

MassArt Board of Trustees: **Special Committee on Tower**
December 17, 2018 – 3:00pm Alumni Room

MINUTES

Members present: Linda Snyder (Chair), Bill McQuillan, Peter Nessen, Pamela Parisi. David Nelson (Ex-Officio)

Other trustees present: Jan Saragoni

Trustees absent: David Lee

Others: From City Point Partners: Rudolph Barajas, MCPPO (Construction Services Manager). From Leggat McCall Properties: George Cole (Sr VP), Duong Huynh (Asst Project Manager). From MassArt: Bob Perry, Howie LaRosee, Cam Roberts, and Susana Segat (Board Secretary).

Call to Order

Chair Snyder called the meeting to order at 3:00pm and asked for approval of the minutes.

Approval of the Minutes: November 8, 2018

On a motion duly made and seconded, it was unanimously

VOTED: to approve the minutes of November 8, 2018

South Building/Galleries Project Report

VP Perry distributed the monthly OPM project summary for November 2018. Mr. Barajas reported that the final guaranteed maximum price (GMP) was signed on December 11th and is now completed: the dates are in place and the schedule is stable. Trustees discussed the contingency, which Mr. Barajas identified as being in good shape for going into the final phase. He pointed to the Risk Analysis sheet to show that some mitigation is behind us. Trustees discussed the cash flow diagram, and Mr. Barajas said that even though there is a big increase in productivity, the contractors have locked in the field staff to meet the schedule. There were no identifiable owner issues or permit issues. Trustees discussed the small details of the build out that make an impact, such as bathroom fixtures and signage. President Nelson expressed confidence in the process to get well-appointed details without breaking the bank. Chair Snyder thanked Mr. Barajas for his attendance and he left the meeting at 3:20pm.

Tower Building Project Update

VP Perry said that the job was advertised on December 9th and the hearing for the design selection process has been scheduled. Trustees discussed MassArt's involvement in the process: President Nelson and Sarah Felton would provide input about their preferred team, so they would need the scope for the draft before then. VP Perry said that when the draft is ready, they would be able to provide feedback. Trustees asked for a scope timeline between January 9th and March 20th, as they are concerned about the timeline. Trustees then discussed what would happen after March 20th, including the contracting timeline and what input would be necessary for the statewide capital budget request. Trustees recommended that Sarah Felton be invited on a regular basis to the Tower Committee meetings

President Nelson volunteered to produce a report composed of four interrelated things that are being worked on:

- 1) Ideal enrollment numbers. The strategic enrollment strategy group, who is considering department level student numbers, identifying where there might be empty seats, sketching a five year pro-forma budget, and drafting future scenarios and programmatic strategies, should have a report by the middle of January;
- 2) Money. We need to create revenue strategies;
- 3) Understanding our physical spaces. A space analysis, conducted by Ayers Saint Gross, should be available by May 1st;
- 4) Identifying the partnerships. Leggat McCall is now on board to help identify potential institutional, industry, and community partners who overlap with our curricular needs as potential revenue generators.

Chair Snyder welcomed Mr. Cole and Ms. Huynh from Leggat McCall. Mr. Cole explained that he had been part of the previous Stantec team identifying real estate potential. He agreed on the importance of having a clear business and long-term use plan before real estate options are considered. He noted MassArt's capacity as a valuable and strategically placed location. His goal is to propose the ultimate build-out for all sites, including what to hang onto and what to monetize. Chair Snyder reminded the group that dealing with Commonwealth land is a complex business and stressed the importance of understanding the process clearly. Mr. Cole confirmed that their scope of work includes construction oversight and that their mandate is getting the right team with the right direction. His firm would sit as the owner in a complex project and would have deep involvement in the planning. Trustees discussed how interested parties might become aware of MassArt and whether land leases would be more negotiable than land sales. Chair Snyder opened the floor for final comments. She thanked the group for their teamwork and good will.

Adjournment

On a motion duly made and seconded, it was unanimously

VOTED: to adjourn.