PALO VERDE COLLEGE

Educational Master Plan and Related Facilities Master Plan

May 4, 2015

Cambridge West Partnership, LLC
14471 Chambers Road, Suite 260,
Tustin, California, 92780

CW/P

Cambridge West Partnership, LLC
Educational Resource & Facilities Planning

14471 Chambers Road, Suite 260, Tustin, California 92780
(949) 300-0580

May 4, 2015

Donald G. Wallace, Ph.D.
Superintendent / President
Palo Verde College
One College Drive
Blythe, CA 92225

Dear Donald:

Thank you for the opportunity to share our qualifications, proposal, and extensive interest in serving **Palo Verde College (PVC).** The creation of an integrated Educational and related Facilities Master Plan will require a unique set of skills and experience in educational and facilities planning. For this reason, **Cambridge West Partnership, LLC (CWP)** and **HPI Architecture (HPI)** have again united to provide a comprehensive team of professionals with relevant expertise and a proven track record of delivering successful planning services over the last decade.

Our team will provide **PVC** a unique approach from a qualified team of experts offering educational planning expertise coupled with comprehensive facilities planning. Our collaborative, inclusive process provides **PVC** with **added value** through each phase of the project. In your decision-making process, we hope that you will give strong consideration to what we offer as a planning team in terms of experience:

- Recent work that is directly related to the services you seek
- The capacity to lead planning efforts and incorporate the elements of interactivity and collaboration into the process
- A strong track record of success
- Knowledge and understanding of the relationship between master planning and accreditation
- The ability to create a Facilities Master Plan that stems from the Educational Master Plan

We are prepared to fully commit our unique set of resources, a proactive approach, and the highest level of enthusiasm to **PVC.** We would welcome the opportunity to partner with **PVC** in its master planning endeavors. We thank you, in advance for your consideration; we look forward to exceeding your expectations!

Best Regards,
Cambridge West Partnership, LLC

C.M. Brahmbhatt
Managing Director

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I. Executive Summary

col · lab · o · rate: work jointly on an activity, especially to produce or create something. Team up, Cambridge West Partnership, join forces, participate, Co-operate, band together, link, pool resources, HPI Architecture, work together, combine, put heads together, form, include, educate, unify, community, students, economy, opportunity, Palo Verde College

I. EXECUTIVE SUMMARY

OUR TEAM

The Cambridge West / HPI Architecture Team approach for the creation of **Palo Verde College (PVC)** educational and related facilities master plans will be based on our two primary planning tenets:

1. A collaborative, "give and take" approach where **PVC** stakeholders are involved in a transparent planning process, where opportunities and solutions are discussed and debated, and where collaborative decisions are made relative to the future vision for **PVC**; and

2. The creation of educational and related facilities master plans that are rooted in the academic vision and mission.

Throughout, the process we will rely on a collaborative approach, where stakeholders are involved throughout the process. The planning team will work proactively with the College steering committee and other representatives identified by **PVC.** Stakeholders will be asked to provide input and to validate findings along the way. They will also be asked to assist in the development of key planning tenets/guidelines that will be used as the underpinning for the Master Plans.

OUR PROCESS AND PRODUCT

The following summarizes our approach to the master planning process and the anticipated content of our work product:

Educational Plan:

- College Overview: History, current-day perspective, mission, values and goals

- External Scan of the Environment:
  - Investigation of national, state, regional and local conditions that will be opportunities or challenges for the college in the future including:
    - Analysis of potential impacts regarding key economic indicators (employment, unemployment, per capita / median household incomes, cost of housing, taxable sales, housing starts)
    - Review of higher education policy
    - Impact of technology on programs and services
  - The marketplace for students / competition for students
  - The current service area of the College

- Internal Scan of the Environment:
  - Student origins analysis (zip code analysis defining the source, range and parameters of student enrollments at the College
  - The "effective service area" of the College
  - Trends for unduplicated headcount
  - FTES and WSCH trends
  - Characteristics of students who attend the College
  - Student participation rates
  - Analysis of the program of instruction that serves students (section level analysis)

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- Curriculum distribution
- FTEF loads as compared to the curriculum
- Modalities of instruction
- The non-instructional resources that support the educational process

- Assessment of Institutional Effectiveness
  - Student progress and achievement rates
  - Degree and certificates awarded
  - Transfers to CSU, UC and other 4-year institutions
  - Earned credits measure
  - Success rates
  - Basic skills completion / improvement rates
  - Student learning outcomes assessments in evidence – SLO programs / service goal

- The Development of key planning assumptions and strategic priorities for the future

- Identification of Opportunities for the Future
  - Anaylsis of Future Labor Markets
  - Consideration of new programs
  - Curricular opportunities for expansion
  - Programs that need strengthening
  - Programs that might be reconsidered
  - Program changes and adjustments

- Capacity and projections for future growth
  - Unduplicated headcount
  - WSCH
  - Growth capacity by discipline and instructional division from 2015 – 2035, in five year increments

- Determination of requirements for future space
  - Academic program of instruction
  - Support services of the College

- Separate plan to incorporate Workforce Institute and the Milpitas Facility

- All key themes to be incorporated in final plan

Facilities Plan:

- Facilities and Campus SWOT Analysis (strengths, weaknesses, opportunities, threats analysis) including:
  - Review of current planning documents to establish physical and cultural issues, constraints and opportunities
  - Site analysis and evaluation, including both built and natural factors as well as political and cultural issues
  - Assessment of current physical resources (parking, buildings, sports and recreation facilities) vs. facility needs
  - Assessment of infrastructure and service capacity, needs, and impacts based on information provided by the District

- Conceptualization and Review of Planning Options
  - Based on the results of the educational planning process, translation of space needs for academic programs of instruction and the services into physical form
  - The development of key planning assumptions / values of the stakeholders regarding facilities needs and campus development
  - Development of a program of work for the College including:
  - Vehicular Circulation and Parking
  - Pedestrian Circulation
  - Open Space
  - Service Access
  - Construction/Renovation/Deconstruction
  - Site and Future Building Pads Analysis
  - Alternative Land Use and Entrepreneurial Opportunities
  - Development and review of planning / land use options to support the program of work
  - Development and review of implementation options and costs

- Final Documentation / Facilities Master Plan Completion including:
  - Articulation of District and Campus goals and priorities
  - Illustrate in graphic and narrative form a vision for the **PVC** including new construction, renovation and other campus development
  - Project sequencing/phasing for development of the College
  - Costs to Implement, including Total Cost of Ownership (TCO)
  - Revenue resourcing possibilities

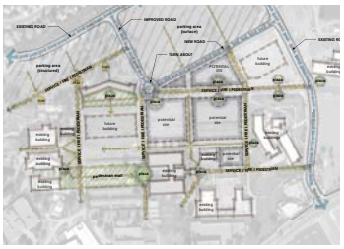
OUR PLANNING APPROACH

The planning process and product outlined above addressed what we will accomplish regarding the work to be undertaken with the College. Equally important is how we will go about these tasks. Distinguishing characteristics that represent our planning approach include the following:

- **Our master planning effort begins and ends with the academic program of instruction.** Our planning team is built around individuals who have worked in curriculum and have a first-hand understanding of the academic process from the ground up. This knowledge and understanding makes our process unique. Everything we do as planners refers back to this common point of reference. All the other master planning elements – the need for space, the types and numbers of rooms required, space allocations for the support services of the College, human resources, technology, strategic planning, facility planning etc. - are driven via this source. The program of instruction is the reason why students attend the Colleges. It is the reason why the Colleges exist at all.

- **Our process relies heavily on the ability to secure and interpret data.** We have individuals on the planning team that know how to research and interpret data. As a result, our process is very data-driven. We have access to the data mart at the State Chancellor's Office, we work closely with the institutional researchers on the campus, we maintain our own data base that includes information and resources for more than one-third of the community colleges in California.

- **Articulation between Institutional Planning and Accreditation Process.** The planning team has background and experience in the accreditation process and an understanding of the relationship between planning and accreditation. The Master Plan documents that we produce will pass the review of the accreditation team.



- **Reliance on a highly collaborative, "give and take" approach.** We involve the stakeholders at all points in the planning process, from determining opportunities, recommending solutions to the challenges, to decision-making on the final outcomes.

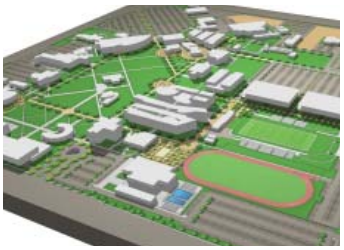
- **An "A Team" Guarantee.** The owners of the companies are the individuals you will see on-campus – conducting the studies, preparing the analysis, making the recommendations and presentations, working directly with the stakeholders, creating the final plan that will represent the interests of the College.

- **Work with you, not for you.** The formulation of the Master Plan will be based on a cooperative effort between the College and the planning team. Our approach will be to meld the input from the campus with the acumen of the planning team to produce a document that reflects the goals of the College with the best available practices in the planning industry. We strive to have our involvement based on a side-by-side, working together approach. When we are on campus, the expectation is to have the campus constituency greet us with a "How are you?" versus a "Who are you?"

CURRENT RESOURCES

Detailed work experience for the below individuals is provided in **Section 2, Company Overview.**

Cambridge West	C.M. Brahmbhatt Joyce Black Fred Trap Jim Austin Ardith Richey
HPI Architecture	Larry Frapwell Megan Gaunce Doug Choi Woody Dike



ded·i·ca·tion: the quality of being dedicated or committed to a task or purpose.

enthusiasm, application, diligence, tenacity, professional drive, perseverance, commitment, zeal, resolve, hard work, effort, devote, loyalty

II.1. COMPANY HISTORY

CAMBRIDGE WEST PARTNERSHIP, LLC

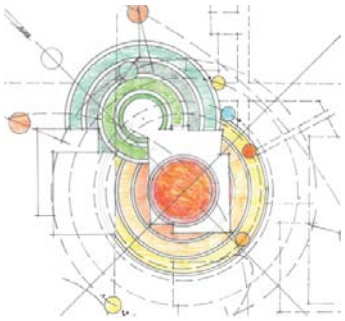
Cambridge West Partnership, LLC (Cambridge West) is an integrated planning and development company serving clients in postsecondary education, with a specialization in California community colleges since 2006.

Cambridge West excels in the area of educational and facilities master planning. Their collective experience includes long-range master plans for more than 30 colleges and 7 educational centers and the development of building / facilities programs that total more than $2 billion. Cambridge West's approach is deeply entrenched in its understanding of the curriculum and in the academic side of the planning equation. All planning begins and ends with the program of instruction.

Cambridge West brings over 200 years of experience in California Community Colleges with 25+ accreditation team visits. Partners and associates are well prepared for instruction, student services, Finance, Facilities & G.O. Bond, research and governance. We see the college and district from multiple perspectives to ensure service needs for community, students, and businesses in the area.

Cambridge West's sequencing plan together with future capital needs to fully prepare the District to allocate current resources and a plan for future offerings. Our resource financing plan as part of the FMP articulates the funding of each project in future years via state funds, current or future G.O. Bond, Federal Grants, College Foundations, Private Donations, and support from Associated Students of the College. Cambridge West prepared FMP documents for our clients reflect the use of current G.O. Bonds and assist the District in successful bond offerings of over 1 Billion dollars.

Total Cost of Ownership (TCO) concepts within FMP prepares the college to see not only the Capital needs for each project but operational costs associated with each project in future years. Some districts in California have very nice buildings through G.O. Bonds proceeds but struggle to operate the building for lack of planning for operational resources.



Other integrated services of Cambridge West include:

- Finance Resourcing: Qualified colleges for more than $600 million in state capital construction financing
- Bond Programs: Facility planning documents for local bond programs
- Accreditation Support:
  - Self-Studies
  - Student Learning Outcomes
  - Student Assessment Strategies
  - Program Reviews
  - Enrollment Management
- Finance/Business Services: Support for the fiscal operation of colleges
- Prepare and submit 5 year construction plan and space inventory, in FUSION, for various clients since 2006
- Prepare and submit IPP (Initial Project Proposal) and FPP (Final Project Proposal) for clients since 2006

CW/P hpi architecture

HPI ARCHITECTURE

HPI Architecture (HPI) was founded in 1975. It is a 25-person practice located in Newport Beach, California. The company has 7 Licensed Architects and 9 LEED Accredited employees. HPI's higher education experience spans over three decades of programming, planning, and design of new construction and renovation /modernization projects for public and private colleges and universities. These include private universities and colleges, CSU campuses, UC campuses, California community college campuses.

HPI has recently completed educational facilities Master Plans covering more than 1,000,000 acres for public and private higher education. This includes the completion of 7 Facilities Master Plans (driven by the Educational Master Plan) within the last 5 years. HPI is known for its strong, hands-on approach, excellent listening skills and ability to capture the clients thought and ideas into working plans and finished projects.

COLLABORATIONS

The planning team of Cambridge West and HPI will collaborate on this project. Cambridge West will assume the role as prime contractor with HPI working in a subcontractor capacity. Combining the talent and resources of the two firms provides **Palo Verde College** with the best possible outcome in the planning process. Cambridge West and HPI have worked together and collaborated on facilities master planning and facilities / campus development projects since 2006. This amounts to eighteen different projects and covers eight districts and / or colleges.

Collaborative Experience as a Planning Team

- Evergreen Valley College: Educational and Facilities Master Plan (2014-2015)
- San Jose City College: Educational and Facilities Master Plan (2014-2015)
- Orange Coast College: Facilities Master Plan Update (2014)
- Bakersfield College: Facilities Master Plan Update (2014)
- Southwestern Community College District: Educational and Facilities Master Plan (2012-2013)
- Kern Community College District (2012 - 2013): Educational and Facilities Master Plans for:
  - Bakersfield College
  - Porterville College
  - Cerro Coso College
  - The District's three educational centers
- Coast Community College District: "Vision 2020" – Facility Master Plans for Orange Coast College, Golden West College, and Coastline Community College (2011)
- Coast Community College District: Educational and Facilities Master Plan (2004)
- Cerritos College: Development/Implementation of Educational and Facilities Master Plan Projects (2011 to current)
- Mt. San Antonio College: Development/Implementation of Educational and Facilities Master Plan Projects (2010 to current)
- Long Beach City College, Pacific Coast Campus: Development/Implementa-

tion of Campus Master Plan Program (2008 to current)
  - Multi-Disciplinary Academic Building
  - Student Services Building
  - Construction Trades I
  - Construction Trades II
  - Electrical and Alternative Fuels Complex
- Orange Coast College: Implementation of Campus Master Plan Program (2007 to current)
  - Watson Hall
  - Planetarium Project
- Golden West College Implementation of Campus Master Plan Program (2011)
  - Language Arts Complex

EXPERIENCE OF THE TEAM

The Cambridge West / HPI team shares data base resources for over 40 California community colleges – i.e. where members of the planning team have participated in planning and / or campus development activities. The planning team shares economic and demographic forecasting resources, cost estimating resources for construction and renovation, and templates for work analysis and studies.

The Cambridge West / HPI team also works together to maintain close relationships with a number of state agencies, committees and organizations that are dedicated to the advancement and improvement of California community colleges. Chief among the key state agencies are the California State Chancellor's Office, Department of State Architects (DSA), CCFC (Community College Facility Coalition), ACBO (Association of Chief Business Officials).

PROJECT EXPERIENCE

A listing of educational and facilities master plan projects completed by Cambridge West over the past eight years has been provided below. These are included as further examples of "projects". They are meant to speak to 1) the capabilities of the planning team in managing projects and 2) the direct experience with community colleges. Cambridge West / HPI has collaborated on several of these projects.

Cambridge West 2008 To 2014

Year	*Client*	*Project*
2014	Orange Coast College	Facilities Master Plan Update
	Bakersfield College	Facilities Master Plan Update
	Evergreen Valley College	Educational / Facilities Master Plan
	San Jose City College	Educational / Facilities Master Plan
2013	Southwestern Community College District	Educational / Facilities Master Plan
2012	Bakersfield College	Educational / Facilities Master Plan
	Porterville College	Educational / Facilities Master Plan
	Cerro Coso College	Educational / Facilities Master Plan
	Kern Community College District	Facilities Master Plan
	Mount San Antonio College	Facilities Master Plan Support
2011	Cerritos College	Facilities Master Plan Support
	Coast Community College District (Colleges of Orange Coast, Golden West, Coastline)	Facilities Master Plan
	Golden West College	Educational Master Plan
2010	Palomar College	Educational Master Plan

2009	Orange Coast College	Educational Master Plan Update
2008	Long Beach City College	Educational / Facilities Master Plan

Additionally included for the consideration of the RFP review team are educational and facilities master planning projects for which members of the planning team assumed lead planning roles as an independent contractor prior to 2008. A listing of clients and projects follows:

Bakersfield College	Educational / Facilities Master Plan
Cerro Coso Community College	Educational / Facilities Master Plan
Chaffey College	Educational Master Plan
Citrus College	Educational Master Plan
Chino Educational Center	Educational / Facilities Master Plan
Coast Community College District	Educational Master Plan
Antelope Valley College	Educational Master Plan
Copper Mountain College	Educational Master Plan
Crafton Hills	Educational Master Plan
El Camino College	Educational / Facilities Master Plan
Evergreen Valley College	Educational Master Plan
Gavilan College	Educational Master Plan
Irvine Valley College	Educational Master Plan
Monterey Bay Peninsula	Educational Master Plan
Porterville College	Educational Master Plan
Rio Hondo College	Educational Master Plan
Saddleback College	Educational Master Plan
San Bernardino College	Educational Master Plan
San Jose City College	Educational Master Plan
Santa Rosa College	Educational / Facilities Master Plan
Victor Valley College	Educational Master Plan

HPI Architecture Facilities Planning / Programming and Project Implementation Services

Client	*Planning*	*Program / Design*
Bakersfield College	X	
California State University, San Bernardino		X
California Baptist University		X
Cerritos College		X
Cerro Coso College	X	
Compton College		X
El Camino College		X
Golden West College	X	X
Long Beach City College, Pacific Coast Campus	X	X
Mt. San Antonio College	X	X
Orange Coast College	X	X
Porterville College	X	X
Riverside Community College District, Norco Campus		X
Southwestern College		

TEAM MEMBERS/KEY PERSONNEL ASSIGNED TO THE PROJECT

Cambridge West Partnership, LLC

C.M. Brahmbhatt (Managing Director): Mr. Brahmbhatt is best known for his 27 years of outstanding service to students, faculty, administration and the educational community. Twenty-four of those years were spent with the Coast Community College District where was Vice Chancellor of Administrative Services. C.M. holds a Lifetime Community College Chief Administrator Office Credential and Lifetime Community College Supervisor Credential. His expertise is in financial management, administrative services, cost savings, bond programs, compliance with state mandates, capital construction/facility planning, and finance resourcing.

Vitae

Education

MBA (M.Com)	Accounting/Auditing, Gujarat University, Ahmedabad, India
B.A (B.Com)	Accounting/Auditing, Gujarat University, Ahmedabad, India
Special Awards/ Recognitions:	Lifetime Chief Administrator Office Credential – Lifetime Supervisor Credential Recipient of Walter Star Robie Award from ACBO 2010

Employment History

2011-Present	Managing Director, Cambridge West Partnership, LLC
1999-2010	Vice Chancellor of Administrative Services, Coast Community College District, Costa Mesa, CA
1986-1999	Administrative Director of Fiscal Services, Coast Community College District, Costa Mesa, CA
1984-1986	Director of Accounting Services, Capistrano Unified School District

Joyce M. Black (Principal and Project Manager): Ms. Black is a specialist in educational master planning. She has provided these services both as an independent consultant and lead planner since 2000. She has also served in a number of teaching and administrative positions in the California community college system – from Professor to the Vice President levels over a 22-year career. With her instructional background, Ms. Black is well suited to work with faculty and staff in developing the educational components of the master plan. She is an expert in curriculum, enrollment management, course scheduling and staffing as well as the fiscal matters related to these areas.

Vitae

Education

M.A.	Anthropology, University of California, San Diego
B.A.	Anthropology, San Diego State University

Employment

2006-Present	Senior Partner, Cambridge West Partnership, LLC
2000- 2006	Independent Consultant, Long-Range Planning for Colleges
1994-2000	Vice-President, Academic Affairs Pasadena City College
1992-1994	Vice-President, Academic Services Riverside City College
1990-1992	Vice-President, Student Services Riverside City College
1981-1990	Dean of Liberal Arts and Letters Riverside City College
1978-1981	Dean of General Studies San Diego Mesa College

Dr. Fredrick P. Trapp (Senior Associate Educational Plan Project Leader): Dr. Trapp has extensive expe-

rience in educational master planning, in curriculum design and development, and in evaluating institutional effectiveness. Dr. Trapp has provided these services for Cambridge West over the past six years as a lead planner. He has also provided leadership in a variety of roles pertaining to accreditation self- studies. He is a state leader in the assessment of student learning outcomes.

Vitae

Education

Ph.D.	Doctor of Philosophy, Public Administration, 1981 University of Southern California, Los Angeles, CA
M.P.A.	Master of Arts, Public Administration, 1978 University of Southern California, Los Angeles, CA
M.R.C.P.	Master of Arts, Regional and City Planning, 1976 University of Oklahoma, Norman, OK
M.A.	Master of Arts, Political Science, 1969 The American University, Washington, D.C.
B.A.	Bachelor of Arts, Social Science, 1967 California Western University, San Diego, CA

Employment History

2008-Present	Senior Associate, Cambridge West Partnership, LLC
2000-2008	Administrative Dean, Institutional Research/Academic Services, Long Beach City College
1993-2000	Dean, Institutional Research/Academic Services, Long Beach City College
1984-1993	Dean, Academic Services, Long Beach City College
1983-1984	Associate Dean for Instruction, Long Beach City College
1981-1984	Chairman, Public Services Department, Long Beach City College
1978-1981	Associate Director, Criminal Justice Training Center, University of Southern California
1972-1977	Instructor, South Oklahoma City College

Ardith Richey (Associate, Project Coordinator): Ms. Richey has wide-ranging experience in facilities planning and organization of all functions related to construction projects, capital outlay projects, scheduled maintenance and master planning. Sixteen of the twenty-eight years spent at Coast Community College District were as the Director of Facilities & Planning. Ardith's experience includes successful relationships with the State Chancellor's Office, Division of State Architect, local cities and the college community. She was directly involved with the administration of Coast's Measure C Bond including planning and implementation of site development, major modernizations, and new construction projects. Ms. Richey is a primary resource for planning, development, scheduling of new construction, infrastructure and scheduled maintenance projects.

Vitae

Education

B.S.	Liberal Studies, California State University, Fullerton

Employment History

2011-Present	Consultant, Cambridge West Partnership, LLC
1993-2009	Director of Facilities, Coast Community College District, Costa Mesa, CA
1991-1993	Physical Facilities Coordinator, Coast Community College District, Costa Mesa, CA
1980-1991	Orange Coast College Maintenance & Operations Coordinator, Coast Community College District

James E. Austin: Associate/Consultant Mr. Austin's expertise in higher education comes from an extensive

background in California Community Colleges of over 20 years, serving both administratively and instructionally. During his thirteen years with Mira Costa Community College, Mr. Austin was the organizing and driving force behind a construction and modernization program that included new buildings as well as millions of dollars of infrastructure and facilities upgrades and modernizations. Mr. Austin also served as the Interim Vice Chancellor of Fiscal Policy and Facilities for the California Community Colleges Chancellor's Office in 2006-2007. His instructional background includes teaching community college law and finance in the San Diego State University Community College Leadership Ed.D. program. Mr. Austin has been active in numerous statewide community college organizations, committees and task forces including serving as president for the Association of Chief Business Officials (ACBO).

Vitae

Education

M.B.A	Finance, University of Utah, Salt Lake City, Utah
B.S.	Political Science & Economics, University of Utah

HPI ARCHITECTURE

Lawrence Frapwell, Architect, LEED® AP BD+C (President and Facilities Project Leader) Mr. Frapwell has 37 years of professional experience in programming, architecture and interior design in education, hospitality, and corporate facilities. Mr. Frapwell leads HPI's extensive education studio and is responsible for leading the project team in the design process. His experience includes guiding clients through interactive architectural design, programming and planning sessions, working with project committees with diverse representation, and presentation to Boards and public agencies.

Vitae

Education

Bachelor of Architecture
California-Polytechnic State University San Luis Obispo, California

Affiliations/Registrations

California Architect C11360
LEED AP BD+C Accredited Professional, U.S. Green Building Council (USGBC)
Society of College and University Planners (SCUP)
Council of Educational Facility Planners International (CEFPI)
California Community College Facilities Coalition (CCCFC)

Megan Gaunce, Architect (Planner / Project Coordinator) Megan has 5 years of professional experience

working with higher education clients, with much of her experience focused on campus master planning. She has worked closely with Larry and Woody in coordination of significant planning efforts. Megan brings strong communication and organizational skills to the team as well as the fresh perspective of a recent graduate. Megan will be responsible for assisting Larry with schedule management and coordination of outside consultants.

Vitae

Education

Bachelor of Architecture, 2009
California State Polytechnic University Pomona, California

Affiliations/Registrations

California Architect C34807
Partners Circle for Cal Poly Pomona College of Environmental Design
Tau Sigma Delta Honor Society In Architecture and Allied Arts – Past President
Past College of Enviormental Design Council Representative

Douglas Choi, LEED® AP (Planning and Architectural Design): Mr. Choi has 18 years of professional experience in architecture planning and design including significant experience in both master planning and the development of specific plans for higher education and K-12 clients. He is skilled in working with educational clients to confirm and interpret programmatic needs and the exploration of planning and design.

Vitae

Education

Bachelor of Architecture, 1994
California State Polytechnic University Pomona, California

Affiliations/Registrations

LEED Accredited Professional
ARE candidate for licensure

P. Woodward Dike (Planning, Urban and Landscape Design) Mr. Dike brings a myriad of experience to campus master planning through his creative landscape design and site planning expertise. He has worked extensively at postsecondary institutions, and has a strong resume of work with several California Community Colleges. For the past four years, Mr. Dike has been the site planning and landscape architect resource for HPI, serving as their lead planner in his specialty area.

Vitae

Education

Master of Fine Arts, Environmental design, with minor in ceramics & sculpture, Claremont Graduate School, Claremont, California, 1968
Bachelor of Science in Landscape Architecture, California State Polytechnic University, Pomona, California, 1965
Continuing studies in Raku ceramics, Bronze casting & Urban Design 2000-2009

Affiliations/Registrations

Registered Landscape Architect: California #1330, 1971
Partners Circle for Cal Poly Pomona College of Environmental Design

Employment History

2007 – Present	HPI Newport Beach, CA (contract / consultant)
2007 – Present	Woodward Dike Associates, San Clemente, CA
2002 – 2007	Wallace Group, San Luis Obispo, CA, Director of Landscape Architecture
2000 – 2002	IVY Landscape Architects, Inc., Cayucos, CA, Managing Partner
1994 – 2002	IVY Landscape Architects, Inc., San Diego, CA, Founding Partner
1975 – 1994	The Dike Partnership, Inc., Laguna Beach, CA, Founding Partner
1967 – 1975	POD, Inc., Orange, CA, Founding Partner
1962 – 1967	Woodward Dike Associates, Claremont, CA

II. 2 COMPANY AFFILIATIONS

Cambridge West Partnership, LLC does not have any company affiliations to other corporate entities.

CONTENT MANAGEMENT

Our lead consulting analyst for the Educational Master Plan has had experience using Google Docs software in the context of participating on an accreditation team site visit. He has also had experience with document sharing using cloud technology and large file transfer protocols. He has had some experience as a conference presenter and consulting using a wiki environment to house and access documents.

II.4 COMPANY STAFFING LEVELS

Both Partners for Cambridge West manage all company related businesses.

5 Year historical staffing for Cambridge West:

2010	2 Partners	+ 1 Associate
2011	2 Partners	+ 1 Associate
2012	2 Partners	+ 2 Associates
2013	2 Partners	+ 3 Associates
2014	2 Partners	+ 5 Associates

CAMBRIDGE WEST PARTNERSHIP, LLC
ORAGNIZATION CHART

C.M. BRAHMBHATT
Managing Director

- Day to Day Operation of the Company
- Space Inventory
- Five Year Construction Plan
- Initial Project Proposal
- Final Project Proposal
- Educational Master Plan
- Facilities Master Plan
- Data Analysis

JOYCE BLACK
Partner / Project Manager

- Space Inventory
- Five Year Construction Plan
- Initial Project Proposal
- Final Project Proposal
- Educational Master Plan
- Facilities Master Plan
- Data Analysis

DR. FRED TRAP
Senior Associate

- Space Inventory
- Final Project Proposal
- Educational Master Plan
- Data Analysis
- Accreditation Support

JIM AUSTIN
Associate

- Special Projects
- Facilities Master Plan
- Board Policies
- Enrollment Management

ARDITH RICHEY
Associate

- Space Inventory
- Five Year Construction Plan
- Initial Project Proposal
- Final Project Proposal
- Facilities Master Plan

II.5 VENDORS FINANCIAL SITUATION

Cambridge West Partnership, LLC has been in existence since 2006. Over that time period, it has maintained a high degree of financial stability. Its business model has been built around keeping the company small with low overhead while providing good value with outstanding client service. This model has resulted in generating discretionary income ratios that are well above the norm for similar service-oriented businesses. As a result, the Company is on very solid financial ground.

The Company has never required a loan or used a line of credit, even in its initial year of operation. It has been (and remains) debt free, with no financial encumbrances. It meets all of its financial commitments through its annual revenues. The Company has never defaulted on payments to creditors, contractors, or vendors. It has never been named in (or was party to) a legal action regarding its financial dealings. There are no liens on the Company.

Reference Sources:
Banking Association: Meredith Village Savings Bank
Wolfeboro, NH 03894
(603) 569-6655
POC: Stacy Trites

Accounting Association: Muller, King, Mathys, Acker & Lopez
8112 Florence Avenue, Downey, CA 90240
(562) 923-7581
POC: Arlene Lopez

Insurance association: Willis Insurance Services of California, Inc.
18101 Von Karman Avenue, Suite 600
Irvine, CA 92612
(949) 930-1786
POC: Stacy Eickhoff

II.6 DECLARED IN DEFAULT OF CONTRACT?

Neither Cambridge West Partnership nor HPI Architecture have ever been declared in default of any contract.

II.7 REORGANIZATION / PROTECTION / DISSOLUTION

Within the last 3 years, neither Cambridge West Partnership nor HPI Architecture have filed for reorganization, protection from creditors, or dissolution under the bankruptcy statutes.

II.8 LITIGATION

Neither Cambridge West Partnership nor HPI Architecture have been the subject of any litigation in which an adverse decision might result in a material change in the firm's financial position or future viability.

ex·pe·ri·ence: the knowledge or skill acquired by experience over a period of time.

track record, understanding, practical, observation, awareness, insight, sophistication, worldliness, history, practice, capable

III. REFERENCES

Inquiries of client references are welcomed and encouraged.

- Facilities Master Plans completed by **Cambridge West and HPI Architecture**
- District / College served by **Cambridge West and HPI Architecture**

Southwestern Community College District

Southwestern College
www.swccd.edu

Melinda Nish
Superintendent/President
900 Otay Lakes Road, Room 100
Chula Vista, CA 91910
(619) 482-6301
mnish@swccd.edu

Kathy Tyner
Vice President, Academic Affairs
900 Otay Lakes Road, Room 100
Chula Vista, CA 91910
(619) 482-6337
ktyner@swccd.edu

Dates of Service:
2012 to 2013

Description of Service:
- Educational Master Plan
- Facilities Master Plan

Kern Community College District

Bakersfield College
www.bakersfieldcollege.edu
Porterville College
www.portervillecollege.edu
Cerro Coso College
www.cerrocoso.edu

Tom Burke
Chief Financial Officer
2100 Chester Avenue
Bakersfield, CA
(661) 336-5117
tburke@kccd.edu

Dates of Service:
2011 to Current

Description of Service:
- Educational Master Plan (Support)
- Facilities Master Plan for 3 Colleges
- Space Inventory
- Bakersfield College FMP Update

Coast Community College District

Orange Coast College
www.orangecoastcollege.edu
Golden West College
www.goldenwestcollege.edu
Coastline College
www.coastline.edu

Andrew Dunn
Vice Chancellor of Administrative Services
1370 Adams Avenue
Costa Mesa, CA 92626
(714) 438-4611
adunn@mail.cccd.edu

Jerry Marchbank
Director, Facilities/Planning
1370 Adams Avenue
Costa Mesa, CA 92626
(714) 438-4673
JMarchbank@mail.cccd.edu

Dates of Service:
2006 to Current

Description of Service:
- Facilities Master Plan, Vision 2020, for District and three Colleges
- Golden West College Educational Master Plan
- Space Inventory
- 5 Year Capital Construction Plan
- G.O. Bond Facilities Support
- IPP – FPP as needed.

Long Beach Community College District

Libral Arts Campus
Pacific Coast Campus
www.lbcc.edu

Ann-Marie Gabel
Vice President of Administrative Services
4901 Carson Street
Long Beach, CA 90808
(562) 938-4540
agabel@lbcc.edu

Dates of Service:
2006 to Current

Description of Service:
- Facilities Master Plan 2008-2009
- Space Inventory
- 5 Year Capital Construction Plan
- G.O. Bond Facilities Support
- IPP – FPP as needed.

Cerritos Community College District

Cerritos College
www.cerritos.edu

David El Fatal
Vice President of Business Services
11110 Alondra Blvd.
Norwalk, CA 90650
(562) 860-2451 Ext. 2242
delfattal@cerritos.edu

Dates of Service:
2011 to Current

Description of Service:
- Facilities Master Plan Support 2011
- Space Inventory
- 5 Year Capital Construction Plan
- G.O. Bond Facilities Support
- IPP – FPP as needed

Southwestern College
Education / Facilities Master Plan

Chula Vista, CA

The 2025 Facilities Master Plan addresses development of the original 156 Acre Chula Vista Campus as well as the College's Higher Education Centers in Otay Mesa, National City and San Ysidro.

The program of work reflected in the Master Plan evolved through a collaborative process of working with Campus Administration, faculty and staff as well as several open community forums. The plan focuses on the following:

- Addressing aging buildings and infrastructure as well as new construction to meet growth projections through 2025
- Addressing vehicular access, circulation and parking as well as pedestrian access circulation and open space
- Being sensitive to the Local Bond program limits (available dollars)
- Creating a program that is capable of leveraging local bond dollars to capture potential state funding
- Prioritizing and sequencing facility projects to limit the disruption of campus activities and the minimize the need for alternative temporary housing or swing space (maximize the use of available dollars)
- Developing a Building/Facilities Program that has institutional and community support through involvement of campus constituencies and the broader community (public) in the planning process

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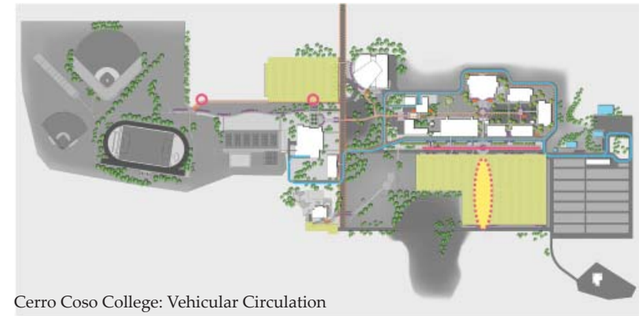
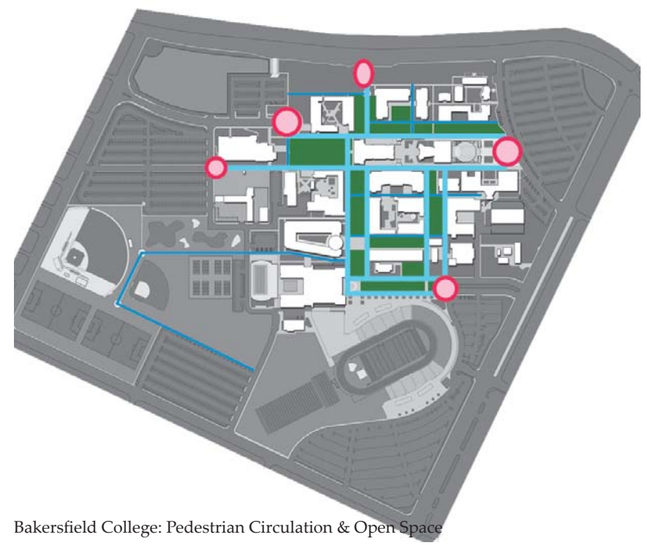
Cerro Coso College: Circulation



Cerro Coso College: Vehicular Circulation



Bakersfield College: Pedestrian Circulation & Open Space

Bakersfield College: Vision

Kern Community College Distirct Educational & Facilities Master Plan

Huntington Beach, CA

Size: 563 Acres (over 3 primary sites)

Description:

From a facilities perspective, Kern Community College District is comprised of three colleges, multiple District owned "Centers " and a number of "leased" spaces/sites which collectively provide both site-based and distance learning opportunities for the diverse urban, suburban and rural populations of Kern, Inyo and Mono Counties. The facilities master plan focuses on both the short and long-term development of the District owned sites comprised of Bakersfield College and its Delano Center; Porterville College; and Cero Coso College including the Eastern Sierra Center sites in Mammoth and Bishop

The Facility Master Plans address the following:

- Existing building and site condition assessments including identifying and formulating a plan for highest and best use of existing facilities
- Vehicular access, parking and circulation analysis and solutions including:
    - Identifying and enhancing campus entries and edges
    - Recommendations on public transportation connections and needs
    - Clarifying and organizing parking and vehicular circulation

- Separating service and emergency vehicle access and circulation form pedestrian circulation
- Pedestrian circulation analysis and solutions including campus enhancement of campus gateways and establishing a hierarchy of pedestrian spines, walkways and paths
- Open space character and improvements including development of an urban design plan for the campus core providing a significant campus green / mall, student activity areas and major promenades
- Facility projects including: Infrastructure, Demolition of existing buildings and improvements, Modernization and expansion projects, New facilities
- Clarifying and simplifying campus zoning (i.e. science and math, arts, humanities, student services, administration, athletics, etc.)

The master planning efforts were completion 3rd quarter of 2012

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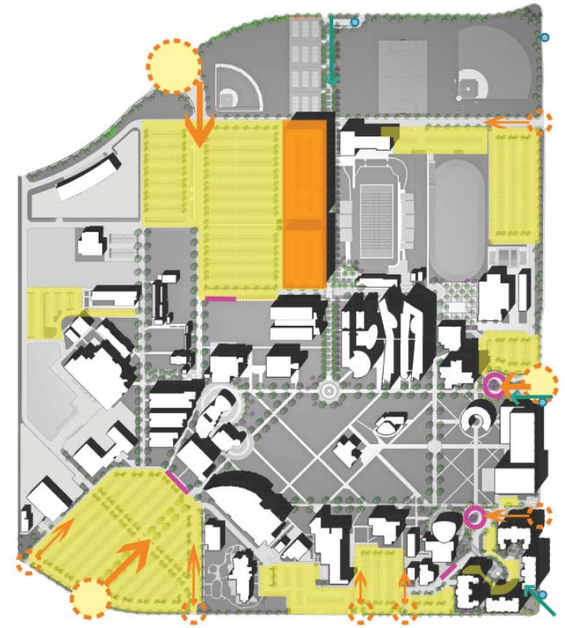
Existing Campus (2011)

Pedestrian Circulation



Vehicular Entry / Parking

Coast Community College District, Facilities Master Plan, Orange Coast College

Costa Mesa, CA

Size: 166 Acres

Description:

The Facility Master Plan establishes a framework for implementation of campus construction priorities and strategies over a 13 year period (2011 through 2025). The facility master plan reflects and supports an updated Academic Plan and resulting Facilities Program.

The plan was developed on the basis of extensive discussion and involvement of multiple stake holders including faculty, staff, students and administration. Input was collected through out the process via electronic questionnaires as well as multiple open campus forums and focused work sessions.

The Facility Master Plan addressed:

- Existing building and site condition assessments
- Vehicular access, parking and circulation analysis as well as solutions to support a growing student population and the use of public transportation
- Service and emergency vehicle access and circulation
- Pedestrian circulation analysis and solutions including campus gateways and a hierarchy of pedestrian spines, walkways and paths
- Open space character and improvements including development of an urban design plan for the campus core providing a significant campus green / mall, student activity areas and major promenades
- Facility projects including: Infrastructure, Demolition of existing buildings and improvements, Modernization and expansion projects, New facilities
- Creation and enhancement of academic zones (i.e. science and math, arts, humanities, student services, administration, athletics, etc.)
- Implementation sequencing
- Identification of site areas available for public / private enterprise and income generation
- Project budgeting including an analysis of the source and use of funds

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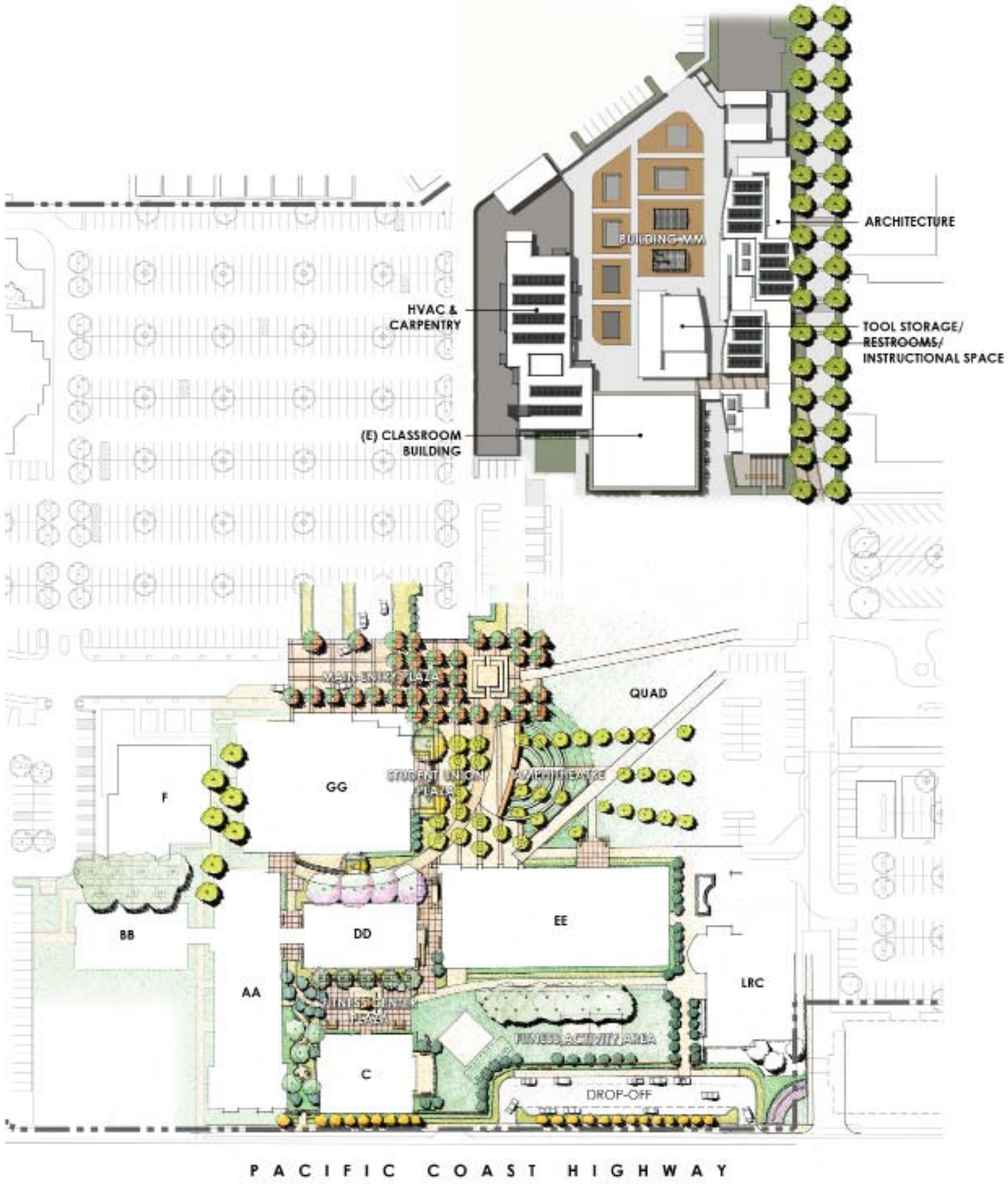

Long Beach City College: Pacific Coast Campus Precinct Planning

Long Beach, CA

Size: 18 Acres (Planning)
168,000 GSF (Building)

Description:

HPI was retained by Long Beach Community College to provide architectural and planning services for seven buildings and the surrounding site area for the District's Pacific Coast Campus.

The facilities include a four-building Multi-Disciplinary Academic Center (AA,BB, DD, EE), which supports campus administrative offices, faculty offices, general purpose classrooms, science laboratories, a student union, bookstore, student success center, and specialized photography, art and nursing labs.

Building GG will be demolished and replaced with a new consolidated, centralized student services facility and campus dining complex.

Building CC will be renovated as a Student Fitness Facility.

Building MM will be renovated and expanded to house HVAC, Carpentry, and Architecture / Drafting programs.

The Planning efforts addressed:

- Assessment of existing building and site conditions
- Utility infrastructure including significant storm drain improvements
- Creating a new campus gateway at PCH and north of the proposed Student Services Building (GG)
- Open space character and improvements including landscape, hardscape, site furnishings, lighting, and signage
- Creating a unified yet engaging architectural character
- Implementation sequencing

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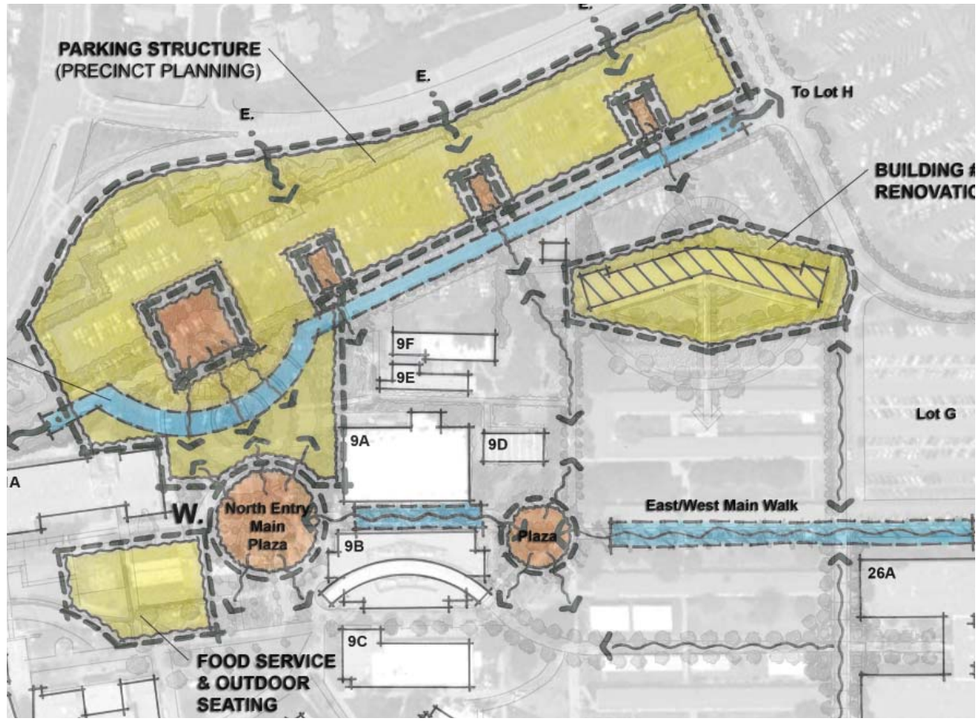

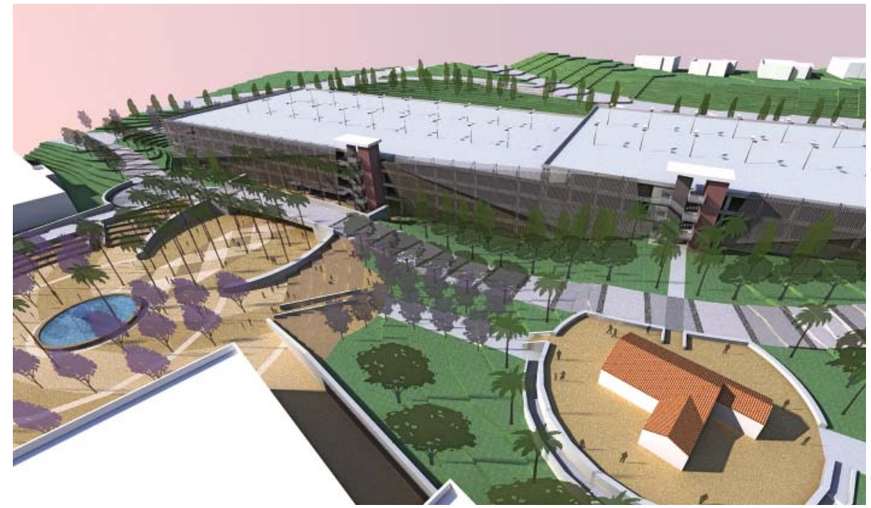

Mt. San Antonio College Precinct Planning

Walnut, CA

Size: 13 acres
Firm's Role: Precinct / Specific Area Planning for Campus North West Quadrant

Description:

The project consists of a comprehensive planning /feasibility study to identify opportunities and constraints relative to the development of a difficult 13 acre site at the north edge of campus to support a 2200 stall parking structure. The study addresses the following issues:

- Functional parking criteria and design options for a 2200 car structure
- Siting of the proposed structure including extensive grading and traffic/pedestrian circulation studies to minimize grading and retaining, maximize daylight and natural ventilation to the structure, and provide grade level pedestrian access to the campus
- Vehicular circulation patterns both on-site and off-site
- Traffic impacts on municipal roadways and intersections including identification of jurisdictionally required mitigation measures
- Safe and accessible pedestrian circulation to and from the parking structure and campus
- Emergency and service vehicle circulation and access
- Architectural qualities and character including massing studies to establish and minimize the visual impacts to the residential neighborhood north of the campus and the impact of the structure on the campus itself
- Developing the scope of hardscape, landscape, utility and infrastructure improvements

The resulting concept is a 2200 stall parking structure, which will occupy /replace a current surface lot (approximately 450 cars) on the northwest edge of campus. The proposed location minimizes traffic issues relative to currently impacted intersections on the south side of campus and significantly increases the availability of parking in close proximity of the campus core and student services. Working with the existing topography, the design team was able to develop an attractive, non-intrusive multilevel structure with multiple entry points from the north side minimizing traffic congestion and conflicts and providing grade level access to the campus from the south.

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serv·ice: the action of helping or doing work for someone. client centered, professional, on time, on budget, performance, quality, integrity, qualified

IV. IMPLEMENTATION PLAN AND COSTS

The Master Plan is anticipated to be completed over a twelve-month period beginning in September of 2015. The educational component is projected to be completed in April of 2016 with the facilities component completed in November of 2015. A summary of the approach, a detailed timeline and the cost of services follows:

IMPLEMENTATION PLAN

Text in **BLUE** signifies on campus meetings.

September 2015

- **Kick-off Meetings with President's Team / Educational & Facilities Master Plan Committees**
- Finalization of Process / Timelines / Reporting Structure / Reviews and Approval Process with College
- Develop Master Plan Goals / Mission / Outcomes with College
- Secure Requested Resources from the District / College
- Scoping / Data Collection / Review
  - Identify Student Characteristics
  - Zip Code Analysis and Determination of Effective Service Areas
  - Demographic and Population Growth Analysis
  - Determine the College's Potential to Serve Students
- Conduct on-site SWOT (strengths, weaknesses, opportunities, threats) Analysis of Campuses Site and Facilities to Identify Opportunities and Constraints
- Assemble / Articulate (present) SWOT Analysis and Baselines - Findings from Campus Review and Surveys
- **On-Campus Meeting with President's Team / Educational & Facilities Master Plan Committees and Campus Wide (Open) Forum to review findings and solicit input**

October 2015

- Conduct Full External Environmental Scan
- Determine Enrollment and WSCH History
- Conduct Section Level Analysis of the Current Program of Instruction
- Determine Program of Instruction Distributions
- Conduct Assessment of Current Space / Capacity
- Assess Utility / Infrastructure Conditions via Review of Available Documentation and Discussions with Facilities Staff
- Prepare draft of College-wide Opinion / Values Survey
- **On-Campus Meeting with President's Team / Educational Master Plan Committee**

November 2015

- Assess Institutional Performance Against Goals
- Review /Assimilate Data from Unit Plans / Program Reviews
- Validate / Update Previous Educational Master Plan Assumption
- Conduct Opportunities / Challenges Analysis for Educational Plan
- Develop Key Planning Assumption for Educational Plan
- Identify Key Strategic Priorities for the Educational Plan
- Administer and Assess Surveys – Education and Facilities Value / Opinions

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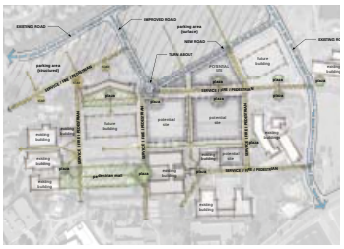
- **On-Campus Meeting with President's Team / Educational Master Plan Committee**
- **On-Campus Meeting with President's Team / Educational & Facilities Master Plan Committees and Campus Wide (Open) Forum to review findings and solicit input**
- **On-Campus Meeting with President's Team / Educational & Facilities Master Plan Committees including Presentation of Draft Educational Plan and Conceptual (1st Draft) Facilities Master Plan**



December 2015

- Assessment of Future Labor Markets
- Consideration of New Academic Programs
- Identification of Academic Programs that Need Support
- Application of Growth to the Future Program of Instruction
- Determination of Future Capacities for WSCH and Enrollment
- Forecast for the Future Program of Instruction
- Space Requirement for the Future Program of Instruction
- Space Requirements for Support Services of the College
- Space Compliance Testing – Title 5 / Cap / Load Ratios

January 2016

- Creation of Educational Plan Draft
- Translation of Space Needs into Physical (space) Requirements
- Formulation of Draft Program of Work
- The Development of Key Planning Assumptions and Draft Facilities Plan Options based on a Defined Program of Work
- Evaluate Impact of Facilities Plan on Key Campus Systems Required to Support Building / Facilities Program Development
- **On-Campus Meeting with President's Team / Educational & Facilities Master Plan Committees and Open Campus Forum including Presentation of Final Draft Educational Plan and Refined (2nd Draft) Facilities Master Plan**
- **Community Presentation of Facilities Master Plan**
- **Review of Facilities Master Plan with District and Sub-committee of the Board and Presentation to the College (Open Forum)**

February 2016

- Refine / Prepare Final Draft of Educational Master Plan
- Preparation / Refinement of Preferred Facilities Plan Options
- Refinement of Key Campus Systems Required to Support Building / Facilities
- Finalization and Production of Facilities Master Plan Document

March 2016

- Finalization and Production of Educational Master Plan Document
- Preparation of Advanced Draft of Facilities Plan including Core Campus Site Amenities / Improvements
- Final Draft for Program of Work
- Initial Development of Sequencing / Phasing Schedule

- Initial Determination of Cost to Implement (CTI)
- Identification of Revenue Resourcing Possibilities

April 2016

- Finalization of the College Vision for the Future (Facilities Master Plan) including Program of Work, Sequencing & Cost of Implementation
- Determination of Total Cost of Ownership (TCO)
- **Educational Master Plan presentation to Board of Trustee**
- **Final Facilities Master Plan Presentation to the Board of Trustees**

A simplified graphic schedule follows. This schedule indicates anticipated on-campus meetings. It is the intent of this schedule to indicate that Educational Master Plan and Facilities Master Plan meetings will be "piggy-backed" to the extent possible. Should additional meetings be required and approved by the College they will be provided as additional services.

EDUCATIONAL & FACILITIES MASTER PLAN: PROPOSED SCHEDULE

Task / Milestone	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
Educational Master Plan							
Kick-off Meetings with President's Team	●						
Meeting with President's Team / Educational Master Plan Committee and Campus Wide (Open) Forum to review EMP findings and solicit input		●					
Progress Meeting with President's Team / Educational Master Plan Committee				●			
Presentation of Draft Educational Plan with President's Team / Educational Master Plan Committee					●		
Presentation of Final Draft Educational Plan with President's Team / Educational Master Plan Committee and Open Campus Forum					●		
Educational Master Plan presentation to Board of Trustee						●	
Facilities Master Plan							
Kick-off Meetings with President's Team	●						
Review SWOT findings and solicit input with President's Team / Facilities Master Plan Committee and Campus Wide (Open) Forum	●						
Presentation of Conceptual Facilities Master Plan (1st Draft) with President's Team / Facilities Master Plan Committee			●				
Presentation Refined (2nd Draft) Facilities Master Plan with President's Team / Facilities Master Plan Committee and Open Campus Forum					●		
Community Presentation of Facilities Master Plan & Open Campus Forum					●		
Review of Facilities Master Plan with District and Sub-committee of the Board							●
Final Facilities Master Plan Presentation to the Board of Trustees							●

QUALITATIVE AND QUANTITATIVE DATA ELEMENTS THAT WILL BE USED

Qualitative input used in support of the Master Plan will primarily be derived from the following sources:

- On-campus interviews with administrator, deans, program directors, and students
- Meetings and input sessions with the Administrative Team and Educational and Facilities Master Plan Committee
- Open forums on the campus available to all college /center stakeholders
- Campus-wide survey input from stakeholders
- Community forums (in concert with the College / District)

Quantitative data will be secured from the Office of Institutional Research, Grants and Planning; Office of Institutional Effectiveness and State Chancellor's Office and a host of external public agencies and private organizations typically used by the planning team to secure economic, employment, and forecast data.

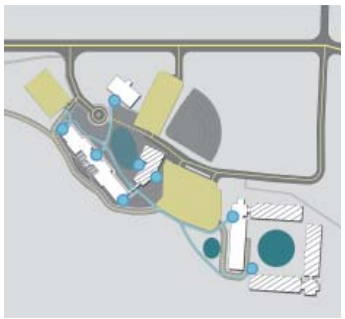
The type of quantitative data that will be used in the Master Plan is reflected in the planning team's request for information from the College / District. It is as follows:

Educational Plan

Computer / Web-based Driven Data

- Enrollments by Zip Code, 2009 and 2014 Fall Semesters Only
- 2004 to 2014 Fall Semester Only - 1st Census Data for:
  - Total Unduplicated Enrollment with breakdown for:
  - Credit-Enrollment (Unduplicated)
  - Non-Credit Enrollment (Unduplicated)
  - Weekly Student Contact Hours
    (Note: Bottom line numbers are fine for each fall semester)

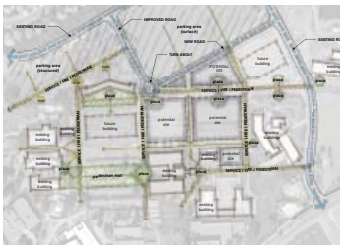
- Fall 2013 and 2014 Data Report in EXCEL format that includes the following information by class section offered:
  - Assigned Section Number
  - Enrollments per Section
  - Units per Section
  - Contact Hours per Section
  - Credit WSCH and Non Credit WSCH Generated per Section
  - Lecture v.s. Laboratory Hours per Section
  - Full Time Equivalent Faculty Ratio per Section
  - Differentiation by Course Type (Examples Below):
    - WSCH (full semester)
    - DSCH (accelerated semester)
    - Distance Education/Independent Studies
    - Positive Attendance



- 2015 Master Room Assignment/Scheduling Chart by Building (depicting current room uses)

- Historic Data for the Years 2004 to 2014
  - Enrollment by Age
  - Enrollment by Gender

- Enrollment by Ethnic Composition
- Enrollment by Day/Evening
- Enrollment by Student Unit Load
- Enrollment by Student Grade Point Averages
- Degrees and Certificates Awards



- Accreditation Measures and Support Data
  - Current Strategic Plans
  - Documentation on planning processes
  - Institutional Effectiveness Reports
  - Student Equity Reports
  - Basic Skills Plans and Reports
  - Student Success Plans

- "View Only" Access to College's FUSION Site

General

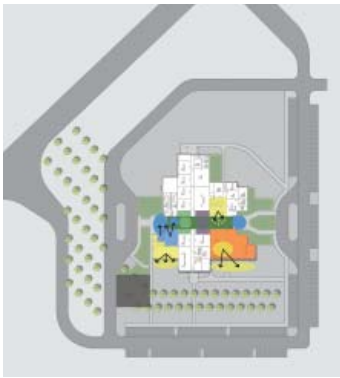
- Current Vision, Mission, Values, Philosophy Statements
- Goals and Priorities
- Current Organizational Chart
- Current Instructional Division Breakdown
- Most Recent Official (State Approved) List of Authorized Instructional Programs
- Current Decision-Making or Shared Governance Model

Facilities Plan

General requirements for each campus / site location:

Site-based

- Campus Site Plans
  - AutoCAD
- Current Survey
  - Topographic CAD file with Horizontal Control
  - Current Aerial Photographs (AutoCAD)
- Utility Plans / Utility Master Plan (AutoCAD)
- Parking Counts
  - Space identification for each parking lot



Buildings / Facilities

- Campus Site Plans
- Existing Building Data
  - Current Floor Plans for each Building in AutoCAD
  - Most Current FCI / Age Information for each Building
- Current Projects Planned (Any phase of planning)
  - Site plans / floor plans for future construction (AutoCAD

General

- Existing Campus Master Plan Documents

PLAN COSTS

Educational Master Plan

1. Project initialization	$30,000.00
2. Data Collection and Analysis	$30,000.00
3. Collaboration	$30,000.00
4. Deliverables	$30,000.00
TOTAL COST	**$120,000.00**

Facilities Master Plan

1. Field Study	$10,000.00
2. Data Collection and Analysis	$10,000.00
3. Collaboration	$20,000.00
4. Deliverables	$20,000.00
TOTAL COST	**$60,000.00**
Graphics, Printing, Post Production of 7 (Seven) Hard Copies and 2 (two) CDs of work product in Portable Document Format	$15,000.00
FINAL COST	**$195,000.00**

With prior approval, any additional in depth technical study (parking, traffic, emissions, etc.) necessary will be charged at an additional expense to the District.

Allowable reimbursables including travel expenses and lodging in-curred under this agreement will be billed at cost

With prior approval, all additional meetings will be an additional expense to the District,

The District will be billed on a monthly basis of 1/7th of the contract price.