

## SCOPE OF WORK – *Revised DRAFT*

### FSILG Housing Study

April 19, 2006

#### GOALS OF THE STUDY

In 2004, the Task Force on Fraternities, Sororities, and Independent Living Groups (FSILGs) completed a comprehensive evaluation of the social, academic, physical, and financial status of MIT's FSILG community. The Task Force report, *Building the Future of FSILGs: Project Aurora*, recommends 6 concrete tasks aimed at ensuring the long-term sustainability and vitality of MIT's FSILGs, with the final recommendation as follows:

***Task 6: Include FSILGs in a long-term campus housing plan***

*MIT should develop a plan for building FSILG housing on campus. Likely candidates for such housing should be identified and continuously engaged in the planning process so as to ensure that plans are and remain congruent with desires and expectations.*

The primary goals of the FSILG Housing Study are to define a strategy for creating an on campus FSILG community and to develop a conceptual design for that community. This proposal outlines a two step process. Phase 1 concentrate on the strategic decisions needed to create a socially responsive, institutionally responsible, and financial viable FSILG community. Phase 2 focuses on developing a conceptual site and building design that fulfills the goals and parameters established in Phase 1.

#### STUDY SCOPE

##### **Phase 1 – Strategic Planning, Programming, and Site Selection**

Phase 1 of the study focuses on the strategic planning and decision making necessary for a socially responsive, institutionally responsible, and financial viable FSILG community. Efforts in this phase emphasize engaging the stakeholders, gathering data, outlining options, analyzing alternatives, establishing design criteria, and presenting information in a clear way so that MIT can make good and effective decisions.

##### **1 Project Goals**

Establish a project Advisory Committee charged with defining project goals, guiding the process, providing feedback and decisions through the course of analysis and options, and formulating recommendations for presentation to MIT senior officers. Members of the Advisory Committee should include representatives from the Division of Student Life, the FSILG Task Force, Campus Housing, Campus Planning and Design, and alumni and student members of the FSILGs. Initial tasks of the Advisory Committee include:

- Define the project goals and establish the criteria used to evaluate project options
- Review the work of previous studies and agree on decisions to move forward and decisions to revisit

## **2 Community Process**

Work with the project Advisory Committee to define a process for community involvement to include FSILG Alumni, current students, and other stakeholders in an inclusive and sustained process. Community trust is gained by listening and by demonstrating that you have heard and responded to feedback.

- Understand the social, cultural, and operational structures of the FSILGs
- Brainstorm with stakeholders on how the building program and housing typology can respond to FSILG cultures and operational structures
- Understand the differences and similarities of FSILGs selected for migration
- Discuss preferences regarding room types and common area needs
- Solicit feedback on specific program or site proposals

A number of different methods might be used for community involvement, including student and alumni representation on the study Advisory Committee, FSILG focus groups, town meeting style presentations, or web based surveys. Each of these is effective for particular topics. A combination of two or more would capture a broader set of voices.

## **3 Programming**

Develop program models that address in detail the FSILG needs:

- Establish the number, type, and bed capacity of houses
- Analyze current FSILG programs – how do they compare with / vary from each other?
- Develop benchmark standards for bedroom size and common spaces – comparisons across FSILGs, MIT undergraduate housing, and other collegiate housing
- Develop a room type mix and organization that supports FSILG class demographics and community needs
- Program responses to social, cultural, and operational differences of the FSILGs – are the programs “customized” for particular groups, or standardized?

## **4 Housing Typology Options**

Outline potential housing typologies that meet the FSILG needs. Issues to address include:

- Building organizational patterns that support the FSILG culture – how are common areas and bed areas organized?
- Autonomy and identity of individual housing – do houses have individual entrances, separate circulation systems, distinct exterior presence?

- How different typologies work on the various sites – dimensional requirements, number of stories, shared versus multiple entries, shared versus multiple service points?
- Flexibility of the housing typology to support different types of FSILGs or other student housing models
- Potential inclusion of non-FSILG elements – retail, on-campus housing

## **5 Site Selection**

Identify potential sites and evaluate their development potential relative to:

- Ability to support proposed bed / house capacity
- Ability to support the preferred housing typology and/or exterior program needs
- Integration with / distinction from on-campus housing
- Competing site uses / development potential / opportunity costs
- Premium site development costs – foundations, utility infrastructure, etc
- Campus design potential – does building on a specific site allow MIT to leverage the project for broader campus place making or urban design initiatives?
- As of right zoning versus special permits
- Potential town-gown issues

## **6 Technical Design Criteria**

Identify technical parameters that will define the project such as:

- Structural, mechanical, and building envelope design standards
- Maintenance / durability requirements
- Integration of sustainable design practices
- Site and utility infrastructure development requirements
- Do houses have shared mechanical systems or do they operate independently?
- Who will manage and maintain the buildings? (MIT, FSILGs, other?)

## **7 Cost Modeling**

Develop a project cost model to test various program, site, and construction quality options. Early stages of this modeling would test higher level decisions, such as bed capacity or site selection. Later stages would refine previous decisions and test cost implications of issues such as systems choices.

## **8 Financial, Development, and Ownership Models**

Outline the potential financing, project delivery, and ownership models

Evaluate options relative to criteria such as:

- Ability to utilize current FSILG housing assets to finance the project
- Other sources of funding – major gifts to either MIT or FSILG’s
- Debt financing options and possible effect on MIT’s debt cap and bond rating
- Property tax status for 501c3 and 501c7 entities and impact of MIT tax status
- Land rights and control
- Ownership and lease structure
- Control of the project during design and construction

## **9 Implementation Options**

Outline options and establish basic project parameters for:

- Project Schedule
- Project Budget
- Project Delivery Method

## **10 Recommended Strategy**

Based on the analysis and decisions for each of the above topics, define a comprehensive strategy for development of the project. This strategy will form the basis for work to be completed in Phase 2.

### **Phase 2 – Conceptual Site and Building Design**

Phase 2 focuses on the development of a conceptual site and building design for the community. A final project budget, development pro forma, schedule, and project delivery method would be defined at this stage. Legal and financial agreements would be established with the FSILGs. MIT would engage the City in initial permitting.

- 1 Conceptual Site and Building Design**
- 2 Project Budget and Development Pro Forma**
- 3 Project Schedule and Delivery Method**
- 4 Financial and Legal agreements with FSILGs**
- 5 Initial Permitting**

## STUDY SCHEDULE

*Phase 1 – Strategic Planning, Programming, and Site Selection* will take approximately 6 months to complete. *Phase 2 – Conceptual Site and Building Design* schedule is yet to be determined, but is likely to take 4–6 months.

	MAY	JUN	JUL	AUG	SEP	OCT	NOV
<b>PHASE 1 – Strategic Planning, Programming, and Site Selection</b>							
Programming	█						
Site/Typology Options	█						
Cost/Financial/Legal Model			█				
Draft Recommendation					█		
Refine Preferred Approach						█	
Final Recommendation							█
<b>PHASE 1 – Conceptual Site and Building Design – <i>schedule to be determined</i></b>							

## STUDY BUDGET

The current study budget is based on the scope outlined in *Phase 1 – Strategic Planning, Programming, and Site Selection* only. A budget for *Phase 2 – Conceptual Site and Building Design* should be established as part of the overall project budget.

	Cost
Management, Programming, Planning, Design (JN)	\$32,000
Permitting, Community Relations, Modeling (CPD staff)	\$6,000
Infrastructure and Building Systems Criteria (SEG staff)	\$4,000
Cost Modeling	\$8,000
Legal Council	\$4,000
<b>Phase 1 Budget</b>	<b>\$54,000</b>