



RISD

Rhode Island School of Design

Campus Master Plan Addendum

June 2016

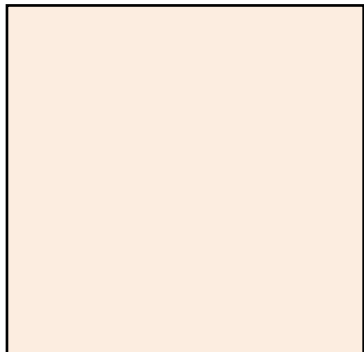
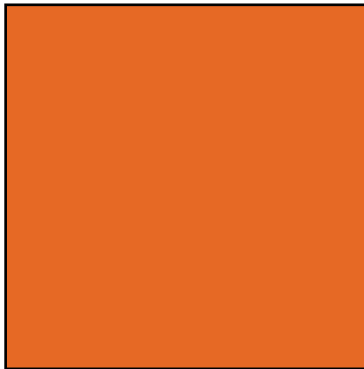




Table of Contents

Campus Master Plan Committee Membership	1
Highlights of CMPC meetings, 2015-2016	3
Space Needs, 2015-2016	7
Planning Projects, 2015-2016	9
Campus & Facilities Subcommittee Meetings, 2015-2016	11
Updates to the Campus Master Plan	15



Campus Master Plan Committee

2015-2016

Jack Silva, Vice President for Campus Services, Chair
Sam Solomon, Chief Financial Officer
William Kramer, Vice President for Institutional Engagement
Mara Hermanto, Vice President for Integrated Planning
Anne Tate, Professor of Architecture, Provost's Representative
Robert Brinkerhoff, Professor of Illustration, Faculty Representative
Chris Speece, Assistant Professor of Furniture Design, Faculty Representative
Xavier Rumph, Industrial Design '16, Student Representative
Babette Alina, Executive Director, Government Affairs & External Relations
Sarah Ganz Blythe, Deputy Director, RISD Museum
Annie Newman, Director of Campus Planning

2016-2017

Jack Silva, Vice President for Campus Services, Chair
Brian Goldberg, Vice President for Strategic Initiatives
Sam Solomon, Chief Financial Officer
William Kramer, Vice President for Institutional Engagement
Mara Hermanto, Vice President for Integrated Planning
Brian Ulrich, Assistant Professor of Photography, Faculty Representative
Wolfgang Rudolf, Critic, Interior Architecture, Faculty Representative
Dalia Linssen, Lecturer, History of Art & Visual Culture, Faculty Representative
Chris Speece, Assistant Professor of Furniture Design, Faculty Representative (spring semester)
TBA, Student Representatives
Babette Alina, Executive Director, Government Affairs & External Relations
Sarah Ganz Blythe, Deputy Director, RISD Museum
Annie Newman, Director of Campus Planning

Campus Master Plan Committee Meetings

October 2015

Orientation of the committee to the master plan and the charge of the committee

Review of the various categories of facilities funding

November 2015

Review of the Project Development Process (attached. The designer selection process still needs to be defined.

Review of the Potential Capital Projects list for FY2017

Conversation about how to instigate conversations and decisions by senior leadership as to who will be in College and Metcalf in the long run, so that planning can begin. Other work that could happen would be to gather information needed for planning such as code analyses. It was noted that much of the initial planning could be done internally.

December 2015

Joint meeting of the CMPC and the Budget Advisory Group. The president spoke about her priorities.

- She has created a new office, with Mara Hermano as Vice President of Integrated Planning. The goal is to look critically at how we are using our resources, making decisions, aligning work and having the right conversations. Historically a lot of decisions have been made in isolation. The Budget Advisory Group (BAG) was created to deal with this issue.
- There have been 62 academic moves as a result of the previous master plan, much of which was completed. One area that was not addressed is the Furniture Department.
- Concerns:
 - How to move spatial logjams?
 - How to do this sustainably?
 - How do we partially empty out College & Metcalf?
- Need to rethink Furniture which is in four buildings
- Need to address Textiles, scattered all over College
- Need new types of graduate spaces
- Need exhibition/installation/project/research/production/crit space
- New interest in digital fabrication
- Co Works as a pilot of "un-owned" space – need more of this
- New interests in performance and sound
- Priority to rebuild our fundraising mechanisms – need fundraising to implement the master plan
- Also need to build new revenue streams
- Short term needs to be addressed through capital \$ - additional studio space; planning for BEB and housing; renovations in CIT
- Opportunities arise that we can't always be transparent about while negotiating – groups like this are safe places to talk about – opportunity to acquire additional space in 123 Dyer – would address needs for IE expansion, allow Museum development staff to be with College staff. Would allow us to create the one stop student services facility in Prov Wash.
- Need more and different CE space (for Executive Education) – if we can move some functions out of Prov Wash like Finance and OIT we could create a lecture hall classroom for up to 150 people
- Top priorities for fundraising: financial aid; academic excellence; advancement of curricula; new programs, advance the faculty; campus master plan projects
- Change in Capital budget process over recent years – trying to be more impactful and intentional.

Sightlines presented on the results of the analyses they have been doing looking at our capital and other spending on our facilities and how that compares to benchmarked peers

January 2016

Searle Design Group presented on the master plan for the Woods Gerry grounds they have developed. Woods Gerry accounts for 28% of open space on campus and the only large amount of contiguous space. The plan aligns with the master plan principle of creating social spaces at a variety of scales. It might also allow up to increase revenue by allowing for event rental.

Discussion of the Cranston St Armory, which is not seen as a good option for RISD. Update on 123 Dyer additional space acquisition. The Provost would like to move forward with the two projects in CIT, the two College Building classrooms, BEB planning, and possibly the 15 West Mezzanine.

February 2016

Review of academic projects proposed for this summer (CIT 2nd and 4th floors, College classrooms). Update on ongoing conversations with the architecture department heads about a designer selection process. Review of new thinking about housing (with Maggie Balch and Kevin Forti). Agreement that RISD needs to develop an RFP and hire a design firm as quickly as possible for the discovery and concept development phases need to not be rushed.

March 2016

Anne Tate presented student projects from a Resilient RISD Wintersession course. Themes included:

- Cycling (South Water Street as a bikeway; sharing use of the bus tunnel with bikes)
- Water (recycling; harvesting; green spaces; water channels, green eaves and walls; placemaking (pool in the river))
- Embracing the river with our buildings (BEB intervention; floating hub/social space; Watermark on first floor of DC; glass doors in Auditorium)
- South Campus (connecting and expanding BEB and 61 S Main)
- Metcalf (the hot building; moving heat producing equipment for 1st floor and extracting heat for rest of building; using alley as circulator; greenhouse addition; transparent/translucent glazing)
- Market House (campus welcome center; sustainability; café/2nd life/bike shop/meeting space)
- Auditorium/Design Center/ISB (glazing alleyways and adding connectors)
- Shared roads (Main Street as 2 way)
- Recycling (composting/worm wall; 2nd life; group departments by materials used to aid recycling and delivery; 2nd life mobile shop)

Discussion on a series of operational issues (storage/delivery/mailroom/packages/glass batch/wood supplies) that might be addressed with a location nearby that has a loading dock. The problem is that such warehouse space would be coveted by faculty. How do we balance operation and academic needs? It was suggested that we do an operational analysis of material flow to better determine needs and opportunities.

Discussion about the need to create more space to exhibit and the lack of transparency of the RISD store windows, etc.

April 2016

Cabinet approved on April 5th:

CIT 2nd and 4th floor renos
College 412 and 442 upgrades
Dorm Quad Boiler Plant (will require BOT approval)
Housing Planning (will require BOT approval)

Housing Planning - hope to have BOT Campus Facilities & Planning Subcommittee approval to hire a consultant for Phase 1 concept development by May 5. One or two BOT members will be on both the selection committee and project team.

BEB Planning - Architecture and Landscape Architecture will kickoff planning with a visioning workshop on June 1. A working group will be formed to meet regularly in the fall to develop project goals and a program..

Auditorium Doors - Discussion about what we want to reveal with glass doors – could it become an Interior Architecture project to make the space more visually arresting?

Moving Watermark Café - Moving the Café would consume a large amount of retail space and the upper floor space is not ideal for retail. At the very least the windows need to unblocked.

Upper Met Room B -The group did not see that this project would be an obstacle for anything that might happen as a result of Quad planning. An order of magnitude estimate is being prepared.

123 Dyer Planning - Over the summer charrettes will be held among senior leadership to determine best set of departments to move to 123 Dyer next year and how to backfill the space they would be coming from in order to advance the master plan. Design and budgeting will occur in the fall so the project can receive BOT approval at the February 2017 meeting. Want to make sure that the street experience is taken into account; perhaps through the creation of a gallery.

May 2016

New members: Robert, Anne and Chris will all be on sabbatical this coming year (Chris will be gone fall semester only and return to the committee in the spring). The Provost has identified three new faculty members for the committee: Wolfgang Rudolf (Interior Architecture), Dalia Linssen (HAVC), and Brian Ulrich (Photography).

Xavier is graduating (congratulations!). Maggie will work with the incoming SA and GSA leadership to identify members. There will be two undergraduate members and one graduate.

The process for housing planning requests for proposals and interviews was reviewed. A long list of firms was reviewed and twenty firms were selected to receive the RFP. The Campus and Facilities Planning Subcommittee of the Board have endorsed the housing planning expenditure and passed it onto the Finance Committee who will meet during the June Board meetings. After their approval we will send out the RFP.



Space Needs, 2015-2016

The Chair of the Committee and the Director of Campus Planning met with each academic department Head, Dean, and the heads of many of the administrative units. Below are the space needs, both immediate and long term, as identified in these meetings.

	Short Term		Long Term			
Academic Affairs						
Architecture & Design						
<i>Apparel Design</i>	classroom 210 divider- noise separation to allow two classes at a time		space for proposed grad program			
<i>Architecture</i>	BEB renovation planning		large scale making space	shop ventilation/layout in BEB (address as part of planning for BEB)		
<i>Graphic Design</i>	offices renovation to create group office space - 5th floor DC		classrooms reno - 4th floor DC			
<i>Furniture Design</i>	dust collection in wood shop		need for finishing space	Lighting lab	long term location	
<i>Industrial Design</i>	increasing undergraduate numbers - space pressures	growing graduate numbers - need studio space	classrooms - need access to additional			
<i>Interior Architecture</i>			home space	installation/project space		
<i>Landscape Architecture</i>	BEB renovation planning		need access to more classrooms	need faculty offices that don't double as classrooms	research/wet space	
Liberal Arts	Classroom upgrades		offices - layout and count	long term plan for College		
Fine Arts	shared wood/metal shop		casting shop - expansion and improvement	large scale installation & critique space	outdoor work areas	
<i>Ceramics</i>			long term plan for Metcalf	door/columns conflict in studios		
<i>FAV</i>			access to casting facility	space / reno of Auditorium / move out of Market (master plan)	electronics lab	small screening area
<i>Glass</i>			long term plan for Metcalf			
<i>Illustration</i>			home space for juniors			
<i>Jewelry</i>			long term plan for Metcalf	space		
<i>Painting</i>	College skylights	Color lab	spray booth - College	long term plan for College		
<i>Photography</i>	Red Eye Gallery ceiling replacement		project space			
<i>Printmaking</i>	stone room storage	need faculty offices	sewer in basement			
<i>Sculpture</i>	space for enrollment bump - 2016		long term plan for Metcalf	space		
<i>Textiles</i>			Long term location			
Experimental & Foundation Studies	experimental programs space	Waterman Lobby reno				
Graduate Studies	Grad student commons					
<i>Digital + Media</i>	renovation of 4th floor		installation/project space			
<i>TLAD</i>	Office next to POD	access to studios				
Administration						
<i>Career Center</i>						
<i>Continuing Education</i>	Executive Education space		studios	classrooms		
<i>Counseling & Psychological Services</i>			long-term location			
<i>Dining & Retail</i>	RISD Store project		Mailroom location	loading / deliveries		
<i>Exhibitions</i>			Dreyfus Gallery relocation			
<i>Finance</i>			long-term location			
<i>Health Services</i>			long-term location			
<i>Human Resources</i>						
<i>Institutional Engagement</i>	expansion space - immediate		expansion space - long term			
<i>Library</i>			archive storage			
<i>Media</i>						
<i>Museum</i>	offices		joint facilities with academic departments			
<i>Nature Lab</i>			room 11 renovations	long-term location		
<i>OIT</i>			long term location	server room		
<i>Registrar/Student Financial Services</i>	One Stop	classroom renovations				
<i>Research & Partnered Programs</i>			long term location			
<i>Residence Life</i>	Upper Met renovations		Homer/Nick renovations	new housing	Hill House renos	
<i>Student Affairs</i>	office space		student org space	student hang out space		
<i>Writing Center</i>	offices for new hires		expansion space			



Planning Projects, 2015-2016

Location	Project	Status (as of June 2016)
123 Dyer St	Use of new office space / backfill	Planning
15 West	Mezzanine use	Planning
Housing/Quad	New housing/renovation/student life	Planning
College	Office suite renovations	Planning
Design Center	office renovations	Planning
Memorial Hall	Seminar room construction	Planning
BEB	Building renovation	Planning
BEB	Lobby renovation	Planning
Waterman	Lobby renovation	Design
345 S Main/355 S Water	New office/homespace/studio for TLAD	Design
CIT	Renovations to 1st floor for Research office; 2nd floor for ID grads; 3rd floor for Interior Architecture and classrooms; 4th floor for D+M	Design/Build
Radeke	5th floor renovation	Design
Upper Met	Room B for student hang out space	Estimating
Benson Hall	Stone storage/faculty offices for Printmaking	Estimating
RISD Store	Renovations	Estimating
Fletcher	Coffee spot	Construction
189 Canal	Folding wall in Room 210	Construction
20 Washington Place	Privacy/lactation room	Construction
College	Classrooms 412 & 442 upgrades	Construction
Design Center	Classroom 212 expansion & upgrade	Construction



Campus & Facilities Subcommittee Meetings, 2015-2016

November 24, 2015

The Campus and Facilities Planning Subcommittee met to discuss an opportunity to purchase additional property at 123 Dyer Street. Jean Eddy, COO explained that because of President Rosanne Somerson's commitment to ensure a highly functioning department of Institutional Engagement at RISD, Bill Kramer, the new Vice President of IE will be joining RISD in January and three more IE positions are now being advertised, creating a need for more space. Being mindful of the Campus Master Plan, Jean along with Jack Silva, Associate VP, Facilities & EHS and Annie Newman, Campus Planning Director began looking for property to lease in Providence. Real estate principal Jay Fluck, advised them that space on the third and fourth floors along with an office in the basement at 123 Dyer St was going to be put on the market. The asking price is \$1.5M, but Mr. Fluck believes it can be negotiated down to less than that. RISD would plan to make an opening offer of \$1.1M with available funds from the capital budget account, which is now being used more strategically towards the goals of the Campus Master Plan.

Following discussions centered on the fact that money for costs such as IT connectivity had already been invested when RISD acquired the previous space at 123 Dyer, Jack and Sam Solomon, CFO brought the idea to Finance Chair, Karen Hammond who agreed with the proposal. Discussions also took place with Board Chair Michael Spalter and Committee Chair Dick Haining before bringing it before the rest of this Committee.

The units offered for purchase are 1B Lower - finished office space in the basement, 1B Upper on the first floor, 3A on the third floor, with 4A and 4B on the fourth floor. Jack noted that units on the third and fourth floors have been recently renovated and are in excellent condition. The total amount of space in the units is 15,928 SF. These together with the previous units purchased would give RISD 76% ownership of the building. Jack estimates that it will cost approximately \$250,000 to move people and make the space occupant ready.

Annie Newman is working with President Somerson to model other possible scenarios for the additional space not to be occupied by IE. Under consideration is to move the museum development office closer to IE, move the back-house of finance from the first floor of 20 Washington Place to eventually make room for a one-stop shop for students, and in the future to relocate areas from Continuing Ed.

A motion was duly made, seconded and approved to bring the proposal to make an offer to purchase the units at 123 Dyer Street to the Finance Committee.

A Finance Committee call will be scheduled immediately following the Thanksgiving break.

Jack Silva gave a brief update on the Campus Master Plan Committee, reporting that two productive meetings had taken place. Faculty have shown an interest in being more involved with the CMPC. To that end, Annie Newman has been meeting with Department Heads, Deans and Graduate Program Directors. There is also a plan to work with faculty from the departments of Interior Architecture and Landscape Architecture. Two symposiums are being planned for January.

In closing, Dick Haining reminded the members that future meetings would take place to discuss any projects in excess of \$500,000.

April 28, 2016

Project - Funding Approval for New Boiler Plant - 55 Angell Street / Quad Housing - \$2M: Currently the dorm quad is fed steam for heating purposes from the central power plant located between Metcalf Building and the RISD Museum. The steam line runs from the power plant through the museum, under Benefit Street, up Frazier Terrace and terminates in the quad. The line previously serviced Benson Hall on Benefit St but that was switched to high

efficiency gas fired boilers a few years ago, leaving only the quad being serviced by the steam line. Over the past 10 to 15 years, there has been corrosion and erosion of the steam line causing numerous leaks in the condensate line and the steam line requiring us to dig up Frazier Terrace and make repairs. The last leak was fairly severe, causing a lot of flooding in the area. The problem needed to be addressed more holistically, but the cost would be multi-millions of dollars to either replace the steam line or search out other solutions such as a new boiler plant in the dorm quad. Two heating seasons ago rubber pipe temperature steam lines was run within the original metal piping to prevent leaking as a temporary solution while options were explored with an engineering firm. RISD Facilities engaged RMF Engineering to perform a cost benefit analysis and estimate how much it would cost to either replace the steam line or install a new heating plant in the dorm quad. They estimated that replacing the steam line was about a \$3M project and installing a boiler plant in the quad was about a \$2M option. From a cost benefit analysis - both the operating cost and the cost of the plant with the life cycle of both installations - it would be beneficial to install a new boiler plant in the dorm quad.

Because the project involves more than just the boilers, with steam coils and different pieces of equipment having to be changed, consultation, as well as the code evaluation from an architectural perspective, was needed. A design build approach was chosen as it would be beneficial to have a construction manager, an architect and a mechanical contractor to take a good look at the most efficient way to get this done. RFPs were sent to 3 firms and Shawmut Construction, who worked on both 189 Canal and ISB, was hired. After an evaluation they suggested locating the plant in either the clock tower or in the basement in Homer Hall. Both of those prices are within \$1.97M plus or minus \$20,000 which was close to the original engineering estimate from RMF.

It is proposed to install the boiler plant underground in Homer Hall basement which is safer, quieter and easier to maintain and access than the clock tower.

How to fund the project: From prior contingency funds in capital. For a number of years, \$250,000 a year for a utilities infrastructure fund has been set aside. There are also savings in the current year in our utilities budget which normally falls to NOI, but it may be worthwhile to earmark some of that specifically for this project because it is a utilities related project and will save money on our utilities going forward.

Questions

Q. What happens to the boiler plant if the quad is renovated?

A. The heating plant would be up to today's technology and efficiency standards and the heating costs would remain consistent or decrease based on efficiency measures. If new buildings are added we will explore some other alternatives such as geo-thermal, etc. The unit is basically a hot water system onto which we can add if necessary or incorporate different technologies that are able to generate hot water as long as the engineering is appropriately done to integrate the systems.

Q. What will happen if we do demo work and have to interrupt the piping installed?

A. Both potential locations are adjacent to all of the mechanical equipment that currently service the quad. All of the existing piping terminates in 55 Angell, adjacent to this room which includes a 450 ton chiller and multiple heat exchanges and pumping systems that supply all the heating to the 5 separate buildings.

Q. Another big number in our future is the Central Power Plant (CPP). Does this imply something different in terms of requirements for the CPP going forward?

A. One of the next major mechanical infrastructure projects will be the plant and this will allow us to size the plant and the boilers in the plant to a lesser amount. Some of these funds will offset the cost of what the plant would have cost to update had we not done this work.

Q. Regarding the CPP - Is it cheaper to distribute rather than having it all in one large facility?

A. A lot of the losses in these types of plants is in the distribution. Facilities closer to the plant are

better able to benefit from the efficiencies of technology and equipment, but there is more loss trying to distribute this steam or hot water up a hill through piping.

Q. What is the life span of the rubber lines you put in?

A. They cost about \$10 to \$12 thousand 2 years ago and are now at end of life and would have to be replaced this year and also in another year or two.

Q. Are you going permanently cap off the current pipes from the CPP or will you leave them open for flexibility later on?

A. There is no intention to demo or remove piping at this point and they will not be capped off. We could use them as conduits for fiber optics or electrical or in the future to run some type of piping along that route.

Funding approval for new housing and renovation planning for Homer & Nickerson Halls :

The Campus Master Plan acknowledges the need to continue housing planning with the intention of providing beds for about 150 students. This is driven by both need and programming to locate all the freshmen in the quad. There is also a dire need in deferred maintenance in Homer and Nickerson Halls. Outside consultants Brailsford and Dunleavy produced a detailed housing status report to help us better understand what the concepts and options are to begin to think about how to initiate this new construction. This information was brought to our Campus Master Planning Committee to vet and recommend to the Cabinet either next steps or project approval. The recommendation is that we enlist the help of an outside consultant / architecture firm to develop options. After soliciting the advice of several RISD alums in this line of work, the opinion was that it would cost between \$500,000 to \$600,000 in professional consulting fees to evaluate the structures of the buildings, to contemplate whether we should demolish or renovate Homer & Nickerson, to think about where a housing development might be located, and how that might interact with Homer & Nickerson Halls. In the Campus Master Plan, we have the new construction estimate of \$32M to \$38M, Homer Hall renovation from \$17M to \$21M and Nickerson Hall renovation costs of \$10M to \$12M - for a total project cost of \$60M to \$72M. Given an 8% to 10% typical fee basis for architectural services from beginning to end, the anticipated cost is \$4M to \$5M. To that end, it doesn't seem unreasonable that \$500,000 to \$600,000 worth of consulting work would be done on an option and assessment phase that would then roll into the design phase.

Funding Options: For the last number of years housing has operated in part on a responsibility-centered model. Excess revenue and savings at year-end have been put aside to invest back into capital. This year enrollment in housing is ahead of target, which is expected to generate additional funds to put into that pool. Their base budget has been set up at about \$350,000 a year in capital spending which is in the current budget unspent and is in next year's budget also at this point. All those items total a lot more than the \$600,000 needed for this project. There are other projects for which they will use some of that money - like furniture and other small capital projects. But there is plenty of money set aside to address long term planning for the quad area.

Questions

Q. What exactly do you plan to get out of this? How it will help inform your decisions and then your choice of firm?

A. We've had discussions with our interior and landscape architecture faculty to get their recommendation, suggestions and ideas around how to approach this. We've begun conversations with multiple firms to ask what they think of a project like this and about their experience on such projects. In selecting a firm we want to be careful and inclusive, involving RISD alums in this process, and if possible, a Board member, although it could be time consuming.

Q. Intended results? Is it the cost or design?

A. - It is better to think of it as a program rather than a design. For example, we've been talking about whether or not we want to try and include a student center in the dorm complex, or whether we want to move the student affairs office into something that is more stu-

dent focused - to co-locate things that aren't currently in the dorms. We don't know what the answer is, but we felt that getting schematic programming for different options and different scales of the project would also help us in the early stages to decide how to design at the next stage of the business plan. The dorm will be a revenue stream but there won't be a revenue stream for a student center, so we would have to think of it as a project that included a fund raising portion and a business plan.

Q. Would demolishing Homer & Nickerson have an impact on a boiler plant?

A. If we are going to demolish Homer & Nickerson, we would have to move existing mechanical equipment which is in Homer Hall - the chillers, the pumps, the heat exchanges, etc - all that other equipment would be adjacent to that new plant. Some of the questioning would be around how does that work? Practically, I could see us leaving some of the core stuff as a savings, although anything is possible.

Q. Do we want to be spending \$2M for something that we're possibly going to do away with in 3 to 5 years?

A. Timing is a big issue. We could lose heat to that quad in some way because the current piping is at its end of life and has to be replaced.

Q. How likely is it that we will demolish Homer & Nickerson?

A. I'm not sure how likely it is that we would demolish the buildings, not only from a structural standpoint but from an historic standpoint from both the city perspective and a cultural historic standpoint from a RISD perspective. We really haven't tested the idea that we would demolish a longstanding iconic property within the main campus, but that's why it's important to get the study done. Additionally, there are timing issues if we were to go that route. You would end up taking space off-line significantly longer resulting in a bed deficit for a longer period of time. An ambitious part of the study is to figure out how the beds stay together and we hold ourselves at around 1,400 beds to house the students we're housing now.

Q. Can you wait to get the report before we approve the \$2M for the boiler plant?

A. We probably wouldn't have the report for about a year considering charettes and the academic calendar. It most likely wouldn't be available until next spring's Board mtg.

Q. The only question we need to answer is are you going to demolish or renovate? Would this be true if you put the equipment in the clock tower or is it important to put in Homer basement?

A. It would be true in either case. The clock tower connects Homer. It might be a bit safer there as far as preservation, but by way of placement and safety, I would prefer the below grade option. If the idea is let's get the study done now and defer the boiler plant for 1 year, I would have to replace the hoses and maybe take a look at a few other issues along the way. My concern is that the hoses only transmit down to Frazier Terrace, so if the piping was to dis-integrate between the museum and Frazier that would be a much more serious conversation because now we're talking about risk to the museum, etc.

Q. To spend the \$2M today is taking a risk, and if we do have to demolish Homer & Nickerson can we use the boiler plant in the new construction and what would the cost be to reinstall the equipment somewhere else?

A. We would probably be able to move about \$700,000 worth of equipment from A to B. Ultimately we have 3 options if we install the boiler plant:

1. Incorporate it into the new design and it stays in place
2. Move equipment to a different location and we don't lose all of it and we've gained the benefit of that equipment over 3 to 5 years
3. Least desirable but also least likely is that we demolish everything.

Updates to the 2015 Campus Master Plan

Page in 2015 CMP	Update
25	A structural engineering study has determined that two floors can be added to Metcalf; if pursued will require a zoning variance for height
83	Revised New Operational Systems graphic

