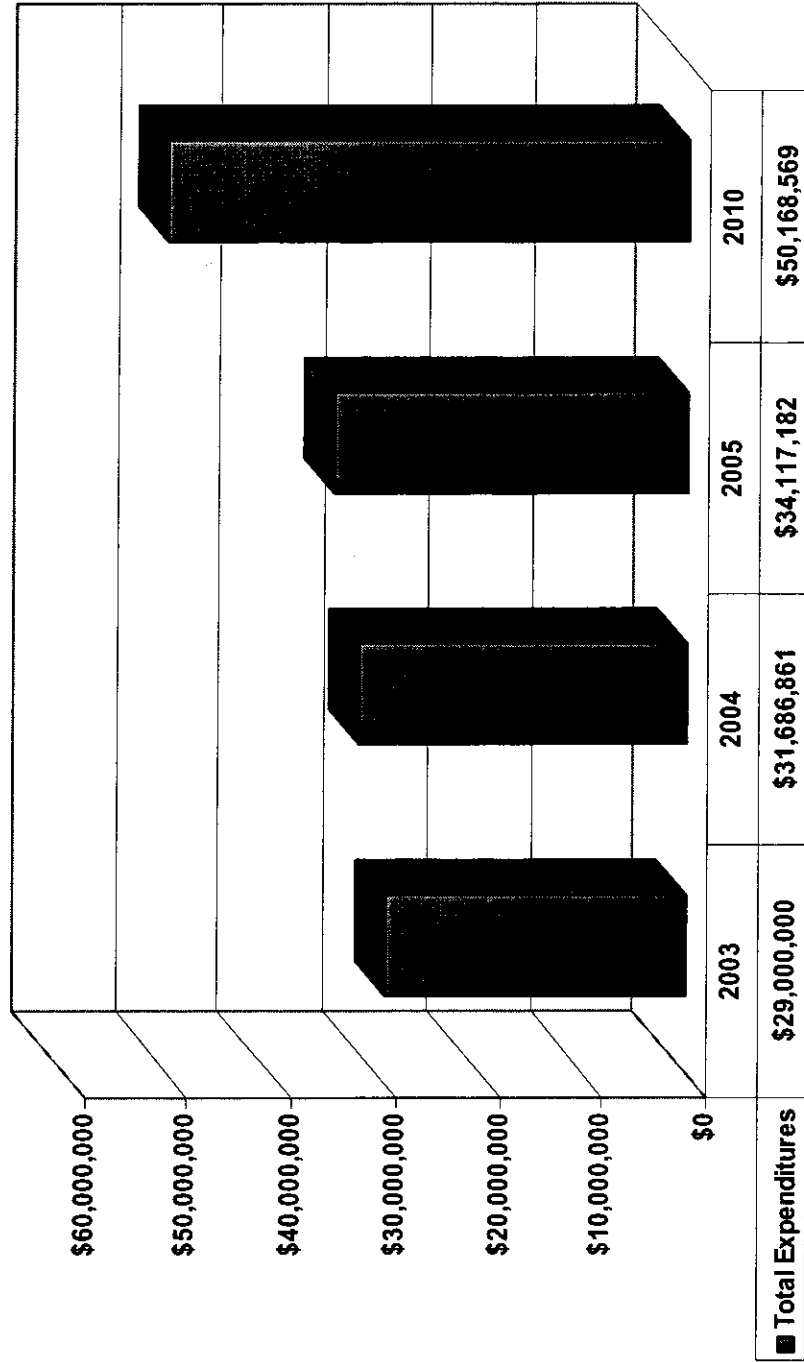
Total Expenditures for Research and Sponsored Programs (1998-2002)



UTSA

TRENDS

Projected Expenditures for Research and Sponsored Programs (2003-2010)



TRENDS

Projected Expenditures for Research and Sponsored Programs

▪ LIFE SCIENCES INSTITUTE

- ▶ UTSA and UTHSC-SA joint project to develop and jointly offer programs in the life sciences, including new masters and doctoral programs
- ▶ Institute will have potential to increase research expenditures 10-15% per year above projected research expenditures

TRENDS

**Average Weekly Hours of Space Use
Fall 2002**

- **CLASSROOM UTILIZATION**

In Fall 2002, UTSA was ranked *number one* amongst public universities with the highest hours (49.2) of classroom use per week. The THECB standard is 38.0 hours.

- **CLASS LABORATORY UTILIZATION**

UTSA also exceeded class lab utilization with an average of 31.0 hours per week. The THECB standard is 25.0 hours.

UTSA

TRENDS

Space Utilization – Comparative Fall 2002

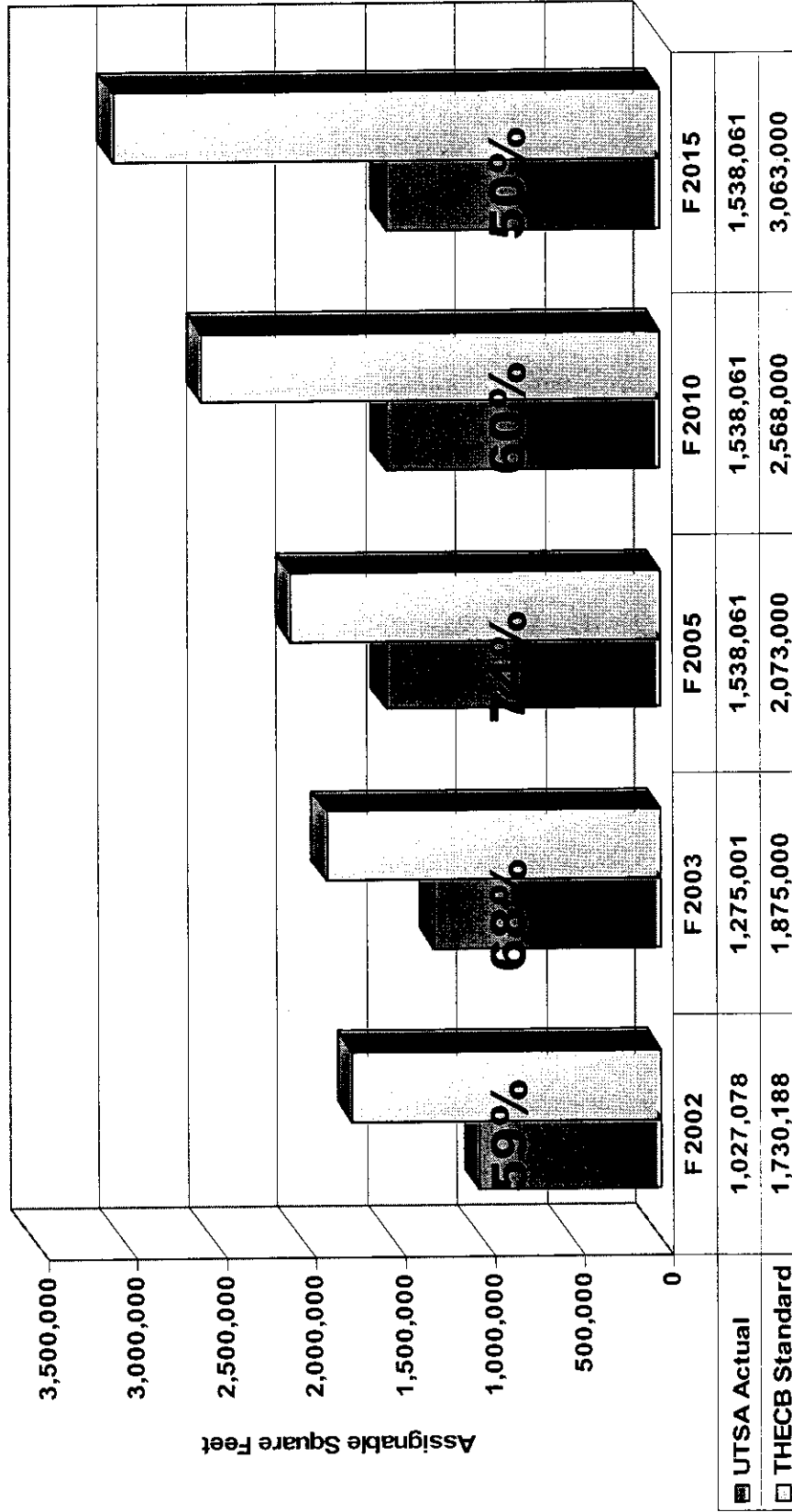
Fall 2002 THECB Rank	Institution	Fall 2002 Number of Classrooms	Fall 2002 Average Weekly Hours Used
1	UT San Antonio	102	49.2
10	UT Austin	430	39.6
	THECB Standard		38.0
18	UT Arlington	186	32.9
20	UT El Paso	139	32.6
27	UT Dallas	122	27.2

SOURCE: THECB Fall Student-Faculty Ratios, Texas Public Universities, 1997-2001 Report



TRENDS

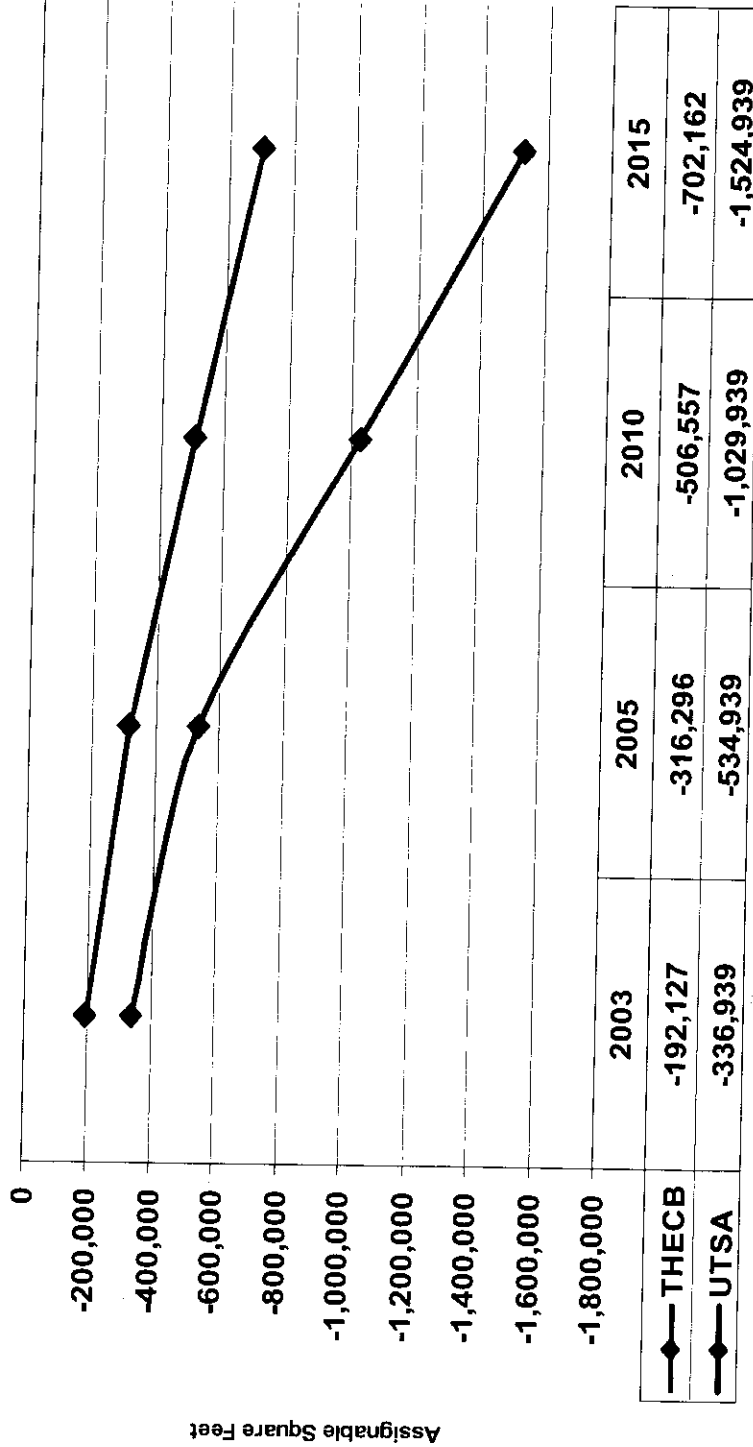
UTSA Actual Space Compared with Coordinating Board Standard



TRENDS

Calculated Projected Space Deficiency

THECB / UTSA



IMPACT OF ENROLLMENT GROWTH

- **FY 2003 to 2008**

To meet projected enrollment growth, UTSA must hire 250 new faculty within the next six years; 133 must be bench scientists

- **IMPACT**

Shortfall of research wet lab space

- **STRATEGY**

Bring on-line additional research wet lab space

UTSA

APPROVED SPACE

Current Building Projects – 1604 Campus

- **ACADEMIC III BUILDING**

On-line Fall 2004; only able to address pressing general classroom shortage; no research wet lab space included

- **BIOTECHNOLOGY, SCIENCE AND ENGINEERING BUILDING**

On-line Fall 2005; 42 research wet labs

LABORATORY SPACE DEFICIENCY

- IMPACT

Need: 133 wet labs through 2008

Available: 45 (Existing-Available; Biotech Bldg.)

Shortfall: 88 research wet labs by Fall 2008

New research grants may increase this shortfall.

- RESEARCH WET LAB SPACE

Needed in Science and Engineering programs:
Biology, Chemistry, Electrical Engineering and
Civil Engineering.

UTSA

LABORATORY SPACE DEFICIENCY OPTIONS

2003 - 2008

FALL	2003	2004	2005	2006	2007	2008
NEW FACULTY HIRES	8	25	25	25	25	25
Existing and Available	-3	-	-	-	-	-
Temporary Rental – (under consideration)	-	-12	-	-	-	-
1604 West Campus Research Park	-	-10	-10	-	-10	-
BioTech Building	-	-	-42	-	-	-
TRB Building (unfunded)	-	-	-	-	-	-42
SURPLUS/DEFICIT	-5	-8	19	-6	-21	-4

STRATEGY

Short-Term Options

1. RENTAL OF RESEARCH WET LAB SPACE

Advantages

- Can come on-line quickly – 12 labs by 12/2004
- Minimal capital investment

Disadvantages

- Access for faculty and students is off-site
- No facility ownership

UTSA

STRATEGY

Short-Term Options

2. ACQUIRE SAN ANTONIO SONY PLANT

Advantages

- 450,000 sq. ft. facility on 50-acre site with 20-30 potential engineering labs and equipment

Disadvantages

- Environmental issues; clean-up costs
- Access for faculty and students is off-campus – approximately 15 miles from UTSA
- New programs may drive need for more space
- Potentially cumbersome and lengthy acquisition process

UTSA

STRATEGY

Short-Term Options

3. DEVELOP 1604 WEST CAMPUS CAMPUS RESEARCH PARK

Advantages

- University ownership; preserves campus core real estate for more significant buildings
- Small size allows rapid construction and incremental development
- Three lab buildings exist at proposed location
- Economy in construction; infrastructure in place

Disadvantages

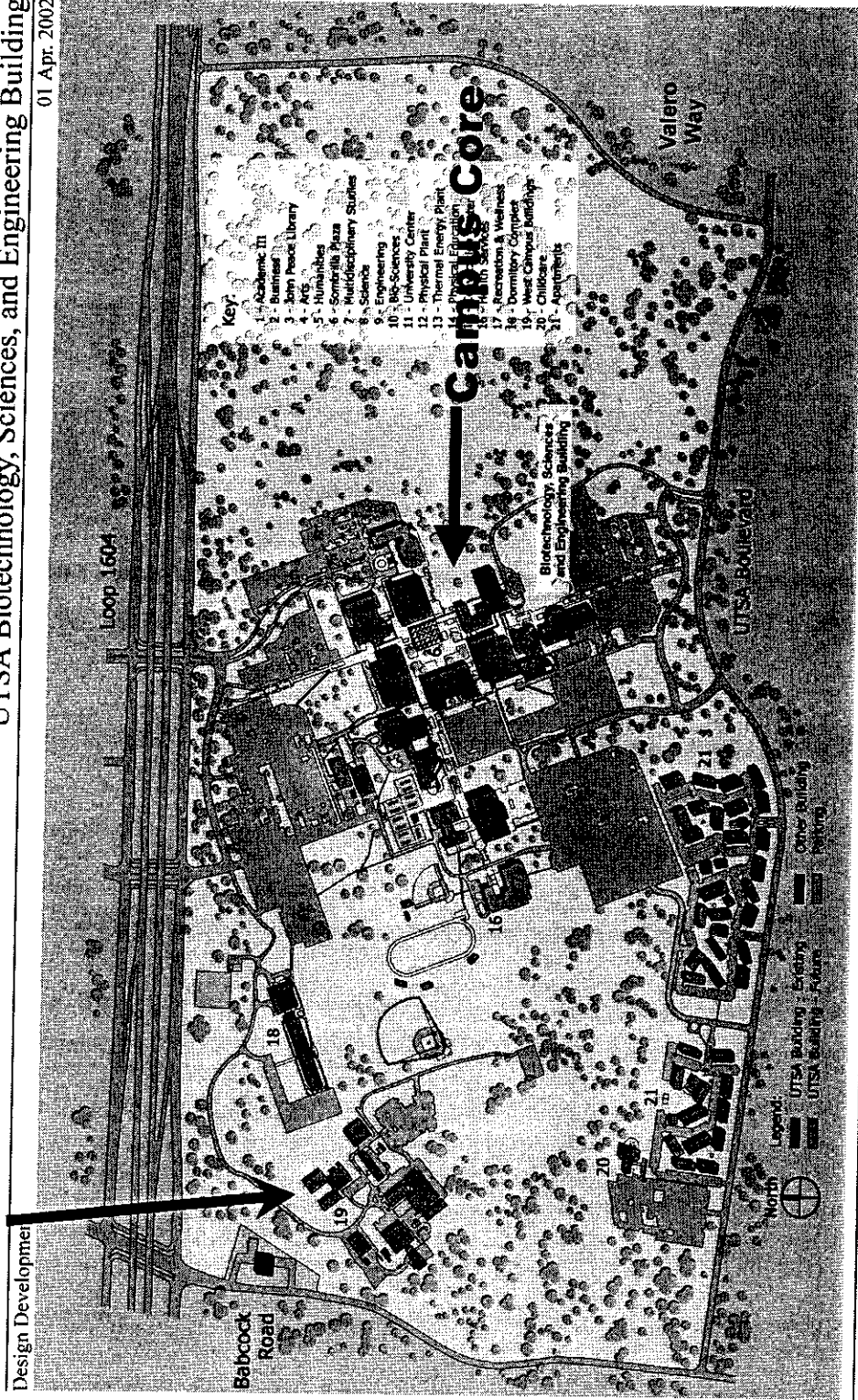
- Not pedestrian-friendly from campus core

UTSA

UTSA 1604 Existing Campus Site Plan

1604 West Campus Research Park

UTSA Biotechnology, Sciences, and Engineering Building
01 Apr. 2002



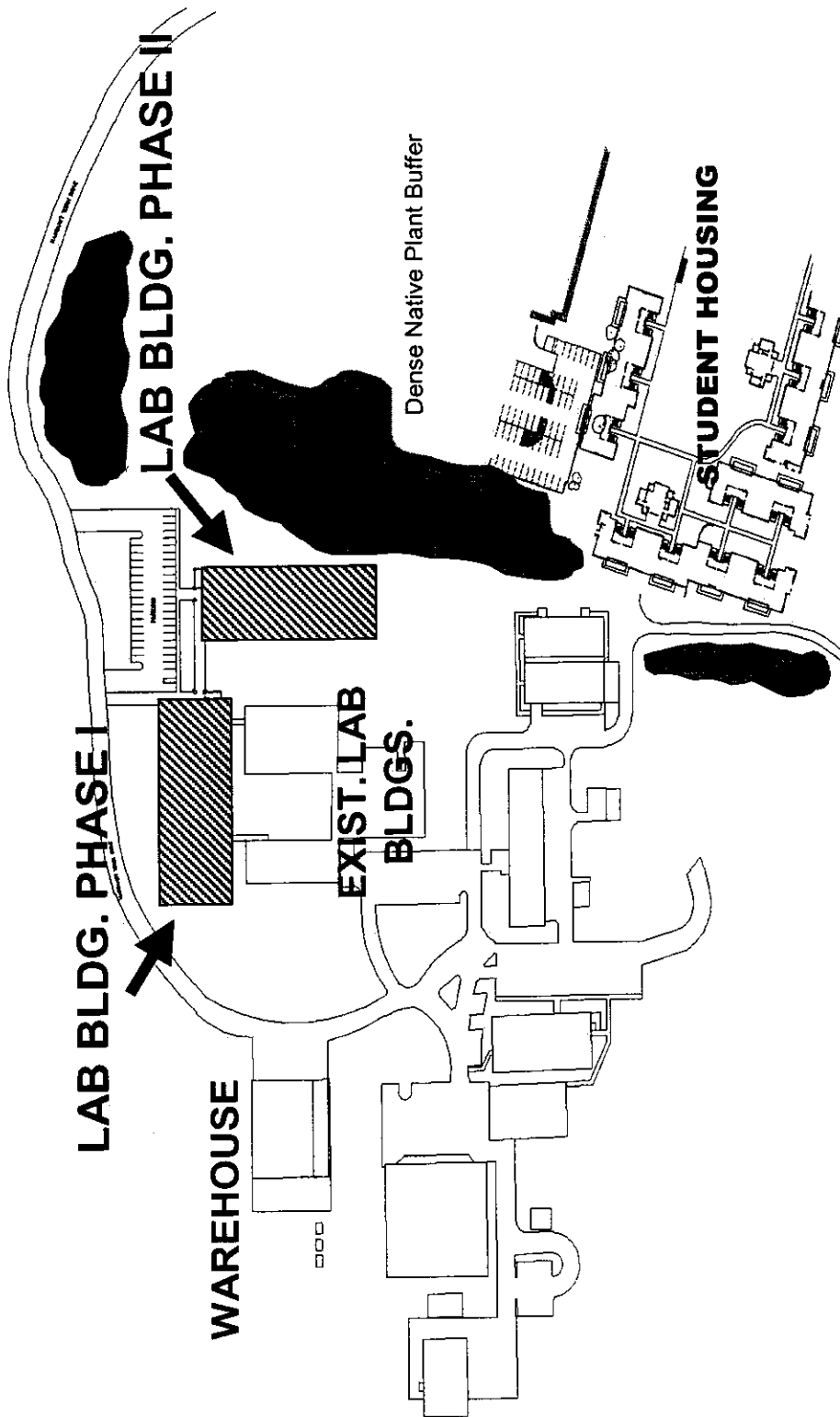
FKP Architects, Inc.



UTSA

STRATEGY

1604 West Campus Research Park



WEST CAMPUS SITE PLAN

UTSA

LONG-TERM STRATEGY

Major Research Science Building

CONSTRUCT A SCIENCE BUILDING – EAST ACADEMIC COMPLEX OF CAMPUS

- \$85 million – 225,000 gsf
 - ▶ Teaching and research labs
 - ▶ Student and faculty support facilities
 - ▶ Faculty and staff offices
- Schedule Options to Meet Demand
 - Occupancy Fall 2007 or Fall 2008

4. **U. T. Southwestern Medical Center - Dallas: Honorific Naming of a Wing of North Campus Phase 4 for W. A. "Tex" Moncrief, Jr.**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Business Affairs, the Executive Vice Chancellor for Health Affairs, the Vice Chancellor for Development and External Relations, and President Wildenthal that the U. T. Board of Regents approve the naming of a wing of the North Campus Phase 4 project at U. T. Southwestern Medical Center - Dallas as the Moncrief Radiation Oncology Center.

BACKGROUND INFORMATION

The Radiation Oncology Center is at the east end of the Seay Biomedical Building and integrated with other Cancer Center facilities. There are 35,000 gross square feet that include four treatment bays; state-of-the-art diagnostic, planning, and treatment equipment; research space for data analysis; and academic offices for faculty of the Department of Radiation Oncology.

The naming of the Moncrief Radiation Oncology Center to recognize the continuous commitment and the significant contribution of \$7,500,000 by former Regent W. A. "Tex" Moncrief, Jr., is consistent with the Regents' Rules and Regulations, Part Two, Chapter VIII, Section 1, Subsection 1.3 and institutional guidelines on the naming of facilities.

5. **U. T. Tyler: Patriot Center - Approval of Honorific Name of Facility and Wing for Mrs. Louise (Herrington) Ornelas and Mrs. Jean Lancaster**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, the Vice Chancellor for Development and External Relations, and President Mabry that the U. T. Board of Regents:

- a. Rename the existing Patriot Center as the Louise Herrington Patriot Center
- b. Rename the existing Jean Lancaster Health and Kinesiology Wing as the Jean Lancaster Academic Wing.

BACKGROUND INFORMATION

The Patriot Center is approximately 127,000 square feet and provides high-tech classrooms, sophisticated labs and faculty offices, recreational space for fitness activities, aerobics, swimming, intramural programs, and lounging areas. In February 2001, the Board approved design development for the Patriot Center. Under delegated authority, the Chancellor approved the naming of the Student Health and Kinesiology Building as the Patriot Center in July 2002.

The family of Joseph and Louise Ornelas has contributed substantially to the U. T. Tyler community by donations to the R. Don Cowan Fine and Performing Arts Center and establishing the Dr. Ben R. Fisch Endowed Professorship. After making the pledge of \$6,400,000 for the Patriot Center, Mr. Joseph Ornelas requested the building be named using Mrs. Ornelas' maiden name.

In August 2002, the Board approved the honorific naming of the Jean Lancaster Health and Kinesiology Wing. Changing the name of the Jean Lancaster Health and Kinesiology Wing to the Jean Lancaster Academic Wing will more accurately reflect the use of the space to provide offices for faculty and staff, laboratories, and teaching facilities and will allow flexibility of use for the wing over the years.

The naming of the Louise Herrington Patriot Center and the Jean Lancaster Academic Wing in honor and appreciation of the contributions of the Ornelas family is consistent with the Regents' Rules and Regulations, Part Two, Chapter VIII, Section 1, Subsection 1.3 and institutional guidelines on the naming of facilities.

6. U. T. System: HUB Quarterly Report

The quarterly report on Historically Underutilized Businesses (HUB) for building construction for the U. T. System is set forth below.

REPORT

The total expenditures for Building Construction and Other Facilities by the Office of Facilities Planning and Construction through the third quarter of Fiscal Year 2003 was approximately \$387,827,000. Of that amount, 15.74% was paid to Certified Historically Underutilized Businesses, 0.81% was paid to Graduated Historically Underutilized Businesses, and Noncertified Historically Underutilized Businesses received 7.44%, for a total of 23.99% or approximately \$93,045,000.

This information will be included in the U. T. System Administration HUB Report to the State.