Minutes of the Meeting of the Board of Trustees
Wednesday, November 1, 2017, at 9:30 a.m.
205 East 42nd Street, Room 770
New York, New York 10017

Trustees Present:
Hon. Philip Berry, Acting Chairman
Hon. Guillermo Linares
Hon. Brian Obergfell
Hon. Michael Walsh

Jeffrey Beal, Team Leader, Division of Budget Higher Education Unit*
Edward Moore, Acting Section Head, Division of Budget Higher Education Unit*

In Attendance:
Judith Bergtraum, Executive Director, CUCF
Jane Sovern, Office of General Counsel, CUNY
Robert Lemieux, Executive Director, Department of Design, Construction & Management, CUNY
John Antonelli, Deputy Executive Director, CUCF
Gustavo Ordóñez, Chief of Staff, FPCM
Daniel Rothbaum, Controller, CUCF
Michael Stabulas, Managing Director, Managing Director, Downstate Operations, DASNY
Nancy Nichols, Special Assistant to the Fund

* Designee for Robert F. Mujica, Jr., Executive Director of NYS Division of the Budget in Albany, attending via videoconference.

At 9:47 a.m., Acting Chairman Berry called the meeting to order, noting there was a quorum.

Action Items

1. Approval of the Minutes of the June 28, 2017 Meeting of the Fund (No. 2251).

Acting Chairman Berry asked if there were any discussion or amendments to the minutes. There being none, Mr. Berry entertained a motion that this item be approved. On motion duly made and seconded, the minutes were approved.


Acting Chairman Berry called upon Brian Obergfell, Chairperson of the Audit Committee to the CUCF, for his report on the Committee Meeting.
Chairperson Obergfell reported that the Audit Committee of the Construction Fund had met at 9:00 a.m. that morning with partners of the auditing firm of PKF O’Connor Davies, who had signed off on the Construction Fund financials, without any issues or problems.

Mr. Berry asked if there was a motion to approve the report of the Audit Committee. On motion duly made and seconded, the report was approved.

At this point, Mr. Berry asked that Resolution number 10 be considered by the Board. He asked the Board to gratefully thank Jeffrey Weinstein for his service to the Fund.

10. Resolution of the City University Construction Fund in Appreciation of Jeffrey Weinstein, Director of Procurement Services (No. 2260).

In appreciation of Mr. Weinstein’s service, Chairman Berry called upon Executive Director Bergtraum to present her commendation. Ms. Bergtraum explained that she met Mr. Weinstein many years before, when he was at the office of contracts for the NY City government, where he provided oversight for contracts for the City of New York. His work was extraordinary there. Ms. Bergtraum stated that he is reserved, speaking when necessary, and has the gift of being able to say “no” gracefully. She thanked him for his contributions to the CUCF, to CUNY and to the City of New York.

Ms. Bergtraum then presented Mr. Weinstein with a plaque in honor of his service. Mr. Weinstein thanked the Board, Ms. Bergtraum, and his colleagues at the department of Contracts, saying his job has meant a lot to him, and he is very grateful for the recognition. He said none of the accomplishments mentioned could have occurred without the leadership and vision of his department principals, Judith Bergtraum and John Antonelli, as well as Iris Weinshall and Howard Altschuler, who originally brought him to CUNY. He also recognized the creativity and support of his department staff. Also instrumental were Chairman Berry and the Board of Trustees who made for a seamless collaboration in fulfilling the University’s capital needs, for the greater good of the institution and the students it serves. He said it proves that what we do matters and that we can make a lasting difference, and he thanked everyone for that opportunity.

Acting Chairman Berry moved the adoption of the resolution. On motion duly made and seconded, the resolution was approved.

Ms. Bergtraum announced that as Mr. Weinstein is leaving, the person taking his position is Sharon Russell, and she introduced Ms. Russell to the Board. Ms. Russell was in charge of procurement when Ms. Bergtraum was the First Deputy at the Department of Transportation for New York City. Also, she said she wanted to introduce the new General Counsel for CUNY, Loretta Martinez. Ms. Martinez thanked Ms. Bergtraum and the Board, saying that there will be a transition to her becoming the General Counsel for the CUCF.

Mr. Berry welcomed Ms. Martinez and Ms. Russell, and resumed the meeting with Resolution #3.
3. **Resolution of the City University Construction Fund Authorizing a Contract for Purchase and Installation Services for the Replacement of Fire Alarm Systems for the Roosevelt Hall and Roosevelt Hall Extension Buildings at Brooklyn College (No. 2253).**

Acting Chairman Berry called upon Executive Director Bergtraum to explain the item. Ms. Bergtraum stated that a number of these maintenance items will come before the CUCF, some of which may have been approved in previous meetings. However, a change in the cost of the project may require an amendment to correct the funding. Ms. Bergtraum said that in every recent meeting there has been at least one fire alarm resolution, as they are being replaced all over the University.

In the last budget $121 million was received for critical maintenance, and of that amount $30 million will be used in different schools to study, design and replace fire alarms throughout CUNY. This resolution for Roosevelt Hall and Roosevelt Hall Extension will create a command center, allowing all the fire alarm systems will feed into one center, approved by the Fire Department.

Mr. Lemieux explained that this will complete the fire alarm systems in the buildings at Brooklyn College. Roosevelt Hall was not initially included in the original contract because it was thought a new science building would be constructed on the site. Ms. Bergtraum stated that CUNY has been asking for funding to build a new Science Center at Brooklyn College, which is Roosevelt Hall. About $135 million of $400 million has been received, and every year we request more.

Mr. Berry asked if there were any further comments or questions. There being none, Mr. Berry called for a motion to approve. On motion duly made and seconded, the resolution was approved.

4. **Amended Resolution of the City University Construction Fund Authorizing a Contract to Provide Construction Services for the Installation of New Windows at Borough of Manhattan Community College, 199 Chambers Street, New York, N.Y. (No. 2254).**

Acting Chairman Berry called upon Ms. Bergtraum for her explanation. Ms. Bergtraum stated that an amendment of $100,000 to the original $800,000 cost was needed because the architects’ estimate at the beginning of this project was not sufficient. Ms. Bergtraum showed a slide that illustrated where the new windows would be inserted along the west exposure. She stated the challenge with window replacement is that BMCC is a very busy campus, with classrooms being used from 8:00 a.m. until 11:30 p.m., so taking classrooms off line to repair windows is a huge inconvenience. This project is in addition to another renovation project, renovating bathrooms. Mr. Lemieux related that the 199 Chambers Street building houses more than 70% of the campus’ classrooms. The construction will be done in phases.

Mr. Berry asked when the project will be completed. Mr. Lemieux said it would take about three to four months, and would most likely begin in the spring.
Trustee Linares asked whether it was just the second floor windows that were being replaced. Mr. Lemieux said yes. When the building was constructed, it abutted the elevated West Side Highway, making windows unnecessary. Given that the West Side Highway is gone, windows that let natural light into the classrooms and offices are desirable. Mr. Berry asked if the windows would be able to withstand hurricanes and new codes. Ms. Bergtraum replied that yes, all new windows are installed with that in mind.

Ms. Bergtraum explained that the funding cycle meant that funding received in June for a community college gets matched with state funds the following April.

Mr. Berry asked if there were any further comments or questions. There being none, Mr. Berry called for a motion to approve. On motion duly made and seconded, the resolution was approved.

5. Resolution of the City University Construction Fund for Replacement of Existing Ramp, Plaza and Roof at Borough of Manhattan Community College, 199 Chambers Street, New York, N.Y. (No. 2255).

Acting Chairman Berry asked Executive Director Bergtraum for her comments. Ms. Bergtraum explained that once the CUNY Board approves this resolution at their December 4th meeting, this will authorize DASNY to complete the contract documents to replace the entrance ramp, third floor plaza pavers, drains and insulation and roofing systems, as well as the fifth and sixth floor set-back roof systems at BMCC. Superstructures Engineers and Architects is a DASNY term consultant. The total project is estimated to cost $11.9 million. This project is chargeable to state and city capital budget.

Ms. Bergtraum stated that 199 Chambers Street was built on several levels, each with its own roof, and all of them, as well as the pavers, need replacement. Because it is the main entrance to the school, the project will have to be thought out carefully.

Mr. Berry asked Mr. Stabulas if he had any insight to share on the project. Mr. Stabulas said that DASNY is also finishing an exterior restoration, so following this project the building envelope will be secure. Ms. Bergtraum stated that over the past three months CUNY is securing some additional leased space for BMCC, one for ASAP, and one that will provide 25 classrooms. This is necessary because BMCC has the highest enrollment of any CUNY school. Within a year and a half additional space will be available.

Mr. Berry asked if there were any further comments or questions. There being none, Mr. Berry called for a motion to approve. On motion duly made and seconded, the resolution was approved.

6. Resolution of the City University Construction Fund Authorizing an Amendment to the Architectural Services Contract for the Lehman College Nursing Education, Research and Practice Center (No. 2256).
Acting Chairman Berry called upon Executive Director Bergtraum for her explanation. Ms. Bergtraum pointed out that the original resolution was dated June, 2014. In last year’s budget, $20 million was received for strategic initiatives, $12 million of which was added to this project about six months ago. These additional funds are being added to the contract, as the building addition has increased in size to accommodate the full program. Ms. Bergtraum showed some photos of the building location, and where the new building would appear.

Ms. Bergtraum mentioned that in the next six months two new buildings would be opened, most likely by February or March – the 400K square foot NY City Tech building on the corner of Jay and Tillary Streets in Brooklyn, and the Performing Arts Center at Brooklyn College, on Campus Drive. Mr. Lemieux stated that they are spectacular buildings.

Trustee Walsh asked about the Nursing Project building – the design was begun in Fall 2014. When would ground be broken, and when would this building be completed. Mr. Lemieux stated that they are in the process of renovating the old gym, as the bookstore building had to be knocked down and that program moved into the old gym. The design documents should be finished within 9 months; by next fall they should be able to break ground. This building is totally funded. It will be about 10,000 square feet larger than the originally-anticipated building because of the program needs, which is why money was added six months ago. It will most likely take about two and a half years to build.

Acting Chairman Berry said it would be quite worthwhile because of the importance of increasing nursing education in the Bronx. Lehman College will be serving an important function. Ms. Bergtraum stated that they will get a state of the art building. He urged the Trustees to attend this particular groundbreaking. Mr. Lemieux said groundbreaking was expected to be next fall, but he would alert the Board when that date was set.

Mr. Berry asked if there were further questions. There being none, Mr. Berry called for a motion to approve. On motion duly made and seconded, the resolution was approved.

7. Resolution of the City University Construction Fund Authorizing a Contract to Purchase and Install Cooling Systems in the Data Center and Telephone Equipment Room at New York City College of Technology, Namm Hall Building, 300 Jay Street, Brooklyn, N.Y. (No. 2257).

Acting Chairman Berry called upon Executive Director Bergtraum for her explanation about the new building, and what was being done with the old one.

Ms. Bergtraum reported that the technology for the new building is located in Namm Hall. She asked Mr. Lemieux about the particulars. Mr. Lemieux said that the Namm Hall Building would satisfy many of the infrastructure needs of the new building. For instance, under Jay Street there are chilled water pipes and hot water pipes so that the boilers in Namm provide hot water and chilled water to the new building. Additionally, Namm contains the data processing centers. The data processing centers are all about power and cooling, because all the servers generate intense heat, and if they aren’t kept cool, they crash. So this resolution will upgrade the HVAC in the Data Center and the Telephone Center rooms at Namm that support the whole campus.
Ms. Bergtraum directed the Trustees to the third page, showing Namm Hall and the cooling system, and also showing where the new building will be on Tillary and Jay Street. It is a sizeable building and will have an impact on the area. New York City Tech is another example of a school where the work going on in every one of the campus buildings has created a little campus tension.

Acting Chairman Berry remarked that especially as it’s the College of Technology, cooling systems to allow computer operation are important.

Mr. Berry asked if there were further questions. There being none, Mr. Berry made a motion to approve. On motion duly made and seconded, the resolution was approved.


Acting Chairman Berry called upon Executive Director Bergtraum for her explanation, asking whether security systems were new on campus. Ms. Bergtraum replied that the campus already has 232 cameras on campus. This resolution will provide new software to upgrade the cameras, and allow for an additional 23 cameras. This will give more light and surveillance in areas where students walk, particularly at night.

Acting Chairman Berry Mr. Berry asked if there were further questions. There being none, Mr. Berry made a motion to approve. On motion duly made and seconded, the resolution was approved.


Acting Chairman Berry called upon Executive Director Bergtraum for her explanation. Ms. Bergtraum stated that FPCM is required to bring to the board items of this modest amount ($70,000), as well as those that are $70 million. The project concerns a typical replacement of an air handler.

In response to Trustee Walsh’s question, Mr. Lemieux stated that there are probably 13 or 14 similar units in the building, and that resolutions would come to the Board concerning replacement of them as well. Mr. Lemieux explained that the Park Avenue building has no central air system, so they rely on individual systems that handle two or three floors. They are in the process of designing a more central system, but in the interim when units go down, they must be replaced.

Ms. Bergtraum stated that ideally more than one unit could be replaced at once. Mr. Stabulas interjected that it is a very big building. Upgrade of its HVAC system would cost $10s of
millions. There is a design that will start with a study phase for that building. Ms. Bergtraum stated that the Park Avenue building is one of the original buildings for Hunter College, dating to the 1930s. Some floors in the building have air handlers, and on a couple of floors are window air conditioners. An HVAC upgrade for the entire building would cost around $70 million.

Mr. Berry made a motion to adopt the resolution. On motion duly made and seconded, the resolution was approved.

Item 10 on the Agenda was previously voted on, but Mr. Berry said he would like to ask Mr. Weinstein a question about his management of the MWBE Conference. He reported that it was handled very well, year after year, and that its handling improved. Mr. Berry wanted to let the Trustees know, since they might not have been available to attend the event. He asked Mr. Weinstein to discuss the conference and how it has grown.

Ms. Bergtraum said that NY State had an MWBE conference, with a panel on higher education. She had asked Mr. Weinstein if he would attend as CUNY’s representative, on what turned out to be his last day at work. Mr. Weinstein came to the table and shared his experience, saying it has been going on for seven years; it is a collaborative effort with CUNY, and this year’s event was the largest and most successful one to date. Hundreds of MWBE and now Service-Disabled Veteran–owned businesses attend, some for the first time, some are aspiring to get NY State certification in those areas.

The conference provides them with an opportunity to meet one-on-one with those who run the contracting. The conference deals with all levels – sub-subs, suppliers, across the board. The energy level at the conference is palpable, offering a lot of discussion and direct contact. It is an excellent networking opportunity for vendors and for prime contractors, particularly construction management contractors, to fulfill their contractual obligations to meet their goals. Mr. Weinstein encouraged CUNY to continue participating in these efforts, and urged everyone to attend.

REPORTS

Acting Chairman’s Report

Acting Chairman Berry said that future meeting dates will be circulated shortly, now that the CUNY Board of Trustees has set theirs for 2018.

Executive Director’s Report

Mr. Berry called upon Executive Director Judy Bergtraum for her report. Ms. Bergtraum said she had two presentations to give, but in the interest of time she would give one of them and forward the other to the Trustees after the meeting.
Ms. Bergtraum stated that, further to the discussion about the schools and the tensions they face while construction is going on, that there are $2.3 billion in ongoing projects. This money has come from New York State over a number of years. State money has been allocated in the last 10 years through the critical maintenance study, the first of which was performed in 2007. An update was done in 2012; another one is going on now. These updates show the needs of the campuses. She called on Meghan Moore-Wilk to clarify what the study does.

Ms. Moore-Wilk reported that the Life Cycle Project is a capital reinvestment strategy, coordinated with SUNY. Both CUNY and SUNY take the maintenance of their assets very seriously as a top priority. In 2007 this was begun as a State of Good Repair Study, hand in hand with SUNY; we used the same methodology to collect the same information about every building across both University systems. The information was analyzed by Sightlines, a construction firm that does this kind of analysis. Sightlines identified CUNY’s need at $4 billion over the next 10 years, both in the backlog of existing items to bring the University into a state of good repair, and what would be needed in the future. The study was updated in 2012, indicating that CUNY’s need had grown to $6 billion. Over that time $1 billion was received in critical maintenance appropriations, and the backlog was able to be reduced about $700 million.

A new iteration has begun, which is being done differently. Still working with SUNY, using the same methodology, CUNY is identifying the existing backlog and anticipated future need, as well as what the entire replacement value of the University’s building assets would be. We are using a Life Cycle costing analysis to do it.

Ms. Moore-Wilk explained that at the previous Board meeting, she and Deborah Lott, the space management expert, explained the Archibus system, which has been used for well over a decade. Ms. Lott and her staff has gathered data about every campus building, all the floor plans, space types and building systems. All of these are catalogued in Archibus. Working with SUNY (who is using Asset Works, and has had to gather additional data and format it), CUNY collects this data on the campus, the buildings, the central plants, the infrastructure, the grounds, athletic fields and parking. Everything is coordinated using the same methodology.

In June a memo was sent to all the college presidents to let them know this cataloging was being done, and we needed their staff to cooperate and respond. On June 23, the primary contacts from the campuses were invited to an overview meeting – generally the VP Administration along with their Chief Facilities Officer or VP Facilities. We discussed what was being done, what the guidelines were; they were shown a model of how information was collected, gave them a booklet that explained what to do; and a few days later Excel spreadsheets were sent out containing the data already collected populated for them. They then went through, giving us the units of measurement we needed; they reported when systems were installed and when renovations to buildings had happened. Each item was described, as they reported when it had been installed – the façade, the HVAC, plumbing, and electrical. We could then use standard industry useful life terms, costs of replacement on a large scale. (Some colleges like Queens and Bronx have 30-some buildings took a little longer.)

In August the information came back to the Planning department. Since then, the data has been examined and cleaned, to be sure it is consistent and makes sense and uses the same format. Periodically CUNY and SUNY check in with each other to see how they handle any questions.
For campuses where clean clear data is available, formulas can be run to see if they come in as anticipated. The data is then shared with Mr. Lemieux and his staff, so they look at what they know about the campuses.

As a result, Ms. Moore-Wilk stated, they will be able to identify the existing backlog, and a rolling future need. This will be a magnitude of need, not a database for project creation, although as funding is received it will be possible to identify where the funds should be spent out.

Ms. Bergtraum explained that this process is what the news is talking about now – how the need for infrastructure is determined, whether it is bridges and roads, or campus buildings. The need will be great, but it is very like that experienced all over the country.

In summing up, Ms. Moore-Wilk showed a slide that explained the Circle of Life for Assets – with 3 things that direct how funding is requested: the Facilities Master Plans for the colleges, are based on current and projected enrollments; the capital reinvestment plan, the Life Cycle, which shows how things will roll over in time and need replacement; and lastly the critical maintenance plan, for when the funding is received, that targets how the money will be spent.

The campus can continue to work with this form to help keep track of maintenance work. That gets fed into the Life Cycle modeling.

Ms. Bergtraum thanked Ms. Moore-Wilk for her explanation. She said her second presentation is that of the capital budget request, the next step after the Life Cycle work is done. Ms. Bergtraum said she would send it out to the Board for their review.

Trustee Linares said he had questions. First, he said he noticed a different approach for SUNY and CUNY. Ms. Bergtraum replied that the approach to making the request is exactly the same. The software system holding the information is different. Secondly, Trustee Linares said increased enrollment across the state is a high priority of the governor. Enrollment growth is anticipated, and he wondered whether growing demands in key specialized areas would be taken into consideration so that infrastructure reflects these new demands.

Ms. Bergtraum replied that most campuses have a need for more space. A campus like City College has enough space, but it isn’t configured correctly – one building is being renovated one floor at a time to create more space. Additional leased space is used to help with this. Space that is renovated today is done so that it can be used for many different programs.

At Baruch’s Library, for instance, the renovation did away with the study carrels and made open space for computers and multi-usage, since students today work differently. Creating space for students to gather is key. At Brooklyn College’s Ingersol, four lecture halls are being redone, to increase the use.

Meghan Moore-Wilk elaborated, saying that the CUNY capital budget request contains lots of renovation projects; the Life Cycle focus is coordinated with that, so that they are sure an HVAC system works correctly when a lecture hall is renovated.
Acting Chairman Berry said we need to understand demographics, patterns of study taking place. For example, the renovations at City College, in which new buildings were designed, with laboratories to attract first class scientists. But it was found we needed to amend the request, because the equipment wasn’t as state of the art as it could be. Our planning has to be more systemic, to take into account demographics, such as a result of more women in the workforce, or the aging of certain populations. Are our technology and scientific needs being met.

Ms. Bergtraum explained that when the ASRC was constructed, money was held back so that labs could be designed to fit the incoming professors. The labs were left “plain vanilla” and then built out to meet future need. The real issue is how far ahead we must plan, because it takes a long time to receive the funding needed to build out the facility. John Jay took 10 years from start to finish. You can meet these needs by making spaces multi-use. In a master plan, for instance, data from the college shows how many students will need biology, say, in the next five years.

The $2 billion in critical maintenance we are discussing includes projects like fire alarm systems, and bathroom ADA upgrades. Ms. Bergtraum stated that the decisions are made after sitting with members of the school facilities staffs. Ms. Bergtraum suggested that in future she could give presentations on what they are doing to make the college spaces that we have more versatile. Trustee Linares stated that it’s clear that the infrastructure is very challenged and costly to maintain, while services must still be provided to growing numbers of students. Trustee Linares stated that there are other elements coming into play, when it comes to looking at the needs of a university system that is more relied upon for delivering degree programs to young people entering the workforce.

Ms. Bergtraum said that for the next meeting she would bring an explanation to the Trustees, showing what is being done, and fielding comments from the Board. She said her department is really looking at this in a prospective way, not just creating things for the current environment.

Acting Chairman Berry commended Ms. Bergtraum and Ms. Moore-Wilk for hosting such a productive discussion. He then called upon Michael Stabulas for the report on the Dormitory Authority.

**Report of the Dormitory Authority**

Mr. Stabulas said there are hundreds of projects that are in design or construction. What he does is pick a particular campus to give the Board an idea of what is happening there.

For instance, at BMCC, in addition to what has been mentioned, a very large HVAC upgrade project is being finished there which is impacting the whole building. Besides the chiller capacity, it is the control systems and HVAC equipment, modernization and increasing their efficiency. They are increasing the generator capacity.

Mr. Stabulas said for this meeting’s report he would talk about the College of Staten Island. There are 14 projects either in design or construction. Over $40 million in construction projects; two of the larger ones is an upgrade to the campus road system, parking system, drainage systems and lighting. There is a third phase of an interior renovation of the 2-M Building, which
was initially a storage building. It’s being renovated for program purposes, taking a portion of the building from storage to classrooms for the business school.

A couple of projects in design include an upgrade of the heating and cooling distribution system; there is a project to increase the capacity of the electrical intake systems, and upgrading the ones that are there now. These are two large campus-wide projects that will affect the infrastructure.

Ms. Bergtraum reported on the IT, which is as important as that of the infrastructure projects she has been describing. She and Brian Cohen, the Vice Chancellor and University CIO, have worked closely to project future financial needs, which are as great as those for Facilities. Those projects will be financed from the capital budget. In ten years, the IT infrastructure may be even more important than it is now.

Acting Chairman Berry thanked Mr. Stabulas for his report.

Acting Chairman Berry then asked if there were further questions or items to discuss. There being none, he requested a motion to adjourn. He wished everyone a good Thanksgiving holiday, and welcomed Counsel Loretta Martinez to the session.

On motion duly made and seconded, the meeting of the Board of Trustees was adjourned at 10:30 a.m.