

**Minutes of the Finance & Facilities Committee special meeting Thursday,
October 29, 2015, APPROVED by the Committee November 18, 2015**

The Vermont State Colleges Board of Trustees Finance & Facilities Committee conducted a special meeting Thursday, October 29, 2015 at the Office of the Chancellor in Montpelier, Vermont.

Committee members present: Jerry Diamond, Church Hinds (Chair), Tim Jerman, Bill Lippert, Christopher Macfarlane (Vice Chair), Linda Milne, Martha O'Connor (by phone)

Absent: Heidi Pelletier

Other Trustees Present: Karen Luneau

College Presidents: Elaine Collins, Joyce Judy, Dan Smith

From the Chancellor's Office: Dick Ethier, Director of Facilities
Bill Reedy, General Counsel
Tom Robbins, CFO
Deb Robinson, Controller
Jeb Spaulding, Chancellor

From the Colleges: Tom Archer, Director of Facilities, Lyndon State College
Scott Dikeman, Dean of Administration, Castleton State College
Woody Dionne, Director of Facilities, Johnson State College
Loren Loomis Hubbell, Dean of Administration, Lyndon State College
Chuck Lavoie, Director of Facilities, Castleton University
Ted Manazir, Director of Facilities, Vermont Technical College
Barbara Martin, Dean of Administration, Community College of VT
Sharron Scott, Dean of Administration, Johnson State College
Lit Tyler, Dean of Administration, Vermont Technical College

From the Public: Josh O'Gorman, VT Press Bureau

Chair Hinds called the meeting to order at 1 p.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Review and Approval of FY2017 VSC Capital Projects

Chair Hindes asked CFO Robbins to review the resolution. CFO Robbins explained that this resolution is discussed annually and is the request for approval of the capital funds request the system submits to the state. The first item in the resolution seeks Board approval for \$4 million in capital appropriations; this request will go to the state. The second item seeks Board approval of \$1 million in self-funded projects. A narrative explaining each project follows the resolution. Finally, a chart is provided listing which projects would be completed based on the amount of capital funding the state actually provides.

Trustee Jerman moved and Trustee Macfarlane seconded the resolution. Chair Hindes stated the Committee puts forth this request to the state knowing the possibility that it will not be fully funded is likely. Trustee Diamond noted that this \$4 million request is a drop in the bucket compared to what the real needs of the colleges are. He inquired whether the legislature will see the full list of capital needs. Chancellor Spaulding stated that legislature is aware of the extent of the need. This is the second year of a two-year budget process, and it is unlikely that the legislature will give more than the \$1.4 million it has been giving the last several years. Trustee Lippert suggested that the full list of \$60+ million in deferred maintenance projects be provided to the legislature as context for the appropriation request. Trustee Milne noted that in recent years the system bonded for deferred maintenance projects, and she inquired whether the current list of deferred maintenance projects arose since that bond. CFO Robbins confirmed that the system bonded in 2009, using \$47 million for new construction and \$25 million for high level deferred maintenance projects. Smaller projects on the current list had also been on that 2009 list. Chair Hindes stated it is important to note that the system has taken on financing these projects in the past through bonding and has not relied solely on the state to do so. The resolution passed unanimously.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. VSC Physical Plant Review

Chair Hindes stated that if the Committee runs out of time before reaching item 2, then the discussion of VSC debt will be deferred until the next meeting.

VSC Director of Facilities Dick Ethier began by emphasizing the extent of the experience of the system's facilities directors. Woody Dionne of Johnson State College gave an overview of the college's history. The campus consists of 14 main buildings and 10 outbuildings including the

college apartments, and occupies 380 acres. Full student population is approximately 1,538 students. There is 493,000 square feet of building space: 40% is dormitory space, 51% academic, and 8% support. Large projects over the years include: renovations of Stearns student center, Bentley science building, McClellan Hall, Martinetti Hall, Dibden Performing Arts Center, Senators hall. They have also replaced some electrical transformers. They replaced the roofs, siding, and windows of the college apartments. There have been numerous energy saving projects involving lighting. They have replaced boilers in the SHAPE facility and McClellan Hall and improved the entrance to Martinetti Hall. All dorm bathrooms have been renovated. Most fire and safety systems have been upgraded, and sprinkler systems have been installed, focusing on residence halls. There have been many elevator upgrades and card access systems have been installed in each dorm. There also have been many ADA improvements, with many more to go. Emergency power systems have been installed. They mow 35 acres of lawn, maintain 2 acres of gardens, 2 miles of roadways, 2 miles of sidewalks, and 8 acres of parking lots.

Most JSC parking lots are in need of repaving. Most buildings were built in the 1970s and building codes have changed. On campus there is over \$30 million in deferred maintenance, and the list is not complete. Upcoming concerns include the water infrastructure, building envelope repairs, roof replacement, windows, exterior doors, painting, ADA upgrades, electrical and HVAC upgrades. Design and phasing of new campus sidewalks, window replacement, electrical upgrades, and other projects are planned for 2017.

Trustee Macfarlane inquired what is the amount of Mr. Dionne's annual budget, how many people he employs, and the annual safety record. Mr. Dionne answered he has 25 employees in the maintenance and custodial departments. The operating budget for maintenance and custodial (excluding personnel and utilities) is approximately \$345,000. There have been minor injuries but nothing major; Dean of Administration Sharron Scott stated annually the college has two to three small workers compensation claims. CFO Robbins stated that on the system level workers compensation claims are approximately \$250,000 per year. Mr. Dionne stated the campus has safety trainings several times per year. Dean Scott noted that the system wide workers compensation claims are not strictly for physical plant but rather encompass all employees and departments.

Trustee Jerman asked Mr. Dionne what letter grade he would assign the JSC physical plant. He responded a C-. Trustee Diamond inquired whether any services have been considered for hiring contractors. Mr. Dionne stated it has been considered several times; CFO Robbins stated that collective bargaining agreements prevent contracting those kinds of services. Mr. Reedy clarified that the contracts state there shall be no subcontracting that results in the layoff of bargaining unit positions. Chair Hindes noted that the backlog of deferred maintenance projects makes it difficult for long range planning of future use of facilities based on changing needs.

Vermont Technical College Director of Facilities Ted Manazir reviewed the college's history. Building ages range from Langevin House, circa 1893, to Clarke Hall, built in 2000. The campus has its own water system and provides water to the village of Randolph Center. In 2005 Vermont Tech purchased four buildings in Williston, followed by housing for 44 students. In 2011 the Hartness Library was renovated. In 2014 the biodigester was completed. The college has 600 acres of land in Randolph Center, 35 structures, 469,000 square feet; 38% is academic space, 47% is student centered (dorms, dining, fitness), 15% is administrative. The college owns 12 acres in Williston; 7 buildings, 66,000 square feet, with 67% academic space, 26% student centered, and 11% administrative. The new Norwich Farm has nine buildings, 31,000 square feet, 350 acres, with 80% academic space, 8% student centered, and 12% administrative. At the Randolph Center campus they lease 15,000 square feet to house the auto tech and diesel programs, and the equine program leases space. In Williston the college leases apartments for overflow students. There are also eight nursing sites across the state: Bennington, Brattleboro, Lyndon State, Middlebury, Newport, St. Albans, Springfield, Wilder.

The list of deferred maintenance projects is approximately \$3.8 million. Roads are in generally good condition but will require maintenance over the next 7-15 years. VT Tech maintains the water system, the biodigester, a working farm, apple orchard, market garden, and an emergency generator. There is also a pellet boiler, solar tracker, wind generators. Major lab upgrades were completed with funds from the legislature. FY2017 projects planned include elevator replacement, HVAC repairs, site lighting work, new windows in Nutting Hall, and water upgrades in Morey Hall. The college is working on a new master plan. Conducting energy audits has helped identify savings. Aging infrastructure, and keeping and training qualified staff are concerns. There are 22 employees on staff at the Randolph campus. There are safety meetings monthly. There are approximately two workers compensation claims annually. Williston custodial and maintenance services are contracted.

Chancellor Spaulding asked if Vermont Tech is involved in the planning of the state's new lab. Mr. Manazir said the college has been involved in this planning, and the state will use the college's horticulture department for grounds planning. President Smith stated that also under consideration is collocating a biomass plant with the college's heating plant. He also stated that in the past the college has been providing maintenance support to the neighboring veteran's cemetery; however they now contract out those services. President Smith is hoping the college can come to agreement with the state on providing maintenance services to the new lab. The lab is scheduled to open in June 2018.

Tom Archer, Director of Facilities, Lyndon State College provided a brief history of the college. Most infrastructure dates back to the 1960s. There are 28 buildings with 500,000 square feet; 34% is residential and the rest is multipurpose and administrative. The new Academic Center is LEED Silver certified. In 2012 the college purchased new property; there has not been a decision on what will be done with it. The Lyndon Grange Hall was given to the college in 2014; its

future use is undecided. Recent renovations include an academic support center in the library, the Harvey Academic Center, Vail parking lot, LED lighting conversions, Stonehedge parking lot. In 2015 the college made a major investment in equipment for the electronic journalism department. Rain gardens and swales help control water issues during storms. All the residence halls have had new windows installed, and 34 bathrooms were renovated in the last six years. Sprinklers are installed in all residence halls. Renovations to several offices gave new space to the music business and industry program. The college has been working closely with Efficiency Vermont to realize energy savings. There are 27 maintenance, landscaping, and custodial staff. The college has 200 acres; they mow 31 acres. The college hosts monthly safety meetings.

Chuck Lavoie, Director of Facilities, Castleton University, stated that the university has 165 acres on its main campus, which contains 32 buildings. There are 11 residence halls. Off campus in Rutland is the Spartan Arena and fitness center. They are leasing space in Rutland for the Polling Institute, Center for Entrepreneurial Programs, the Center for Schools, and the Downtown Art Gallery. In the last ten years the university has invested \$75 million in infrastructure. Maintenance of paved parking for 1,300 cars and four miles of sidewalks is challenging. There are also miles of steam and condensate piping underground that are at the end of useful life. Also underground is the campus owned electrical service, which is also at or past its functional useful life. There are four major boiler plants in fair condition and past their useful life. There has been an increasing number of failures of heat exchangers due to age. Filter changes alone account for over 600 filters per change, twice per year. Recent improvements window replacements and more at Leavenworth Hall and upgrading the elevator in the student center. An elevator upgrade for Leavenworth is scheduled for this coming year. The boiler plants and the underground piping are the most serious concerns at this time. There are 42 employees on the maintenance staff.

Barbara Martin, Dean of Administration for CCV, presented the college's history. CCV initially owned no facilities and leased all space, as the VSC Board did not permit CCV to own property until 2003. It is now located in 12 Vermont communities. Each center is different in size, shape, price, and amenities. Most important is the safety of the students, faculty, and staff; visibility within the community; accessibility for students; and responsiveness to communities. The first CCV acquisitions were St. Albans and property for the Upper Valley location. All building was accomplished through the assumption of debt. CCV's goal is to own facilities to accommodate approximately 15% of students; this was accomplished with the move to Winooski and the purchase of Woodbury College in Montpelier. CCV receives approximately \$75,000 per year from the state. Partnership with Efficiency Vermont helps the college achieve savings. Areas of concern include safety and security upgrades; meetings, drills, and protocols occur regularly. New windows and carpets at the original Montpelier facility, HVAC in St. Albans, and fire suppression in Montpelier are planned for the future. Concerns for the future include providing the same experience for students in facilities that vary greatly in size and community dynamics. CCV centers are in urban areas, and it is a challenge to keep them open for students and keeping

them properly and safely staffed. Services are handled by administrative staff at every center; services are contracted. Hiring local contractors for small projects is also a challenge.

Chair Hindes remarked that each of the facilities directors spoke as if they were owners; that personal commitment is impressive. Trustee Luneau requested copies of the materials the directors presented. Chancellor Spaulding asked if a standardized way for the colleges to report deferred maintenance could be developed. Trustee Lippert inquired about the Chancellor's Office facility. CFO Robbins stated that the office space is leased and \$1.5 million was invested in the fit-up of the building to drive down the annual cost. There are a few years left on the lease, and there are three five-year renewable leases after that.

Trustee Diamond asked if each of the presidents would be willing to submit a report to the Long Range Planning Committee containing a strategic analysis of future facilities needs, and whether the existing facilities will meet the needs of changing student bodies and changing teaching methodologies, in time for its January meeting.

2. VSC Debt Review

This topic will be covered at the next Committee meeting.

3. Update on VSC Consultant Engagement

Chancellor Spaulding stated the project is well underway with two visits to each campus and a third visit to come in November. This topic will be discussed in more detail at the Long Range Planning Committee meeting on November 5th.

Trustee Diamond thanked each of the facilities directors. The meeting adjourned at 3:07 p.m.



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VERMONT STATE COLLEGES

CASTLETON UNIVERSITY
COMMUNITY COLLEGE OF VERMONT
JOHNSON STATE COLLEGE
LYNDON STATE COLLEGE
VERMONT TECHNICAL COLLEGE

Finance & Facilities Committee

October 29, 2015

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VSC Campus Fact Sheet

11/11/15

Campus	Founded	Acres	Buildings	Square Footage	Academic / Adm	Student Life	Facilities Staff	* Deferred Maintenance	Bond Debt
Castleton University	1787	165	31	676,904	36%	64%	40	\$6,958,400	\$48,372,958
Sparten Arena		1	1	42,256	0%	100%	0		
Vermont Tech								\$11,310,000	\$16,557,693
Randolph Center	1866	75	30	439,256	53%	47%	19		
VTC Farmstead		525	6	30,403	100%	0%	0		
Williston		12	7	66,000	74%	26%	0		
Norwich Farm		350	9	31,000	92%	8%	0		
Lyndon	1866	200	27	496,010	66%	34%	25.5	\$9,374,000	\$21,053,350
Johnson	1866	380	39	440,079	59%	41%	30	\$33,797,600	\$14,136,693
CCV	1970							\$600,000	\$27,055,515
St Albans		2.5	1	9,900	100%	0%	0		
Upper Valley		2	1	15,000	100%	0%	0		
Montpelier		8.3	1	34,000	100%	0%	1		
Winooski		1.5	1	65,000	100%	0%	0		
Totals		1722.3	154	2,345,808			115.5	\$62,040,000	\$127,176,209

* Deferred Maintenance list from 10/29/2015 Finance & Facilities meeting

Founded in 1787, Castleton University is the 18th oldest institution of Higher Education in the United States, with current full-time undergraduate enrollment of about 1900 and total headcount at approximately 2,200.

Castleton encompass 165 acres on its main campus containing 32 buildings, 11 of which are residence halls housing 1,100 students. The remainder is comprised of academic, administrative, athletic, student life or other specialty-use buildings.

Off campus, in nearby Rutland, is the Spartan Arena, which is home to our men's and women's hockey teams. The Spartan Arena also serves as a community recreational facility and includes a fitness center which serves our constituents and is open to the public.

We recently began leasing space in downtown Rutland for our Polling Institute, Center for Entrepreneurial Programs, Castleton Center for Schools and Downtown Art Gallery.

Over the last 13 years, we have invested over \$75 million in improving our infrastructure with building upgrades, renovations and new construction around campus.

Some of the more notable projects include:

- Construction of 5 residence halls increasing our on-campus housing by over 400 beds.
- Major renovations to our Fine Arts Center Theater and Gallery took place in 2006
- Jeffords Science Center was improved with a new auditorium and lab space along with ventilation upgrades in 2007.
- In 2008 there was a major expansion and renovations to our Student Campus Center and the Spartan Athletic Complex.
- Spartan Stadium was completed in 2009 along with installation of a synthetic turf field and reconstruction of our natural grass fields.

- Expansion and renovations to Leavenworth academic building provided new spaces for our Communications Department.
- A new facilities barn was built and improved tennis courts were installed nearby to make room for our 13K square foot open air pavilion. The Pavilion is very popular with the university community as well as the local community- summer concerts, weddings are among the more popular requests for its use. During the winter it becomes an open air ice rink for the community to use.
- Two years ago, a major renovation was completed at Huden Dining Hall. This improved circulation, increased capacity and made it a much more pleasurable dining experience.

We have been able to touch most every building on campus during these renovations; however, the remaining infrastructure continues to challenge us.

Facilities maintains paved parking spaces for 1300 cars and over 4 miles of sidewalks. Projects such as painting of spaces, crack and pothole repair to avoid possible safety hazards are a priority. Vermont winters are harsh on these surfaces and require on-going upgrades and maintenance.

In addition to miles of sidewalks, we have miles of underground steam and condensate piping on campus. Much of it has been in concrete vaults since the mid 1960's. Adams/ Haskell Residence Halls (1965), Wheeler/ Morrill Residence Halls (1968) and Ellis Hall the oldest,(1950), piping in and around these buildings are nearing the end of their useful life.

Also underground is the campus owned electrical service. Around 1986, the campus took over the ownership and maintenance of all the electrical distribution on campus. There have been some minor upgrades however the expected life for this equipment is in the 25-30 year range, thus it is at... or past... its functional life span.

There are 4 major boiler plants on campus which produce steam which heats water to provide heating to our buildings. Although in generally fair condition, 5 of these boilers were installed in the mid 1960's and are now passing their 40 year

expected useful life span and do not meet current efficiency standards. There are close to 100 steam traps in these systems which separate the steam from the condensate. These traps should be periodically rebuilt to improve the efficiency of the system. Over the last few years, we have been experiencing an increasing number of failures in our heat exchanger tube bundles caused by age and the corrosive nature of the water. Each of these bundles costs several thousand dollars to rebuild. In addition to the costs, down time during the heating season can have significant impacts.

With much of the renovations, we have added air conditioning to spaces. We now have over 150 pieces of equipment that have motors, blowers and filters associated with them. To replace filters, which should be done at minimum of twice a year, requires over 600 filters, each change.

Other deferred items include: roofing replacement, sealing of bathroom floors, replacing doors, exterior building painting and flooring replacement.

The last few years, our capital money has been used to do window replacements, lighting and environmental improvements in Leavenworth Hall, an academic building. We were able to upgrade the elevator in the Campus Center this last year, and bring it up to current code. The remaining funds have done some smaller flooring replacements or parking lot patching. A Leavenworth elevator upgrade is scheduled for this year.

For several years, Dorm and Dining funds have been used to refurbish one residence hall per summer. This past year, the money was utilized to rezone the heating system in Adams Hall in order to improve energy efficiency. This coming summer, we will be doing the same in Haskell Hall and installing sprinkler systems in both buildings.

I am very proud of the Castleton campus, its improved condition... and how it has evolved over the last 13 years, however it an ongoing challenges to maintain these aging facilities as available resources push us towards reactive maintenance instead of preventative.

CCV Facility Update - BOT – October 29, 2015 NOTES

Our presentation is going to be a little different than what you'll hear from my colleagues at the residential colleges. CCV's is a youngster within the system, being a mere 45 years old. I suspect that you'll hear about structures on some campus' that are twice that age.

In the beginning . . . CCV began in just a few communities, starting in Montpelier. Our rented facilities were comprised of office space for advising and hiring faculty. Classrooms were located elsewhere, in "borrowed" space consisting of church basements, bank board rooms, schools – lots of schools - and any space that could hold a few people and was "free". In the beginning, classes were held in the evenings so space within our communities was plentiful. This arrangement was forced to change when students asked for classes to be held during the day. Those conference rooms and basements had other uses during the day and were not available to CCV. Therefore, we began to adopt facilities where we could have administrative AND classroom space.

Fourteen years ago when I joined CCV, my role was to work with landlords. They ranged from the State of Vermont, Springfield School District, private individuals who owned significant property within their community, to a retired Dartmouth professor and his wife. We owned no facilities. Leases in our larger locations were typically 10 year leases with options for renewal; an exit clause should economic disaster strike and an option to purchase should the owner decide to put the property on the market. The likelihood of purchasing a facility wasn't high as the VSC Board did not permit CCV to own property.

CCV is now located in 12 communities distributed in such a manner that the majority of students should not have to travel more than 25 miles to reach a location. Of course, our 13th center, the Center for Online Learning makes this less of an issue. Each center was different in size, shape, price, amenities – what we considered important was the safety of our students faculty and staff, visibility within the community, accessibility for students and responsiveness to the communities that they serve.

In July 2003, The VSC Board granted CCV approval to begin to own its facilities. Two centers became the first acquisitions for different reasons. CCV St Albans was located in a building that had been designed and built for CCV 10 years earlier by a local landlord, Jim Warner. We approached Jim and asked him to sell us our building. His reluctance was only that he was losing a great tenant and that he recognized that he would no longer have the almost daily contact with CCV that he had grown accustomed to having. The second acquisition was for property on which to build a building in the Upper Valley. The programmatic needs for CCV White River had outgrown the current building and while we would have preferred to lease in this area, we were unable to find a suitable location – this was during the Dartmouth Medical Center expansion period. The decision was made to build our first building, a 15,000 sq facility designed and sized on the lot in such a way that we knew where and how future expansion, were it to be necessary in the future, would be accomplished.

As CCV never benefited from the State of Vermont building college buildings, all building would be accomplished through assuming debt. Since the college already had long term obligations for leases on its facilities, we were essentially trading one expense for another – although in the long term, the result would be equity for the college. CCV's goal, now that owning facilities was part of our resource

strategy, was to own facilities to accommodate 50% of our on the ground students. This would be accomplished by our move from Burlington to Winooski and by adding the purchase and renovation of the Woodbury College building in Montpelier. Additionally new facilities were needed to support the tremendous growth that had occurred in Rutland and to replace an outdated and inadequate facility in Brattleboro. For these, we turned to developers. In Rutland, a 30,000 sf, 3-story building in downtown was built to our design and specifications by DEW who leases the facility to us under a 10 year, multi renewable lease. In Brattleboro, CCV occupies a portion of the newly reclaimed Brooks House, again in the center of downtown in a shared facility arrangement with Vermont Tech's nursing program. The State of Vermont provided \$2 million to enable this project to be completed. Of note, this is the first building funds that have been made available to the VSC in over 10 years and the first ever for a CCV facility. While all these facilities differ in size, shape, location and individual character, they do have a common focus on a safe environment, classrooms that are light and bright and especially conducive to teaching and learning. Another hallmark of a CCV academic center is that the classrooms are sized to fit classes under 20 students, with flexible seating for students and up to date, easy to use technology that we are employing in all of our centers to enable faculty to go from classroom to classroom and center to center with ease.

CCV benefits from receiving funding from the State of Vermont for capital improvements. The past several years, this has amounted to \$75,000 a year. While that isn't a huge sum, it has been helpful in our efforts to keep facilities well maintained, fresh and also to do some special projects. This was originally considered to be "leasehold" improvements, but is now used for all buildings, owned and leased. Typically, this funding would be used for programmatic changes such as creating a science room, more study space, or upgrading the lobby and reception areas. Now that we have owned facilities, CCV is sharing in the system funds that are received from the State in which we have just completed a roofing project in St Albans, and know that we will have assistance with parking lots and roadways. We have also benefited from a relationship with Efficiency Vermont whose partnership ranges from electrical upgrades to rebating for using energy efficient appliances and procedures.

While taking care of business is an ongoing process, painting, carpeting, flooring – CCV has areas of concern that we focus on. In the past two years, safety and security has been a significant focus of our facility upgrades. Within each center, we have installed emergency alert systems, designed and applied to meet the unique needs of the center. We have also upgraded door locks ensuring that in classrooms and offices, they lock from the inside. As stated earlier, CCV is an institution that values light and open spaces. With this comes a challenge on how to protect occupants in the event of an internal attack. Window treatments have been installed in classrooms and offices. I was asked if we had addressed this 100%. I would have to say no because while we think that we have covered every window and have addressed each door, during our drills and walk a-rounds, we always find something else that we can attend to. We know that bells sirens and window shades only go so far in making people prepared and ready for an event that "can't happen here". Our safety committee members meet regularly to examine our policies and procedures, staff members work on drill protocols and employees are provided with training in many styles, in frequent times during the year. Staff members work on evacuation and shelter in place drills procedures and we practice regularly. In addition to typical fire drills which involve

evacuation, we practice intruder drills that may include sheltering in place. These drills are conducted at every center and during this process, local emergency response teams become involved, creating a stronger relationship between CCV and local fire and police departments.

In the last two years, CCV has not been involved in a building project – phew. That has given us the time and scope to circle back and take care of a few things that were on our list, namely new windows and carpets in the original building of the CCV Montpelier building. Currently, we are readying for a HVAC upgrade in St Albans.

In terms of upcoming issues, the biggest facility issue that CCV faces is how to provide the same experience between centers that vary greatly in size and community dynamics. Our goal has always been to be a part of the community – and as such, we try and locate, where possible in the downtown areas of the cities and towns where we are located. This brings challenges and benefits to both the communities and to the college. The good news is that we bring large numbers of students, faculty and staff members to the centers. The bad news is that these sometimes put pressure on local services, especially parking.

I would leave you today with an opportunity to ask any questions you have and to assure you that CCV sees its facilities as a valuable part of our resource mix. I believe that if you were to talk with any of our landlords, they would tell you that we are an ideal tenant – we pay on time, we take pride in our surroundings and we respect our premises. Certainly, that mindset has shifted to our newly owned facilities of which we as a college are so very proud.

COMMUNITY COLLEGE OF VERMONT **CCV**

CCV FACILITIES

Barbara Martin

Today:

- History
- Locations
- Owned Buildings
- Recent upgrades
- Safety & Security
- Issues

October 29, 2015

12 Locations



A map of Vermont with 12 locations marked with green dots and labeled: St. Albans, Ferrisburgh, Winooski, Montpelier, Middlebury, Upper Valley, Rutland, Springfield, and Brattleboro.

Owned facilities



CCV - St Albans



CCV - Montpelier

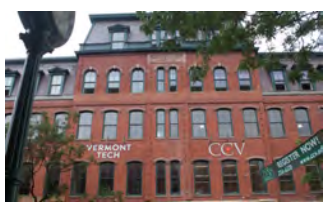


CCV - Upper Valley

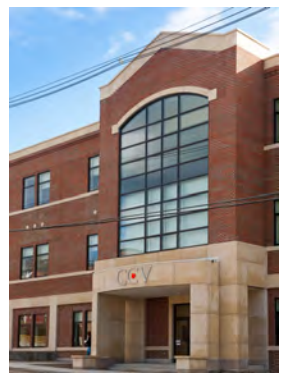


CCV - Winooski

Recent updates . . .

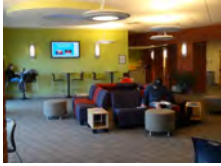


Brattleboro



Rutland

Focus on teaching and learning . .



Safety & Security . . .

- Facility Improvements
 - Emergency alert systems
 - Door locks
 - Window treatments
- Training
 - Guides
 - Posters
 - Drills
- RAVE

Current Issues . . .

- Taking care of business
- Serving the community
- Current projects
- What's next?

JSC began as an elementary school and secondary school in 1828 . It was chartered four years later as Johnson Academy . In 1866 it was designated a “Normal School” an institution exclusively for teacher training . In 1947 it was known as the Johnson Teachers College up until 1962 and then as Johnson State College .

The Campus consists of 14 main buildings and close to 25 additional out buildings including the College Apartments . Johnson State College is situated on 380 beautiful acres with breathtaking views .

Our full student population ...on campus , off campus , undergrad , graduate and EDP is approximately 1538 students .

Enough of that now on to the good stuff. Our campus consists of approximately 493,000 sq' of building space . That 493,000 square feet is broken down to 40 % are dorms and living space , 51 % Academic and 8% as support or other .

Since starting my employment at JSC in June of 2002 , there have been numerous and countless improvements made in the buildings , grounds , operations, and safety of the campus .

Some of the Highlighted Projects have been :

- Stearns , Bentley , McClelland and partial Martinetti Window Replacements.
- Bentley , Dibden & Senators Transformer and Electrical Upgrades.
- Upgrades to the exterior of the College Apts.
- Numerous energy saving projects with exterior and interior lighting . Replacing a variety of motors and pumps with energy efficient equipment . Including limited upgrades to our EMS . (Energy Management System).
- McClelland & Shape Boiler Replacements.
- Martinetti Entrance improvement
- Renovations of Martinetti , Stearns , Shape , Bentley , VAC , Dewey , McClelland and WLLC .
- Dibden Stage replacement and stage rigging replacement .
- Dorm Bathroom renovations . Over the course of the past 13+ years all dorms bathrooms have been dramatically improved .
- Most Buildings have had fire alarm systems upgraded and a number of buildings have had sprinkler systems installed .
- Installation of card access to each dorm and dorm room which is a Res Life and Public Safety priority for safety and accountability .
- Many Elevator upgrades to keep up with continuing code changes
- ADA improvements in many areas throughout campus and many more to go
- Additional Emergency Generators installed at Dewey , Stearns and now the Senator's dorm .

Campus Grounds consist of maintaining 35 Acres of mowed lawn , over 2 acres of gardens 2 miles of road way , 2 miles of sidewalks and close to 8 acres of parking lots. Many of the parking lots are not paved and / or in poor condition . What does this mean ? It takes longer to plow . The plowing of the lots are not as effective and clean and hence a possible safety concern . The deteriorated parking lots and road ways also shorten the life of the plowing equipment . In order to do a better job of keeping the roads , sidewalks and parking lots clean we use salt . This also takes a toll on the plow equipment .
\$\$\$\$\$\$\$\$

With the majority of campus being built in the early 70's , one can imagine there are a number of maintenance issues. These buildings and infrastructure are 45 years of age . Building codes have a changed and building at that time , energy conservation was not a concern . Renovations and improvements have been taken over the years to address energy conservation and upgrade outdated systems . This all takes time and money. Lots of money. Without dollars maintenance issues are pushed aside and they have been well before my tenure here at JSC. I maintain a Campus Deferred Maintenance list of over \$40,000,000.00 .

Building Concerns and some of the main deferred issues are :

- Water infrastructure
- Building Envelope repairs / re-bricking & re-pointing / roof replacement / windows / exterior doors / painting
- Safe sidewalks need to be constructed
- Parking lots and road ways to be built or repaired
- Replacement of aged & failed windows in some of the buildings
- ADA Compliance issues
- Continued lighting and electrical upgrades – Campus Wide
- Energy Management continued improvement
- HVAC upgrades ... air conditioning, update air handling units / duct work cleaning / get rid of all electrical heat .
- Flooring replacement and painting needs to be done in many areas in all buildings
- Gym locker room upgrades
- Landscaping corrections
- A need for all buildings on campus to be sprinklered
- Standard furniture in all office
- Replacement of furniture in dorms
- Water tower shot blasting and painting

2016 Capital Projects

Duranleau Barn Foundation Repair – Complete
McClelland Hill Road Reconstruction- Complete
Shape Pool Dehumidification Equipment – Complete
Dibden proscenium curtain – Going out to bid for winter break work
Senator's Electrical Upgrade – Complete
Dorm Safety Projects – Complete

2017 "in the works" Capital Projects

Design and Phasing of Campus Sidewalk Rebuilding
Dibden Chiller Replacement
Tennis Court Reclaim and Repair
Dewey Window Replacement Design
Governor's Electrical Upgrade
Dorm Safety Projects

Projects that would be helpful to Physical Plant :

- A separate budget line for deferred maintenance issues to be addressed each year that are identified prior to the budget year . i.e. Replace all WLLC carpet and paint and take portions of the building off line for a summer .
- A Vehicle Trade Out and Up Plan that allows for a 5 year trade out so that vehicles can be traded out before expensive and on-going repairs need to be made.
- Money and Time. Money and Time. Money and Time.



Lyndon State College

Facilities review

Prepared by:

Tom Archer / Director of Physical Plant

Campus Description:

- Lyndon State Campus lies on approximately 200 acres in the beautiful Northeast Kingdom.
- The college was founded in 1911 and in 1961 became the Lyndon Teachers School
- In the early to mid-1960's the college saw most its growth – the college had expanded its buildings to almost the current size and that expansion has served as the campus core until 2004 when the Rita Bole complex was added and then the ASAC building in 2008.
- Lyndon State currently has 27 buildings and approximately 500,000 square feet of space. Approximately 170,000 sf is occupied as Residential- the remaining is multipurpose, academic and administration.

Buildings added within the past 10 years:

- The Rita Bole Complex is comprised of 3 buildings 2 which house students and 1 that serves as a multipurpose center.
- In 2009 the Academic & Student Activities Center (ASAC) was completed. The building was built following LEED standards and was awarded a LEED Silver upon commissioning.

Major Renovations have included:

- Complete gut of the Harvey Academic Center, which included upgrades to the HVAC systems and all new finishes. The building is much more energy efficient and aesthetically pleasing.
- Vail Parking lot replacement in 2008, included completely new underground infrastructure and dealing w/ a lot of subsurface water and ledge. (294 spaces)
- 2011 replacement of Stonehenge Parking lot, also a lot of ledge and a completely new infrastructure. This lot also included the install of Bio swales and multiple rain gardens to help handle storm water control.(332 spaces)
- Lyndon State has a total of 952 parking spaces on campus and some days it is hard to find a space.

The resident halls have seen many renovations and upgrades:

- Arnold Boiler room was insulated to help alleviate the excessive heat that was rising above our boilers. This has helped keep the resident hall windows closed, as the building heat is controlled much better.

- Heating Controls were added to Wheelock Hall in 2008, which again provided for a much more comfortable space and helped keep the windows closed in the winter.
- Foam panels were added to the exterior of Stonehenge. These panels are below every window and also in back of every heating alcove. Aesthetically pleasing and a tremendous heat saver. \$\$
- The Residence halls have all received new windows this has added to the efficiency of building, as well as, the ease of use.
- 34 bathrooms were totally renovated in Stonehenge resident halls over the past six years 1 building each summer. A great improvement with high accolades from students and staff.
- The six Stonehenge Resident halls have also received new flooring – the decision was made to replace carpet w/ a VCT tile. The students and staff again have received this well.
- The 3 main lounges in Stonehenge received a facelift in 2014. New flooring, lighting, and paint this really made a big difference.

- All resident halls with in the core campus have been sprinkler, which helps us all sleep better knowing our students have another layer of fire protection.
- The inner concrete wall in the Stonehenge courtyard was removed in 2013 and replaced w/ sod a great improvement for students, as well as maintenance staff plowing snow.
- Custodial closets were added to all core Residents halls. This came about from requests of staff do too heavy lifting and lack of storage – a big big help.

Academic Administration Buildings

- Activities and the Library have seen some big change in the past a couple of years:
- The 3rd floor of the Library - converted two classrooms and an office into a top notch recording studio – believe this has helped tremendously w/ the growing of the Music Business Arts program.
- Last year also on the 3rd floor of the Library we converted a Geology into a computer recording studio and also an adjoining space for 4 offices

and a student annex. Really well received and now the Department really has a home of their own.

- Geology Lab moved into the Science Wing – the old Museum space was renovated for this purpose.
- The Science Wing received all new windows – The windows were compromised and failed to keep the weather out. Lots more natural light - Really nice!!
- The Chemistry lab received a complete rehab. All new finishes, plumbing & electrical, including a new air handler. New Lab stations were installed w/ snorkel ventilation at each station.
- Four small office (Science Wing) were converted to make an overflow classroom. This is being used A LOT.
- The theater lobby saw a big renovation with the installation of an Architectural epoxy floor. This space is at a major juncture on campus and has alleviated the un slightly stone that also created a tripping hazard. Wood panels and a glass railing were added to the Mezzanine. This is truly a great transformation.

- A new elevator was added to the Television studies area of Activities - this required an addition to the building. This has made access to the whole building much better.
- A new Air Handler w/ AC was also added to Activities building this has greatly increased air quality and comfort.
- The entire 80,000 sf of Activities was sprinkler – again protecting people and buildings.
- The 2rd floor Vail had a major renovation with the addition of a student lounge and student government adjacent to the snack bar and student center.
- The 2nd floor Book store in Vail was renovated. Looks Great.
- The 3rd floor Vail had a whole new Admissions renovation. This space is now aesthetically pleasing, as well as, a functional addition to the area.
- The Vail Museum was relocated to a more central locale and really does show off the history of Lyndon – Very well done.
- The old Museum space was turned into a student annex for Exercise Science, this move

enabled Public Safety to move up front & center in the new ASAC building.

- The 4th floor Vail saw numerous small renovations and spruce ups this past summer. Again well received.
- Vail had two new roof top units installed this past year – we are now moving air again in Vail.

Fields, landscaping & Walkways

- A new Lacrosse/ Rugby field was added below the Stonehenge parking lot adjacent to the new Skateboard park and basketball court. This field has come a long way and is really being used – it also has a beautiful backdrop.
- A new paver walkway was added to the Harvey basement project. The basement wall was excavated out and an entrance put in, this has opened up the basement for use and gave maintenance easy access to mechanical room.
- The pavers were used as part of our ACT 250 permit adding to the permeability of the new walkway. They look great have been holding up well.

- New paver walkway installed to the lower level of the library – again permeable but also durable and look great.

Efficiencies:

- Lyndon has work with Efficiency Vermont on many efforts to reduce our electrical consumption. The list is long, but we can attach to our facilities assessment done as part of our Master Plan – the plan is located on our web page.
- One of the biggest efforts was the installation of LED parking lot lights and roadway lights. Let me tout here as Lyndon State was the first facility in Vermont to get exterior LED lights (I know kind of hard to believe)
- LSC got the LED lights when we were doing the Vail Parking Lot and did so even against the recommendation of the electrical engineer on the project, who likened LED's to snake oil.
- Dick Ethier, Wayne Hamilton and myself took a ride to Connecticut after work one night to compare the LED lights to that of High

pressure sodium & Metal Halides. To say the least we were all sold but had to go out on a limb here. Funny thing is the engineer now touts himself as being the first project in Vermont to install LED's.

- The efforts are all listed in spread sheets but range from occupancy sensors for lights, motors w/ VFD's, to control over exhaust fans in the Dining Hall.
- Even after the addition of the 31,000 sf ASAC building and numerous A/C install Lyndon State was able to cut its electrical use by 17% from the early 2005 time frame to present. Trend has been a little flatter lately, as a lot of the low hanging fruit has been picked, but we are still picking away.
- LSC also cut the use of fuel oil largely due to controls and tightening up building envelopes & the addition of hundreds of new windows.
- An Energy Audit was done by an outside firm – Source One strategies were listed w/ return on investment. We did target the pool cover which had a 2.5 year payback. Just need more

cooperation using the cover, as it has a potential to save more \$10,000 /year.

I THINK ENOUGH SAID but there are numerous smaller things that make a big difference.

Big Things to continue discussing

- Elevators: and their upkeep
- Controls: Getting a handle on everything that can be shut off when not needed.
- Swimming Pool: Cost – new strategies for dehumidification and heat.
- Vehicles:
- Parking Lots & Roadways: PICTURES included
- Storm Water Management: Some issues but college is in compliance
- Boiler burners: big money up front, but big savings
- Biomass: has been researched Return on investment seemed high in last study
- College roadway entrances: Need big changes to make more inviting also aware that GPS is now

sending people to rear entrances that are even less inviting and wayfinding is not the best.

Capital 2016

- Campus ADA & Wayfinding / Walkways -10%
Completed installed paver walkway - ADA review underway
- Vail Brick Repair: 100% installed helical piles and repaired brick Vail SW entrance.
- Self-Funded: Poland Bathrooms completed 100%
- SHAPE ROOF: Completed 100%

Capital 2017

Lyndon State College

Capital Projects List

State Appropriations

1. SHAPE Pool Heating & Dehumidification Equipment
\$125,000
2. Fountain Pond Repair
\$ 50,000
3. Vail Stair Tread Replacement
\$ 30,000

6. Wheelock Fire Alarm Replacement
\$ 84,000

7. Wheelock Electrical Renovation
\$130,000

4. Activities Window Replacement	
	\$110,000
5. Wheelock Parking Lot Repair	
	\$202,000
6. Storm Water Improvements	
	\$102,000
	Total
	\$619,000

Dorm/Dining Projects

1. Steven's Dining Hall Roof Replacement	
	\$110,000
2. Wheelock Bathroom Renovation	
	\$200,000
3. Whitelaw Flooring Replacement	
	\$ 39,000
4. Residence Hall Painting	
	\$ 50,000
5. Stonehenge Stair Tread Replacement	
	\$ 93,000

VTC

VSC BOT Facilities and Finance Report

October 29, 2015

History

In Public Act No. 1 of 1866, the Vermont legislature established in Randolph, Johnson, and Castleton the first public schools in Vermont devoted to the education of teachers. The Randolph State Normal School served in this capacity until 1910, when the legislature determined the need for a state agricultural school and established the Vermont School of Agriculture at the Normal School site.

In 1957 technical courses were added to the offerings of the school and a new name – Vermont Agricultural and Technical Institute – reflected this expanding mission. The Vermont Agricultural and Technical Institute (VATI) was the first technical institute in Vermont, with an initial enrollment of approximately 75 students.

By act of the 1961 Legislature, VATI and the state teacher colleges (Castleton, Johnson, and Lyndon) were placed under the control of a newly-created public corporation known as Vermont State Colleges. Community College of Vermont joined the other state colleges in 1975. The name VATI was changed to Vermont Technical College on July 1, 1962, and the college was authorized to grant Associate of Applied Science degrees. The Associate of Engineering degree was first granted in 1965.

On May 7, 1993, when the Vermont State Colleges Board of Trustees voted approval for Vermont Technical College to offer its first baccalaureate-level degree program in Architectural Engineering Technology.

Students may now enroll in 15 additional baccalaureate programs leading to a Bachelor of Science degree in: Applied Business Management, Business Technology & Management, Computer Engineering Technology, Computer Information Technology, Computer Software Engineering, Construction Management, Dental Hygiene, Diversified Agriculture, Electrical Engineering Technology, Electromechanical Engineering Technology, Manufacturing Engineering Technology, Nursing, Professional Pilot Technology, and Renewable Energy.

VTC buildings construction dates range from as early as 1803 (Langevin House) to 2007 (SHAPE Campus Center Addition - Snack bar/lounges/fitness center).

1966-69 Three Res Halls were constructed (Morey – which also housed the camps cafeteria, Nutting Hall, and Keenan Hall) as well as Green Hall - a new classroom, lab facility, and Faculty office building.

1967 – VTC Began operating/maintaining its own water system, providing water (and pressure) to the campus and (in association with RCFD#1) providing water to the village of Randolph Center (approx. 50 connections)

1973 – Completed construction of a Central Stream Heating Plant to convert the building heating systems from Electric to Steam (steam to hot water conversion in each building).

1986 A campus barn, built in 1950, was renovated to house the Colleges administrative services and become the “gateway” into the campus.

1990 SHAPE Building constructed with new gymnasium, pool, racquetball courts, and athletic dept. offices. Open for public membership as well.

2000 Clarke Hall was built to house the Nursing program and associated labs, as well as computer labs, classrooms and Faculty Offices.

2005/2006 VTC expanded its physical presence into the Williston community with the purchase of four academic/administrative buildings. In 2008 another building was purchased and renovated to create needed residential housing on that campus and 44 additional beds were added to the approx. 555 beds on the RC Campus. This campus houses Dental Hygiene, Nursing, and EET programs among others.

2007 The Campus Center addition to the SHAPE building was constructed to house a snack bar with seating area, two lounges, and a exercise fitness facility. It acts as a central location for students and other to eat, meet, study, relax, etc.

2010 The Five-Story Burn Simulator built in association with the VT State Department of Public Safety

2011 Hartness Library, built in 1967, was completed renovated.

2012 The completion of five year project to install Sprinkler Systems in every residence hall.

2014 Bio Digester was built. 375kw generator operates on methane that is produced from manure/foodscraps/feedstock (hay, crop waste, leaves, beer waste, etc.)

Campuses

VTC consists of the following physical campuses:

Owned Property

Randolph Center

600 Acres
36 Buildings/Structures
469,659 Sq'
38% - Academic
47% - Student Centered
15% - Administrative

Williston

12 Acres
7 Buildings
66,000 Sq'
63% - Academic
26% - Student Centered
11% - Administrative

Norwich Farm

9 Buildings: 31,000 Sq'
31,000 Sq'
350 Acres
80% - Academic
8% - Student Centered
12% - Administrative

Leased Property

RC Campus:

Catamount Building (Auto Tech / Diesel Programs): 21,000 sq'
Bedor Road Farm (Equine Program)

Williston Campus:

Essex Apartment Housing (x6): Residential Student Overflow Housing

Nursing Sites (x8):

Bennington, Brattleboro, LSC, Middlebury, Newport, St. Albans, Springfield, WRJ (Wilder)

Campus Operations/Concerns

1. Deferred Maintenance
 - a. Buildings/Infrastructure: \$3,840,000 in Deferred Maintenance ranging from infrastructure repairs (electrical, heating plant) to roofs, windows etc.
2. Parking Lots/roads are in generally good shape. Not considered deferred maintenance, but these will continue to require expensive preventative maintenance and replacement over the next 7-10 years. Using CP funds for these repairs pulls from other needed building repairs.
3. VTC operates/maintains a Class 2 public water system in association with the RCFD#1
4. VTC operates and maintains an 375Kw Anaerobic Digester (manure, food waste, crop waste)
5. VTC operates/maintains a five acre apple orchard (selling to the Public) as well as a market garden that provides produce to Sodexo and to a local distributor. VTC Sells raw milk to local dairy processing plants.
6. Operates several sustainable teaching and building operations:
 - a. Pellet boiler (200,00btu - wood/grass burning) and Lab at the Red School House.
 - b. Solar tracker (6kw) Allen House
 - c. Wind generation (12kw) Farm
7. Campus Generator (1 Meg) provides the campus with full electrical power in the event that utility power is lost
8. VTC is an active Red Cross Shelter/Emergency Site.

Capital Projects Update

FY'16 – Projects

- 1) RC Campus (Morrill/Green Halls) / Williston Campus – Mechanical Engineering Technology and Electrical Engineering Technology Lab Upgrades – Completed/In Progress
- 2) Randolph and Williston Pavement Repair - Completed
- 3) Central heating Plant/Facilities Center Roof Replacement - Completed
- 4) Nutting Hall Roof Replacement - Completed
- 5) Morey Hall Student rooms flooring replacement/painting - Completed
- 6) Farm Heifer Barn Roof - Completed
- 7) Green Hall Flooring Replacement – In Progress
- 8) Randolph Site Light – In Progress

FY'17 – Projects

- 1) Green Hall Elevator Replacement
- 2) SHAPE Pool Flooring Replacement/HVAC Repair
- 3) RC Campus Site Light Upgrade Phase III
- 4) Well Pump Generator
- 5) Nutting Hall Window Replacement
- 6) Morey Hall Domestic HW Upgrade

As we look to the future, the VTC Campus Master Plan becomes an important tool in developing a plan for CP requests.

Projects that would benefit Physical Plant

- 1) VSC Funding for roofing replacement projects – this would free up capital for other improvements
- 2) VSC covered the costs for some retro-commissioning and a partial energy audit.