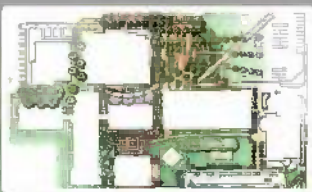
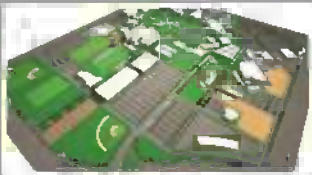
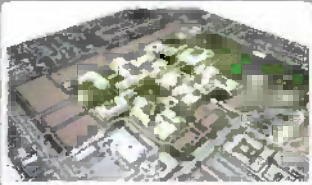
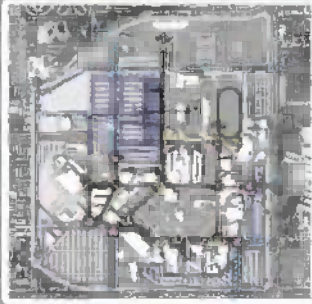


# SOUTHWESTERN COLLEGE

## EDUCATIONAL & FACILITIES MASTER PLANS

REQUEST FOR PROPOSAL NO. 134

JUNE 21, 2012



CW/P

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June 20, 2012

Priya Jerome  
1651 Purchasing Office  
900 Otay Lakes Road  
Chula Vista, California 91910-7299

RE: Request for Proposal (RFP) No. 134, Educational and Facilities Master Plan

Dear Priya,

Cambridge West Partnership, LLC (Cambridge West) is pleased to submit this response to Southwestern Community College District's Request for Proposals (RFP) Number 134, Educational and Facilities Master Plans.

As Managing Director of Cambridge West, I acknowledge the terms and conditions set forth in your cover letter requirements. I warrant that:

1. The legal authority to bind Cambridge West to this RFP response has been vested in me.
2. All documents submitted pursuant to this RFP response will become a matter of public record.
3. I will be the primary contact for the Company on all matters subsequent to this RFP response. My contact information is as follows:

C. M. Brahmhatt  
Managing Director  
Cambridge West Partnership, LLC  
34 Eclipse  
Irvine, CA 92620  
(949) 300-0580  
[cm@cambridgewestpartnership.com](mailto:cm@cambridgewestpartnership.com)

4. The proposal included herein is a firm and irrevocable offer that will extend for a 90-day period from the submittal date of June 21, 2012.
5. Cambridge West is willing and able to perform the services described in this RFP response.
6. All forms certificates and compliances required via the RFP have been completed and are hereby submitted in our RFP response.
7. Cambridge West has the availability of both personnel and resources to perform all services outlined in the RFP and to provide all deliverables within the specific time frames described in the RFP.

I further warrant that:

1. Cambridge West is based in Irvine, California and that our collaborating partner, HPI Architecture, is based in Newport Beach, California.
2. Cambridge West meets the qualifications of having completed at least five (5) educational and facilities master plans for California community colleges and that it has provided its services to at least five (5) California community colleges.
3. Cambridge West has experience working with public agencies, including those of the State Chancellor's Office, Department of State Architects, and local planning agencies.

4. The manager for the proposed project outlined in RFP 134 has a minimum of 5-years experience in working in area educational and facilities planning.
5. Cambridge West has experience with cost estimating and internal databases and templates available to determine construction costs.
6. Cambridge West and HPI carries insurance sufficient to meet the requirements outlined in the RFP for general liability, automobile liability, professional liability and Worker's Compensation.

We thank you for the opportunity to be considered as part of the academic and facilities master planning team of the Southwestern Community College District. 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
- A strong track record of success
- Knowledge and understanding of the relationship between master planning and accreditation
- The capacity to lead planning efforts and incorporate the elements of interactivity and collaboration into the process
- Knowledge of the District, its college and centers

We would welcome the opportunity to become a partner with Southwestern in its master planning endeavors. We thank you, in advance for your consideration; we look forward to working with you.

Sincerely,

C.M. Brahmhatt  
Managing Director

## INTRODUCTION

Cambridge West Partnership, LLC (Cambridge West), located in Irvine, California, an experienced company in educational and facilities master planning for California community colleges, will team with HPI Architects, Inc. (HPI), Newport Beach, California, an architectural firm experienced in campus planning and development for postsecondary educational institutions, to provide the services required by the Southwestern Community College District (District). The project deliverables will include the following:

1. The development and production of all elements that contribute to and result in the creation of an Educational Master Plan (EMP) for the four physical locations of the District, including the main campus at Chula Vista and the educational outreach locations at San Ysidro, National City, Otay Mesa, the Crown Cove Aquatics Center and the virtual campus.
2. A District-wide Facilities Master Plan (FMP) will be created that translates the findings from Educational Master Plan into physical forms. A program of work will be developed for each location that includes proposed new construction and renovation projects as well as accompanying support systems – vehicle circulation, parking, pedestrian circulation, campus amenities / improvements, open space, identification of future building sites and alternative land use opportunities.



The planning team of Cambridge West and HPI has worked together and collaborated on projects since 2004. Cumulatively, the members of the planning team have been involved in educational and facilities master planning for more than forty colleges in California, most of which have community colleges.

The trademark of this planning team is creating educational and facilities plans that are functional and usable documents. The plans produced are designed to provide not only the framework for the long-term vision but, equally important, serve as a resource for decision-making.

### Key Tenets for Master Planning

- **Planning Approach:** *All campus planning emanates from the academic program of instruction.*
- **Collaboration:** *A viable plan or program is one that has been built with and has the support of the college constituency base.*
- **Integration:** *To be successful all plans and programs must have the capacity to be integrated into the structure and culture of the college.*



# PROFILE / OVERVIEW OF THE PLANNING TEAM

## General Overview

### Cambridge West

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.

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.

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

### HPI

HPI was founded in 1975. It is a 28-person practice located in Newport Beach, California. The company has 11 Licensed Architects 11 (including 5 LEED AP), a Landscape Architect, 13 Tech/Design Support staff (including 4 LEED AP) and 3 administrative staff. 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's excels in the areas of postsecondary facility master planning, campus development, architectural support for new construction and renovation, and project implementation. 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.



## Planning Process

The overarching goals of the Master Plan will be to provide the College with a document that:

- Supports the goals of the College’s academic mission
- Support the priorities in the 2012-2015 Strategic Plan
- Meet the short and long term educational, social and physical needs of the College
- Serve as a blueprint for action over the next several years

Throughout, the process will rely on a collaborative approach, where stakeholders are involved throughout the process. The planning team will work proactively with the President’s Administrative Team and Educational and Facilities Master Plan Committees. 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 Plan.

The content, that more fully describes the process for the Master Plan, will include the following:

### 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 / centers 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)
    - Higher education policy
    - Technology
    - The marketplace for students / competition for students
    - The current service area of the College / Centers
- Internal Scan of the Environment:
  - Student origins analysis (zip code analysis defining source of students for the College / Centers)
  - The “effective service area” of the College / Centers
  - Trends for unduplicated headcount
  - FTES and WSCH trends



- Characteristics of students who attend the College / Centers
  - Analysis of the program of instruction that serves students (section level analysis)
  - 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
    - Future labor markets
    - Planning considerations for curricular opportunities
    - Curricular opportunities for expansion
    - Programs that need strengthening
    - Program changes and adjustments
  - Capacity and projections for future growth (WSCH)
    - Unduplicated headcount
    - WSCH
    - Growth capacity by discipline and instructional division



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

- Determination of requirements for future space
  - Academic program of instruction
  - Support services of the College / Centers
- Conceptualization and Review of Planning Options
  - Confirmation of the underpinnings from the educational planning process including 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 and each Center
    - 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:
  - Illustrate in graphic and narrative form a vision for the College and Centers
  - Articulation of District, Campus and Center goals and priorities
  - Project sequencing/phasing for development of the College and Centers
  - Costs to Implement
  - New construction/renovation and campus development
  - Revenue resourcing possibilities
  - Net cost expectations



## Planning Approach

Our planning process addressed what we will accomplish regarding the work to be undertaken with the College. Equally important is how we will go about the task. There are several distinguishing characteristics that represent our planning approach.

- 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, the, human resources, technology, strategic planning, facility planning etc. - are driven via this source.
- 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 presentations, working directly with the stakeholders, creating the final plan that will represent the interests of the College.
- Work with you.** The formulation of the Master Plan will be based on a cooperative effort between the College / Centers and the planning team. Our approach will be to meld the input from



DIVISION	# SEC	SEATS/ SEC	WSCH	WSCH/ SEC	FTES	LEC HRS
Arts and Letters	369	33.64	48,752	132.1	1,485.8	1022
Bus & Soc. Sci.	164	67.82	38,932	237.4	1,186.5	517
Counseling	14	35.60	1,437	102.7	43.8	34
Criminal Justice	30	35.60	5,834	194.5	177.8	159
Math & Sciences	214	53.58	47,396	221.5	1,444.5	352
Physical Ed	90	33.40	10,756	119.5	327.8	49
Career/Tech Ed	108	24.40	16,875	156.3	514.3	248
Lrn Res/Dist Lrn	30	75.40	2,851	95.0	86.9	62
<b>Total</b>	<b>1,019</b>	<b>43.65</b>	<b>172,834</b>	<b>169.6</b>	<b>5,267.3</b>	<b>2,443</b>

DIVISION	# SEC	2020			
		WSCH	WSCH/ SEC	LEC WSCH	LAB WSCH
Arts and Letters	476	58,599	123.11	45,526	13,074
Bus & Soc. Sci.	222	46,796	210.79	46,459	337
Counseling	17	1,728	101.62	1,728	0
Criminal Justice	36	7,012	194.79	6,381	631
Math & Sciences	296	56,971	192.47	26,616	30,355
Physical Ed	107	12,929	120.83	2,865	10,064
Career/Tech Ed	111	20,285	182.74	7,992	12,293
Lrn Res/Dist Lrn	36	3,427	95.20	2,996	431
<b>Total</b>	<b>1,301</b>	<b>207,746</b>	<b>159.68</b>	<b>140,563</b>	<b>67,185</b>

Source: Cambridge West Partnership/PHI Architects projections. WSCH and FTES are projected on a fall semester basis

the campus with the acumen of the planning team to produce a document that reflects the goals of the College / Centers with the best available practices in the planning industry. We strive to have our involvement based on a side-by-side, working together approach.

### Anticipated Work Plan (Summary by Time / Work Task Activity)

The Master Plan is anticipated to be completed over a nine-month period beginning in July of 2012. The educational component is projected to be completed in November of 2012 with the facilities component completed in March of 2013. A summary of the approach follows:

#### July 2012

- Secure Requested Resources from the District / College
- Scoping / Data Collection / Review
- Finalization of Process / Timelines / Reporting Structure / Reviews and Approval Process
- Develop Master Plan Goals / Mission / Outcomes
- 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
- Kick-off Meeting President's Team / Educational & Facilities Master Plan Committee

#### August 2012

- 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
- Conduct SWOT Analysis of Campuses to Identify Strengths and Weaknesses
- Assess Utility / Infrastructure Conditions / Future Capacities
- Develop a College-wide survey
- Summarization of Findings
- On-Campus Meeting President's Team / Educational & Facilities Master Plan Committee

#### September 2012

- Assess Institutional Performance Against Goals
- Review /Assimilate Data from Unit Plans / Program Reviews

DIVISION	2009		2009		FTES	LEC	LAB
	# SEC	SEATS	WSCH	WSCH			
Business & Computing	171	38,57	75,191	176.2	886.9	527	60
Consumer & Health Sci	231	29,97	27,229	117.9	829.9	411	384
Literature and Languages	351	34,21	55,379	157.8	1,687.7	1,291	87
Mathematics and Sciences	352	50,25	72,791	208.7	2,271.5	894	661
Physical & Behavioral Sci	151	44,68	16,435	108.1	930.1	718	214
Social & Behavioral Sci	333	56,76	70,273	199.1	2,141.7	1,033	45
Technology	119	25,55	17,797	144.5	524.1	288	239
Visual and Performing Arts	241	42,39	27,792	154.9	1,151.6	425	668
Other	36	37,28	3,765	104.6	114.7	66	16
<b>Total</b>	<b>2,008</b>	<b>42,69</b>	<b>329,972</b>	<b>164.9</b>	<b>10,068.2</b>	<b>5,143</b>	<b>2,464</b>

DIVISION	2009		2009		FTES	LEC	LAB
	# SEC	SEATS	WSCH	WSCH			
Business & Computing	225	34,22	152.1	31,317	2,914	1,042.7	
Consumer & Health Sci	259	33,00	123.7	19,961	12,889	916.1	
Literature and Languages	412	65,141	158.1	61,714	3,427	1,985.3	
Mathematics and Sciences	441	85,388	194.1	54,951	30,636	2,638.4	
Physical & Behavioral Sci	176	19,579	110.1	8,633	10,497	598.6	
Social & Behavioral Sci	449	82,961	194.1	79,339	3,153	2,319.2	
Technology	130	20,229	155.6	9,713	10,517	616.5	
Visual and Performing Arts	293	44,455	151.7	19,299	25,196	1,243.8	
Other	41	4,479	100.0	3,873	156	150.0	
<b>Total</b>	<b>2,426</b>	<b>395,144</b>	<b>180.0</b>	<b>295,279</b>	<b>99,964</b>	<b>11,829.2</b>	

Source: Cambridge Meter Performance (MP) analysis projects. WSCH and FTES are projected on a full semester basis.

2012 FACILITIES MASTER PLAN

capacity for and impacts

29



- 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
- Feedback Surveys – Education and Facilities Value / Opinion
- Assess District Land Holdings
- Assemble / Articulate SWOT Baselines - Findings from Campus Review
- Establish Preliminary Range of Development Opportunities / Options
- On campus interviews, administrators, Deans, Faculty & Staff
- Summarization of Finding
- On-Campus Meeting Administrative Team / Steering Committee



#### October 2012

- Assessment of Future Labor Markets
- Consideration for curricular opportunities
- 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
- **FMP:**
- Space Requirement for the Future Program of Instruction
- Space Requirements for Support Services of the College
- Space Compliance Testing – Title 5 / Cap / Load Ratios
- Presentation of Initial Thoughts and Planning Considerations for Facilities Plans
- Summary of Findings
- On-Campus Meeting Administrative Team / Steering Committee / Open Forum



#### November 2012

- Creation of Educational Plan Draft
- Transformation of Space Needs into Physical Form
- The Development of Key Planning Assumptions for Facilities Plan
- Options Based on Defined Program of Work
- Summary of Findings

December 2012

- Formulation of Program of Work / Development of Facilities Plan Options
- Development of Key Campus Systems Required to Support Building / Facilities Program
- Preparation of Concept Plans for Preferred Facilities Plan Option
- Draft of Educational Master Plan
- Summary of Findings
- On-Campus Meeting Administrative Team / Steering Committee/ Open Forum

January 2013

- Preparation of Advanced Draft Facilities Plan for College / Centers
- Preparation of Advanced Draft for Core Campus Site Amenities / Improvements
- Final Draft for Program of Work
- Development of Sequencing / Phasing Schedule
- Determination of Cost to Implement (CTI)
- Identification Revenue Resourcing Possibilities
- Determination of Total Cost of Ownership (TCO)
- Finalization of the Southwestern College Vision for the Future
- Draft Presentation of Facilities Master Plan
- Finalization and Production of Educational Master Plan
- On-Campus Meeting Administrative Team / Steering Committee / Open Forum
- Educational Master Plan presentation to Board of Trustee

February 2013

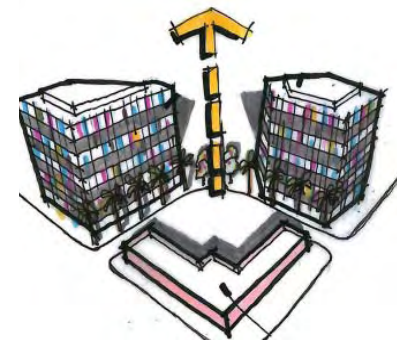
- Community Presentation of Facilities Master Plan

March 2013

- Final Facilities Plan Presentation to the College
- On-Campus Meeting Administrative Team / Steering Committee/ Open Forum

February 2013

- Final Facilities 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 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 District. It is as follows:

## **Educational Plan**

### Computer / Web-based Driven Data

- Enrollments by Zip Code, 2006 and 2012 Fall Semesters Only
- 2001 to 2012 Fall Semester Only - 1<sup>st</sup> 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 2011 and 2012 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
- 2012 Master Room Assignment/Scheduling Chart by Building (depicting current room uses)
- Historic Data for the Years 2001 to 2012
  - 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

## TEAM MEMBERS/KEY PERSONNEL ASSIGNED TO THE PROJECT

### Cambridge West Partnership, LLC

#### **C.M. Brahmhatt (Managing Director for Cambridge West):**

Mr. Brahmhatt 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/ Lifetime Chief Administrator Office Credential – Lifetime

Recognitions: Supervisor Credential

##### **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 experience 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 four 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**

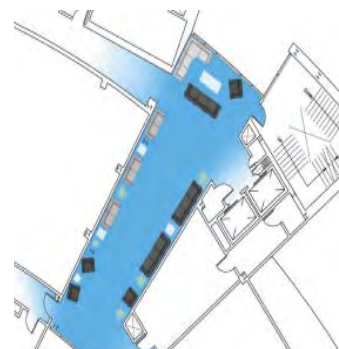
**Education**

Ph.D. Doctor of Philosophy, Public Administration, 1981  
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

**Kenneth J. Cereghino (Founding Partner, Advisor):** Mr. Cereghino has provided leadership in educational and facilities master planning services as an independent consultant since 1998. He has been the lead planner for more than 30 projects for community colleges in California. These projects include educational resource planning, facilities master planning, support for bond programs, the development of start-up campuses, alternative land use projects that relied on public and private joint venture partnerships, and capital funding for education.



**Vitae**

Education

Graduate Studies Intergovernmental Services,  
University of Massachusetts  
B.S Public Administration, California State  
University, Chico  
Certifications Economic Development  
Financing, ICMA conomic Development,  
University of Arizona

**Employment**

2006-Present Senior Partner, Cambridge West Partnership,  
LLC  
1998-2005 Independent Consultant, Long-Range Planning  
for Colleges  
1991-1998 Executive Director, Economic Development,  
Madera County, CA  
1990-1991 Consultant, Cambridge Consultants  
International, Boston, MA  
1985-1990 Managing Director/President, Gemini  
Productions, Inc., Winchester, MA  
1985-1990 Chief Adm. Officer, Community Services,  
Winchester, MA  
1978-1980 Instructor, Massachusetts Bay Community  
College, Wellesley, MA  
1976-1978 Instructor, Mt. Ida Junior College, Newton, MA



**HPI, Architects Inc.**

**Lawrence Frapwell, Leed® AP (President and Facilities Project Leader)** Mr. Frapwell has 34 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  
LEEDTM 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)



**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



**Megan Gorman (Project Coordinator)** Ms. Gorman has 4 years of professional experience working with higher education clients, with much of her experience focused on campus master planning. She has worked closely with the key architectural and planning in coordination of significant planning efforts. Ms. Gorman brings strong communication and organizational skills to the team as well as the fresh perspective of a recent graduate. She will be responsible for assisting the Principal in Charge with schedule management and coordination of outside consultants

### Vitae

#### **Education**

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

#### **Affiliations/Registrations**

NCARB / IDP (85% complete) Five exams passed.  
Tau Sigma Delta Honor Society  
In Architecture and Allied Arts President - Directed and managed the executive board  
and member meetings - Created and implemented the First Year Student Mentor Program.  
ENV Council Representative - Member of the Council of the College of Environmental Design



**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 and 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 and Urban Design 2000-2009



## **Affiliations/Registrations**

Registered Landscape Architect: California #1330, 1971

## **Employment History**

2007 – Present HPI Newport Beach, CA

2007 – 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



## PROJECT EXPERIENCE

A listing of educational and facilities master plan projects completed by Cambridge West over the past six years has been provided under the section heading of “Current Work”. Following is a listing of projects that Cambridge West has completed over the past six years that are related to post educational and facilities planning services. 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.



### 2006 to 2012

#### **Finance Resourcing: State Supported Capital Projects**

- Chaffey College, Rancho Cucamonga, CA \$96 million
- Long Beach City College, Long Beach, CA \$65 million
- Orange Coast College, Costa Mesa, CA \$118 million
- Golden West College, Huntington Beach, CA \$125 million
- Mt. San Antonio College, Walnut, CA \$49 million

#### **Capacity/Load Management Programs and State Reporting Documents**

- Long Beach Community College District
- Chaffey Community College District
- Coast Community College District
- Mt. San Antonio Community College District
- Cerritos Community College District

#### **Bond Program Planning/Support for Development**

- Long Beach Community College District

#### **Support for Accreditation/Student Learning Outcomes/Student Assessment**

- Golden West College
- Barstow College, Barstow, CA
- College of the Redwoods, Eureka, CA
- Los Medanos College
- Contra Costa Community College District

#### **Financial Management Support**

- Hartnell College, Salinas CA
- Palo Verde College, Blythe, CA



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 2006. A listing of clients and projects follows:

1998 to 2006

Bakersfield College	Educational and Facilities Master Plan
Cerro Coso Community College	Educational and Facilities Master Plan
Chaffey College	Educational Master Plan
Citrus College	Educational Master Plan
Chino Educational Center	Educational and Facilities Master Plan
Coast Community College District	Educational Master Plans
Antelope Valley College	Educational Master Plan
Copper Mountain College	Educational Master Plan
Crafton Hills	Educational Master Plan
El Camino College	Educational and 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 and Facilities Master Plan
Victor Valley College	Educational Master Plan

## PARTICIPATION

Our process is open, transparent and available to any individual on the campus who wishes to have input. The following methodology outlines our approach for the transfer of information and the opportunity to participate.

**Educational and Facilities Master Plan Committee.** The primary point of contact will be a representative Educational and Facilities Master Plan Committee. The relationship with the committee will be collaborative in nature. We will meet with this committee on monthly basis. The committee will have the responsibility of not only participating in the development of the Master Plan but also informing and securing input from the constituencies that they represent.

**President's Team:** Monthly meetings will also be conducted with the President's Team.

**On-Campus Interviews:** Opportunities for participation will also be afforded via on-campus interviews conducted at the dean, program director, students and administrative levels to gain insight as to perceived needs and future direction. Deans and program directors will be encouraged to invite any member(s) of their respective team to these interviews.

**Campus-wide Surveys:** Stakeholders will also have the opportunity to participate in the process via campus-wide surveys

**Open Forums:** The planning team will include on-campus, open forums, where progress on the Master Plan will be presented and inputs recorded. The open forums will welcome and encourage participation from all sectors of the College community. They will be scheduled at key benchmark points in the planning process.

**Community Presentation.** Working through the College, a community-wide presentation will be offered as an additional opportunity for disclosure, participation and input.



## CURRENT PROJECTS

The experience of the team relative to educational / facilities master planning and campus development over the recent past is captured below. As previously noted, Cambridge West / HPI has collaborated on several of these projects.

### Cambridge West 2008 TO 2012

<b>Year</b>	<b>Client</b>	<b>Project</b>
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

### HPI, Architects 2008 to 2012 Facilities Planning / Implementation /Architectural Support

California State University, San Bernardino  
California Baptist University  
Cerritos College  
Compton College  
El Camino College  
Golden West College  
Long Beach City College, Pacific Coast Campus  
Mt. San Antonio College  
Orange Coast College  
Riverside Community College District, Norco Campus

## CLIENT RELATIONSHIP / REFERENCES

Inquiries of client references are welcomed and encouraged.

### Cambridge West

- **Kern Community College District**  
Tom Burke  
Chief Financial Officer  
2100 Chester Avenue  
Bakersfield, CA  
(661) 336-5117  
[tburke@kccd.edu](mailto:tburke@kccd.edu)
- **Coast Community College District**  
Andrew Dunn  
Vice Chancellor of Administrative Services

1370 Adams Avenue  
Costa Mesa, CA 92626  
(714) 438-4611  
[adunn@mail.cccd.edu](mailto:adunn@mail.cccd.edu)

Jerry Marchbank  
Director, Facilities/Planning  
1370 Adams Avenue

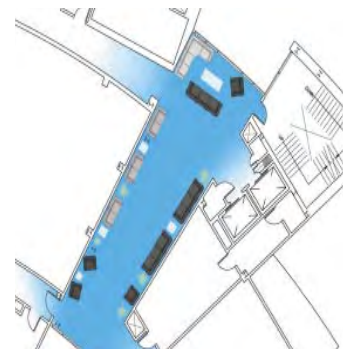
Costa Mesa, CA 92626  
(714) 438-4673  
[JMarchbank@mail.cccd.edu](mailto:JMarchbank@mail.cccd.edu)

- **Cerritos Community College District**  
David El Fatal  
Vice President of Business Services  
11110 Alondra Blvd.  
Norwalk, CA 90650  
(562) 860-2451 Ext. 2242  
[delfattal@cerritos.edu](mailto:delfattal@cerritos.edu)
- **Long Beach Community College District**  
Ann-Marie Gabel  
Vice President of Administrative Services  
4901 Carson Street  
Long Beach, CA 90808  
(562) 938-4540  
[agabel@lbcc.edu](mailto:agabel@lbcc.edu)



## HPI

- **Vanguard University of Southern California**  
Carol Taylor  
President  
55 Fair Drive  
Costa Mesa, CA 92626  
(714) 556-3610 , Ext. 4001  
[officeofthepresident@vanguard.edu](mailto:officeofthepresident@vanguard.edu)
- **Coastline Community College**  
Dr. Lori Adrian  
President  
11460 Warner Avenue  
Fountain Valley, CA 92708-2597  
(714) 546-7600 x16152  
[ladrian@coastline.edu](mailto:ladrian@coastline.edu)
- **Mt. San Antonio College**  
Gary Nellesen  
Director of Facilities Planning and Management  
1100 North Grand Avenue  
Walnut, Ca 91789  
(909) 594-5611 Ext. 5179  
[gnellesen@mtsac.edu](mailto:gnellesen@mtsac.edu)
- **Long Beach City College, Pacific Coast Campus**  
Ann-Marie Gabel  
Vice President of Administrative Services  
4901 E. Carson Street  
Long Beach, CA 90808  
(562) 938-4540  
[agabel@lbcc.edu](mailto:agabel@lbcc.edu)  
  
Medhanie Ephrem  
Assistant Director, District Facilities  
(562) 938-5998  
[mephrem@lbcc.edu](mailto:mephrem@lbcc.edu)
- **Orange Coast College**  
Richard Pagel  
Vice President of Administrative Services  
Costa Mesa, CA  
2701 Fairview Road  
Costa Mesa, CA 92628  
(714) 432-5024  
[rpagel@occ.cccd.edu](mailto:rpagel@occ.cccd.edu)



## 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 Southwestern 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 2004. This amounts to eighteen different projects and covers eight districts and / or colleges.



### Collaborative Experience as a Planning Team

- Kern Community College District: Educational and Facilities Master Plans for Bakersfield College, Porterville College, Cerro Coso Community College and the three educational centers of the District (2012 Current)
- 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 Facilities Master Plan Projects (2011 to current)
- Mt. San Antonio College: Development/Implementation of Facilities Master Plan Projects (2010 to current)
- Long Beach City College, Pacific Coast Campus: Development/Implementation of Campus Master Plan Program (2008 to current)
  - Multi-Disciplinary Building
  - Student Services Building
  - Construction Trades I
  - Construction Trades II
  
- 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



## Joint / Collaborative Activities of the Planning 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 and the Department of State Architects (DSA).

## OTHER / SUPPORT INFORMATION

As supplemental to the information provided in other sections of the response to the RFQ, the planning team wishes to direct particular attention its key master planning credentials.

- **Expertise in academic planning.** Members of the planning team have combined academic planning experience of 60 plus years. This includes hands-on experience in curriculum development as well as knowledge of the resources needed to support the academic mission.
- **Extensive experience in facility planning and campus development.** Combined the planning team has been involved in more than 30 projects that have centered on facility planning and / or campus development.
- **Strong research ability.** The capacity to both research and interpret data is supported by team members who have spent entire careers in the business of data.
- **Knowledge and experience with accreditation.** Team members have served on accrediting committees, prepared self-studies, and been recognized at the State level for their work in accreditation.
- **Knowledge and experience working the State Chancellor's Office.** The planning team has prepared state reporting documents such as 5 Year Construction Plans, Report 17, and Initial and Final Project Proposals for state capital construction funding. We work closely with the Facilities Planning Staff at the state, including the (Assistant Vice Chancellor and the District representatives) on matters of facility planning. The planning team has successfully qualified projects through the state capital outlay budget program in excess of \$700 million.



- **Experience with the collaborative process.** Our format for project process is centered on stakeholder involvement and participation. There is an open and transparent quality that characterizes our approach. Evidence of the collaborative process can be found in all of our final work products.
- **Familiarity with Southwestern College and Centers.** The planning team brings a sense of familiarity with College and area that it serves.
- **A past track record of success.** This is, perhaps, the strongest qualification that we have to offer. It is not based on what we say we can accomplish but, rather, what we have accomplished, as viewed through the eyes of our clients.

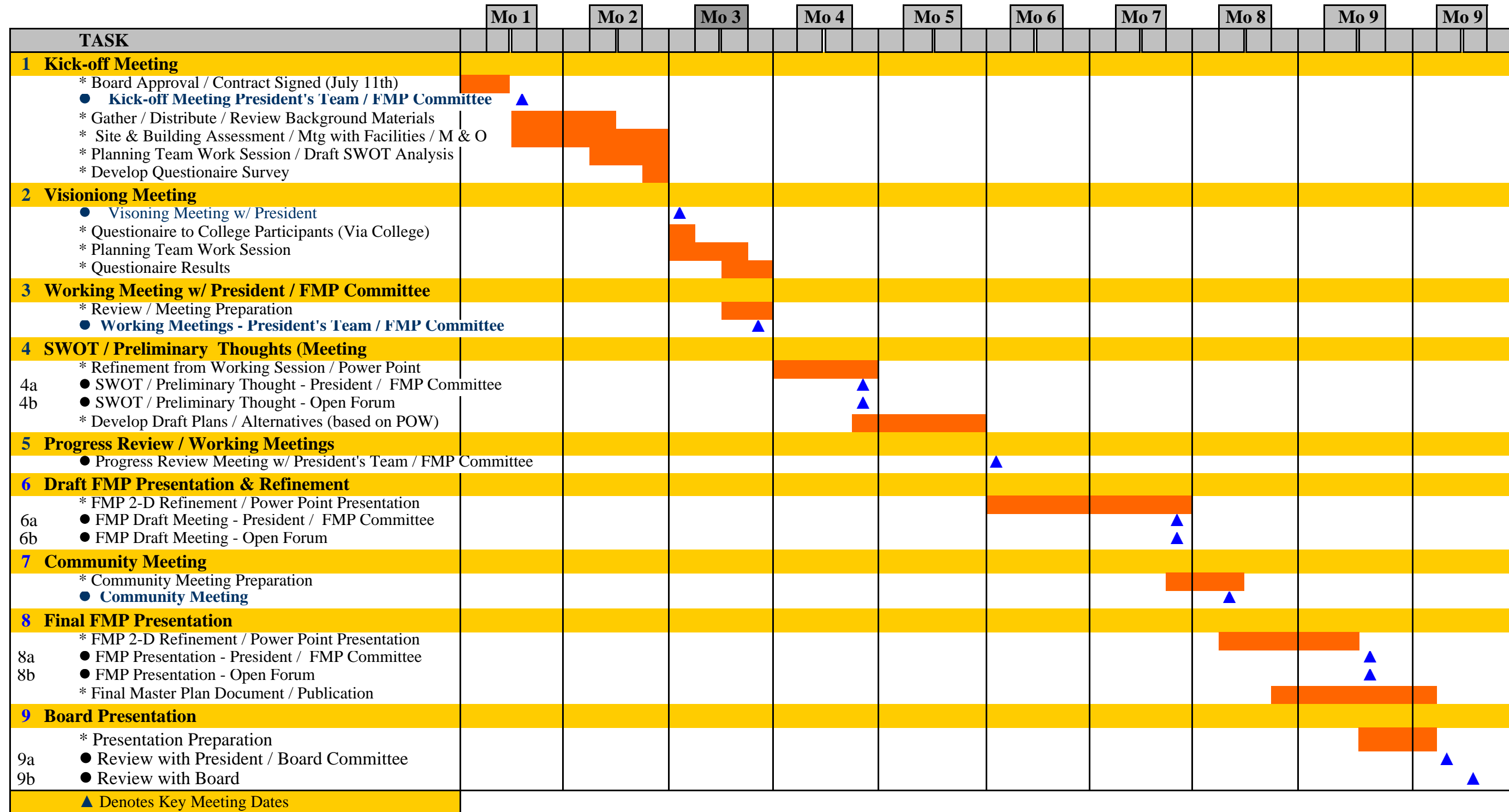


## SOUTHWESTERN COMMUNITY COLLEGE DISTRICT MASTER PLAN TIME LINE: EDUCATION

TASK	July '12		Aug '12		Sept '12		Oct '12		Nov '12		Dec '12		Jan '13	
<b>1 Start-up</b>														
* Data Gathering and Review														
● Kick-off Meeting: President's Team / EMP Committee ▲														
<b>2 Define / Confirm Effective Service Area / Potential To Serve Students</b>														
* Determine/Validate Student Characteristics														
* Assess Effective Service Area Boundaries														
* Create Demographic Profiles / Capacities for Population Growth														
<b>3 Opportunities / Challenges from the External Environment</b>														
* Scan Conditions External to the College, Determine Enrollment Trends														
* Status of the State/Regional/Local Conditions														
<b>4 Validation of Internal Conditions and Trends</b>														
* Assess Enrollment and WSCH History														
* Create Baselines for Program of Instruction														
* Determine Program of Instruction Distributions / Allocations for Space														
* Assessment of Current Space vs. Capacity														
● On-campus Progress / Input Meetings President's Team / EMP Committee ▲														
<b>5 Institutional Effectiveness &amp; Qualitative Input</b>														
* Assess Institutional Performance Against Goals														
* Review / Assimilate Inputs from Unit Plan / Program Reviews														
* Review Previous Survey														
* On-campus Interviews, Administrators, Deans, Faculty & Staff														
<b>6 Determine Key Planning Assumptions / Strategic Priorities</b>														
* Opportunities and Challenges Analysis														
* Validation/Update of Previous Master Plan Assumptions														
* From Qualitative and Quantitative Data, Develop Key Planning Assumptions														
* Identify Key Strategic Priorities														
● Progress Meeting President's Team / EMP Committee / Open Forum ▲														
<b>7 Identify Opportunities for the Future</b>														
* Future Labor Markets														
* Planning Considerations for Curricular Opportunities														
* Programs that Need Strengthening / Reconsideration / Changes / Adjustments														
<b>8 Determine College's Capacity for Growth</b>														
* Capacities for WSCH / Enrollment														
* Forecast the Future Program of Instruction														
<b>9 Space Requirements for All Program/Services</b>	Component part of Facilities Master Plan													
* Space Requirements for the Academic Program of Instruction														
* Space requirements for Support Services of the College														
* Space Compliance Testing with Title 5 / Cap / Load Ratios														
● Progress Meeting President's Team / EMP Committee / Open Forum ▲														
<b>10 Draft Educational Master Plan</b>														
* Creation of Educational Master Plan Draft														
<b>11 Final Educational Master Plan</b>														
* Educational Master Plan Final														
● Review with President's Team / EMP Committee / Open Forum ▲														
● Review with President / Board Review Committee														
● Presentation / Review with Board of Trustees ▲														

▲ Denotes Recommended Committee Progress Meetings/Reports and Open Forum Dates

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT  
MASTER PLAN TIME LINE: FACILITIES





EXISTING CAMPUS (2011)



PEDESTRIAN CIRCULATION / CAMPUS GATEWAYS



PARKING / VEHICULAR ARRIVAL & DROP OFF



# Orange Coast College Facility Master Plan

Costa Mesa, CA

Size: 166 Acres

Planned Enrollment: 11,829 FTES

## 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.

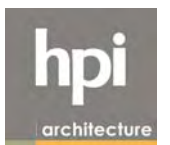
The Facility Master Plan addressed:

- 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

## Reference:

Richard Pagel, VP Administrative Services  
Orange Coast College  
2701 Fairview Road  
Costa Mesa, CA 92628  
714-432-5024

CW/P



# Golden West College Facility Master Plan

Huntington Beach, CA

Size: 124 Acres

Planned Enrollment: 6,331 FTES

## 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 prepared by CWP and the resulting Facilities Program.

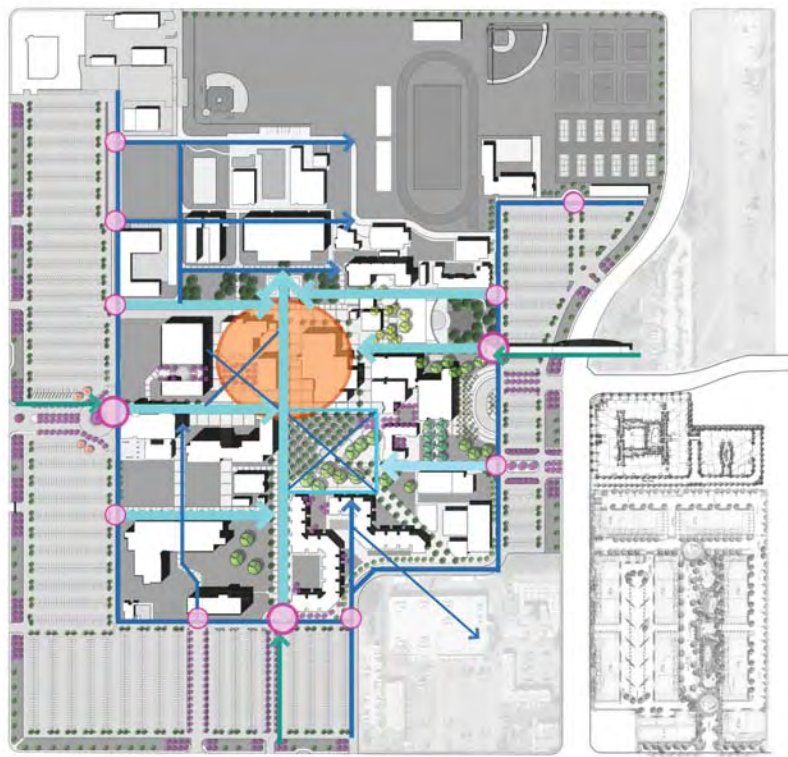
The plan was developed on the basis of extensive discussion and involvement of multiple stake holders including faculty, staff, students and administration. Input was collected through out the process via electronic questionnaires as well as multiple open campus forums and focused work sessions.

The Facility Master Plan addressed:

- Existing building and site condition assessments including identifying and formulating a plan for highest and best use of existing facilities
- Vehicular access, parking and circulation analysis and solutions including:
  - o Identifying and enhancing campus entries and edges
  - o Recommendations on public transportation connections and needs
  - o Clarifying and organizing parking and vehicular circulation
- Separating service and emergency vehicle access and circulation from pedestrian circulation
- Pedestrian circulation analysis and solutions including 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.)
- Identifying site / facilities locations to support future growth and campus change
- Implementation sequencing
- Identification of site areas available for public / private enterprise, income generation and entrepreneurial opportunities
- Project budgeting including an analysis of the source and use of funds

## Reference:

Janet Houlihan, Vice President for Administrative Services  
Golden West College  
Huntington Beach, CA 92647  
714-892-7711  
jhoulihan@gwc.cccd.edu



PEDESTRIAN CIRCULATION / CAMPUS GATEWAY



OPEN SPACE ANALYSIS



PARKING / VEHICULAR ARRIVAL AND DROP - OFF



CW/P



**Kern Community College District  
Facilities Master Plan**  
Composed of 3 Colleges and Multiple Centers

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 Cerro Coso College including the Eastern Sierra Center sites in Mammoth and Bishop

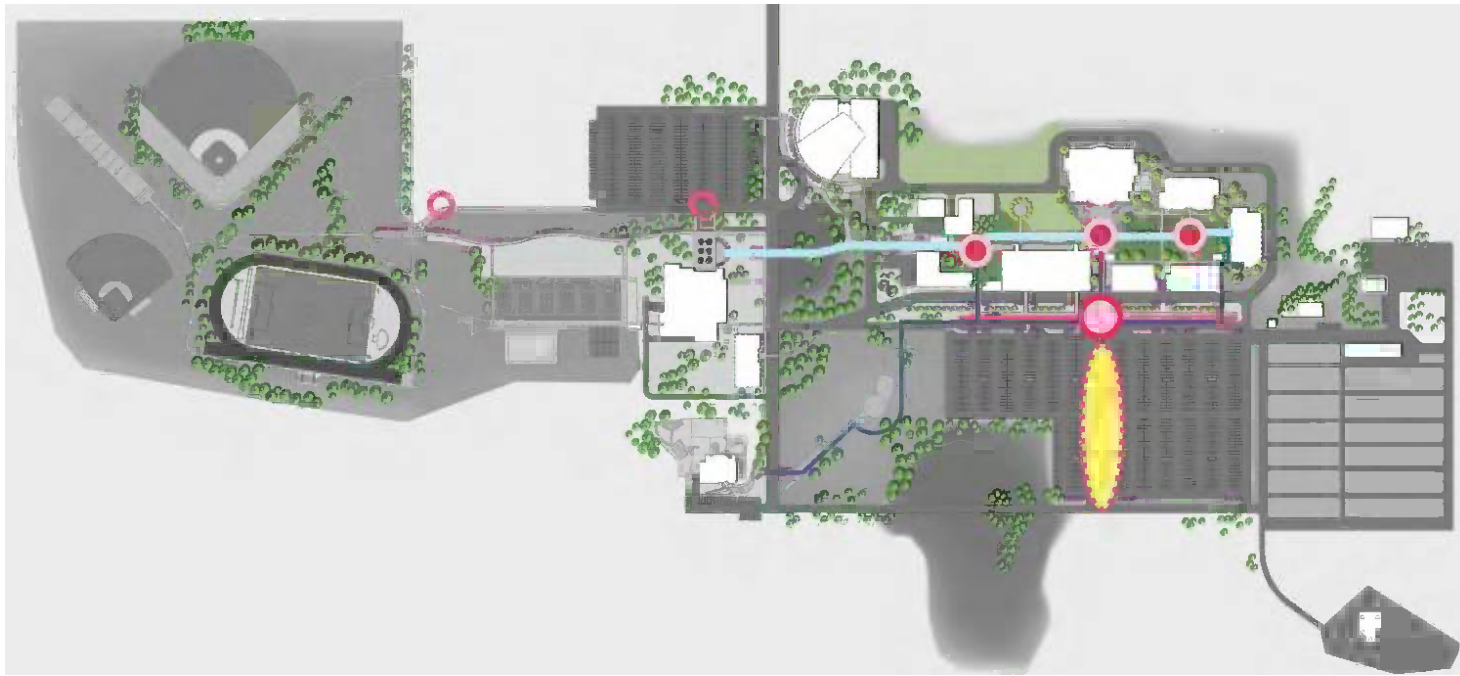
The Facility Master Plans address the following:

- 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 from 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 are currently in process with expected completion 3rd quarter of 2012

**Reference:**

Thomas J. Burke  
Chief Financial Officer  
Kern Community College District  
2100 Chester Avenue  
Bakersfield, CA 93301

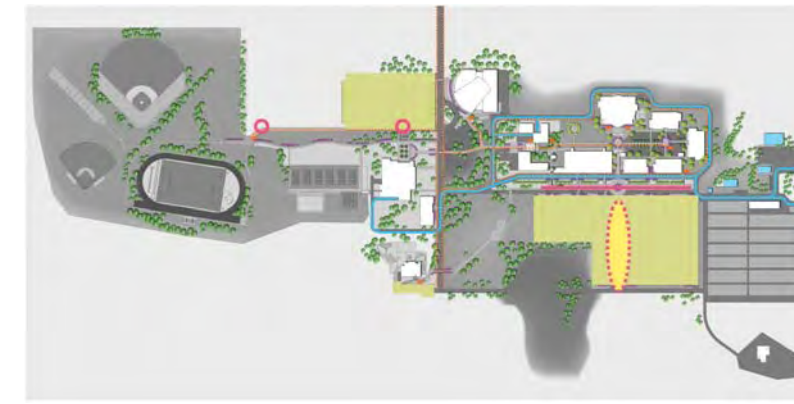


CERRO COSO COLLEGE: indian wells valley site  
vehicular circulation

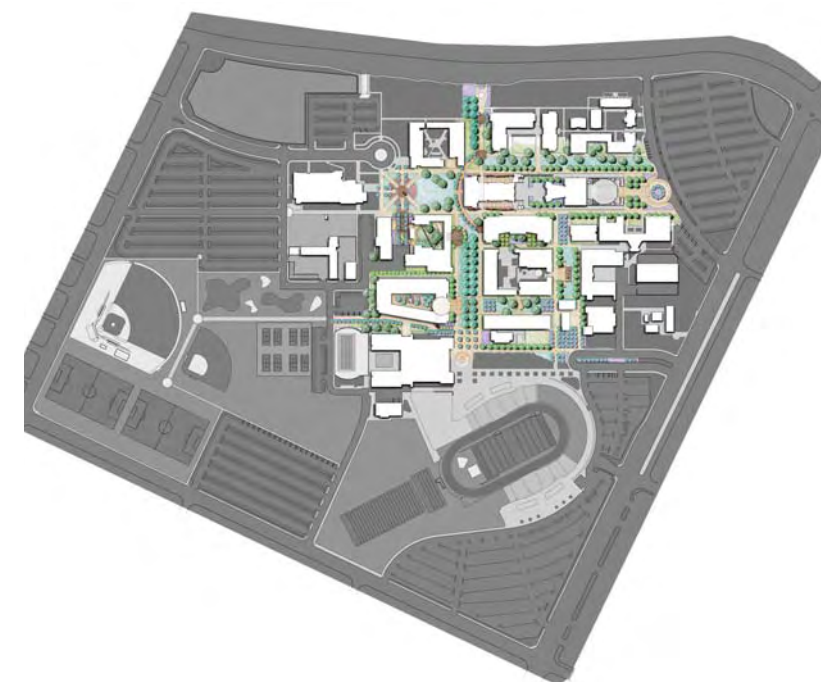
CERRO COSO COLLEGE: indian wells valley site  
pedestrian circulation / open space



BAKERSFIELD COLLEGE  
initial assessment of center units

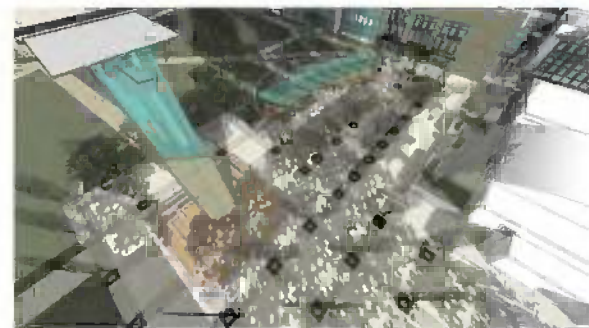
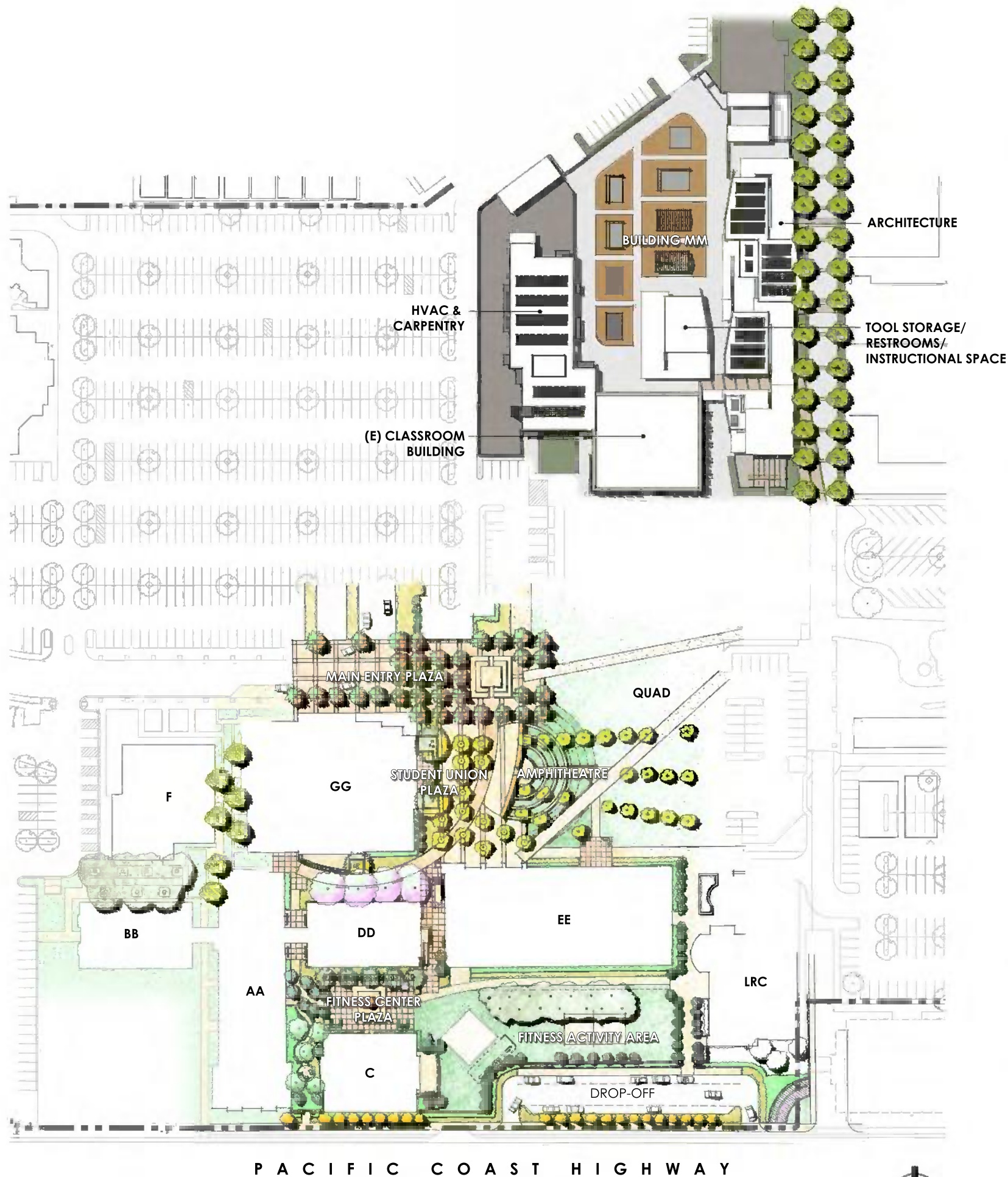


BAKERSFIELD COLLEGE  
pedestrian circulation / open space



BAKERSFIELD COLLEGE  
campus core





STUDENT UNION PLAZA



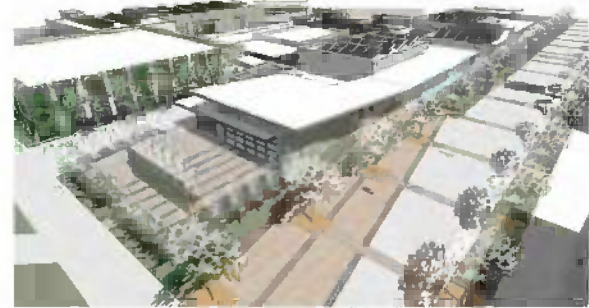
MULTI DISCIPLINARY ACADEMIC BUILDINGS



BUILDING EE



FITNESS CENTER PLAZA



MULTI DISCIPLINARY ACADEMIC BUILDINGS

## Long Beach City College Precinct Planning

Long Beach, CA

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

Firm Role: Planning and Architecture

### 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:

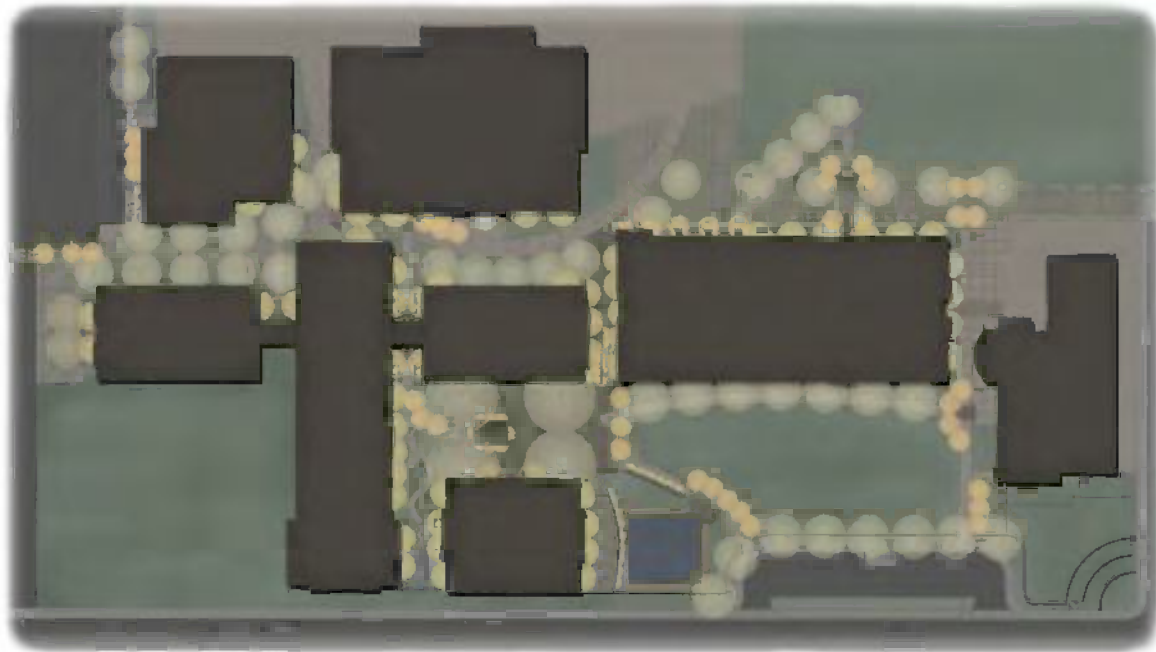
- Assessment of existing building and site conditions
- Utility infrastructure including significant storm drain improvements
- Creating a new campus gateway at PCH and north of the proposed Student Services Building (GG)
- Open space character and improvements including landscape, hardscape, site furnishings,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

### References:

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

Medhanie Ephrem  
Facilities Energy Management Coordinator  
Long Beach Community College  
4901 E. Carson Street  
Long Beach, CA 90808  
Ph: (562) 938-5998  
mephrem@lbcc.edu





LIGHTING PLAN



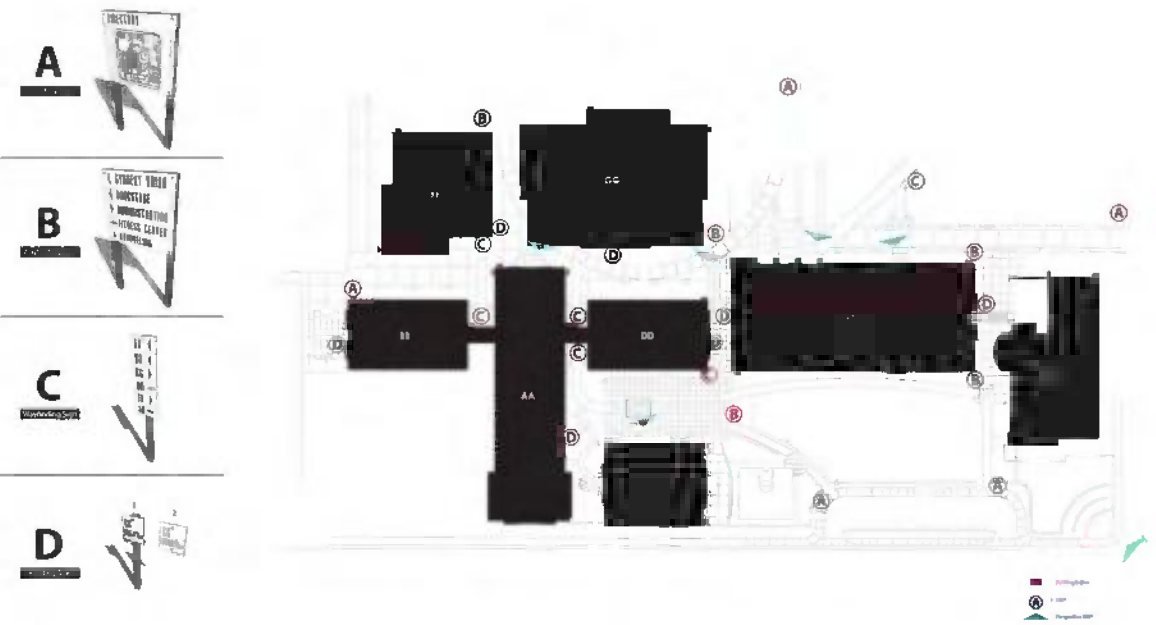
PLANTING PLAN



BUILDING CC



LBCC AERIAL



SIGNAGE PLAN

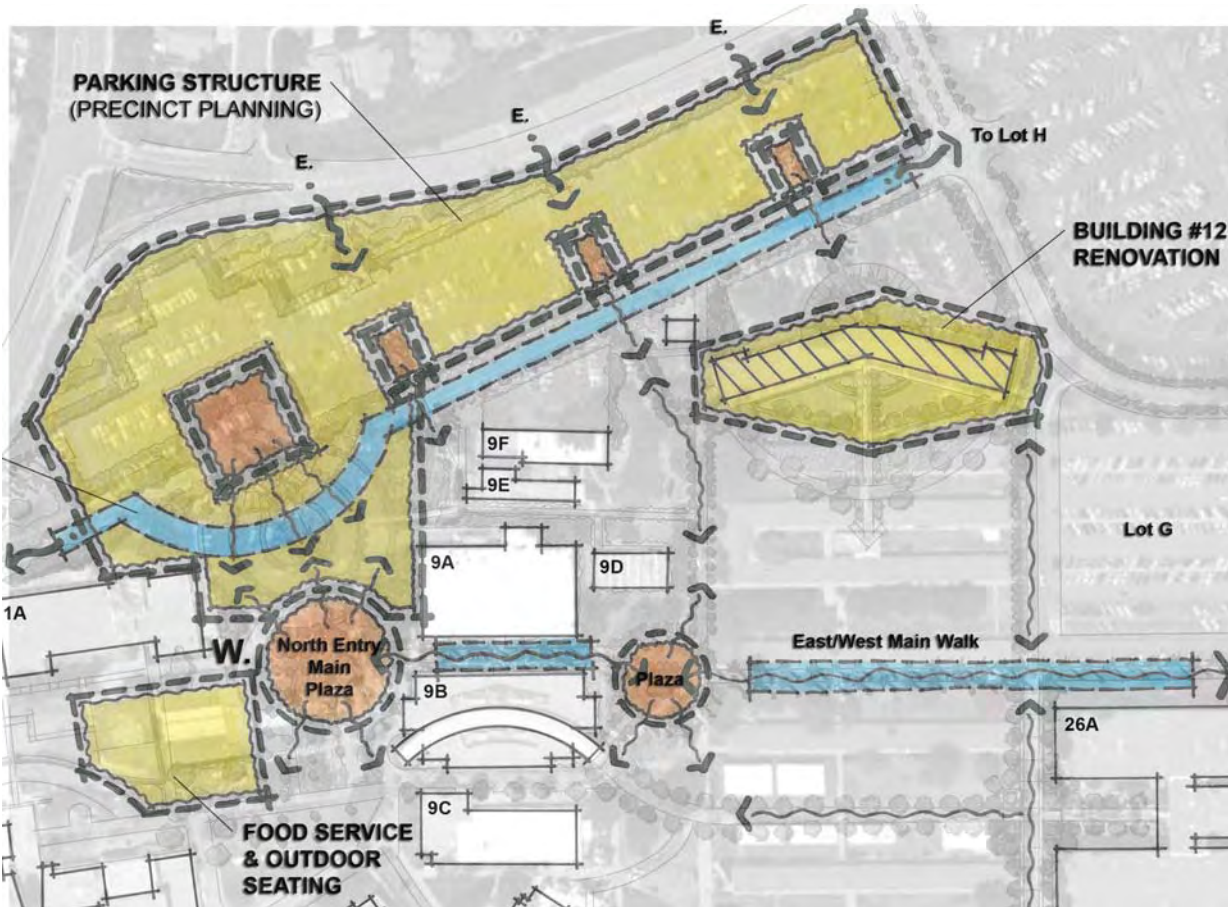


CONCEPTUAL DRAINAGE PLAN

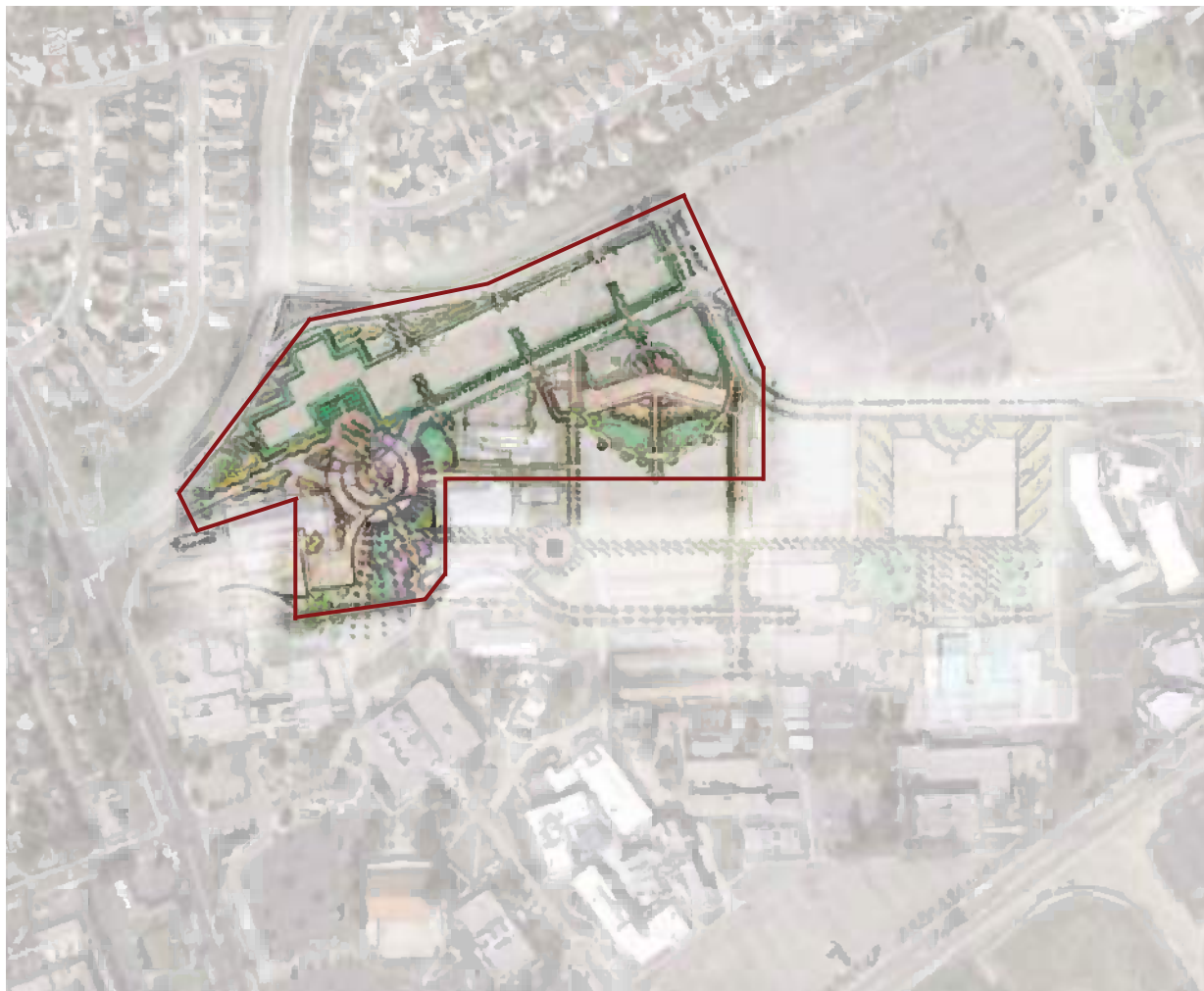


LRC BRIDGE

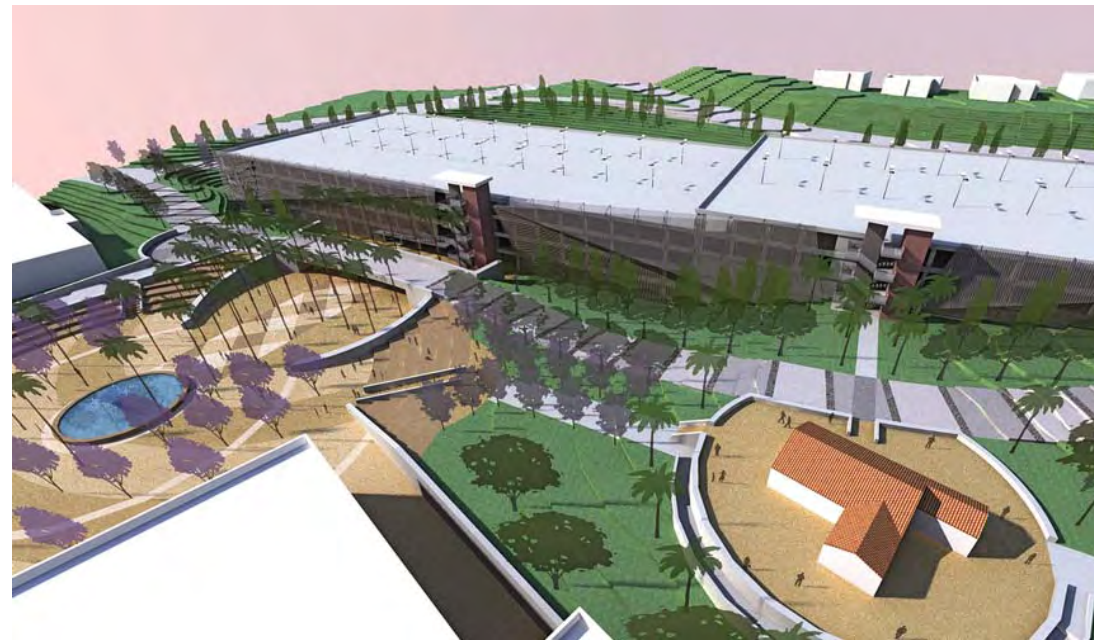




PARKING STRUCTURE & CAMPUS ENTRY PLANNING: PRELIMINARY



MT. SAC AERIAL VIEW: PARKING & CAMPUS ENTRY PLANNING: WITH CIVIL ENGINEERING / UTILITY PLANNING



PARKING STRUCTURE & CAMPUS ENTRY PLANNING: AERIAL



PARKING STRUCTURE & CAMPUS ENTRY PLANNING: QUAD



## 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.

### Reference:

Gary Nellesen,  
Director of Facilities Planning and Management  
Mt San Antonio College  
Walnut, CA  
909-594-5611, x5179





STUDENT UNION



SOCCER DECK/PARKING STRUCTURE



LYCEUM THEATRE



RESIDENCE TOWER

# Vanguard University Facility Master Plan Costa Mesa, CA

Size: 38 Acres  
Planned Enrollment: 3000 FTES

HPI was retained by the University to develop a comprehensive Facility Master Plan addressing enrollment growth, changes in program offerings, the exterior campus environment, individual building sites, parking, pedestrian and vehicular circulation and the general aesthetic of the University Campus.

The Master Plan which evolved was developed in a collaborative process involving the campus faculty, staff and administration, as well as the University Board. It outlines campus construction priorities and strategies through 2020.

The Facility Master Plan addressed:

- Existing building and site condition assessments
- Vehicular circulation, parking conditions and improvements including service and emergency vehicles
- Pedestrian circulation
- Campus edge / gateway conditions and improvements
- Open space character and improvements
- Facility projects including:
  - Infrastructure
  - Demolition of existing buildings- 14 buildings
  - Modernization and expansion - 9 projects
  - New facilities - 10 projects
- Implementation sequencing and timeline
- Architectural and landscape design guidelines

A utility master plan addressing a new mechanical central plant and distribution system, wet utility improvements, power requirements and a new telecommunications and technology network was developed simultaneously and coordinated with the Facility Master Plan.

The master plan supports significant growth on a constrained / limited 32 acre campus. Major projects include:

- Performing Arts and Music Center
- New gymnasium / event center and sports fields
- New Residence Hall
- New Student Union
- Chapel Expansion
- Science lab and instruction building
- New multi-discipline classroom facilities
- New Administrative Center
- Additional surface and structured parking

HPI, in its role as Campus Architect, provided schematic design and feasibility studies for the Student Residence Tower, Student Union, Lyceum Theatre expansion and a parking / soccer deck structure at the southwest edge of the campus. Additionally, HPI assisted the Campus in coordinating the services and design efforts of other architects on the Performing Arts / Music Center and the Townsend Academic Center (science lab and classroom facility) to insure consistent implementation of the Master Plan vision.

### Reference:

Carol Taylor  
President  
Vanguard University of Southern California  
Fifty-Five Fair Drive  
Costa Mesa, CA 92626  
(714) 556-3610 x 4001  
officeofthepresident@vanguard.edu



**PROPOSAL FORM A:**

**#3. Proposer Corporate Information**

Corporate Information: Cambridge West Partnership, LLC

Type of Firm: Limited Liability Corporation

Business License Number: California: 0828910047  
New Hampshire: 563678

Number of years in business under firm name: Six Years

Full name of firm's officers and managing employees as related to this Contract:

C. M. Brahmbhatt  
Joyce M. Black

Has the firm changed its name within the past 3 years? No

Have there been any recent (within the last three years) changes in control /ownership of the firm?

YES: In January, 2011, C.M. Brahmbhatt joined the Company; Ken Cereghino, Founding Member, retired from the Company, December 31, 2011.

Have officers or principals of the firm ever had their business license suspended or revoked for any reason? No

List any legal actions pending against the company or members of the team. None

List any current unresolved disputes/allegations against the firm/team member. None

**PROPOSAL FORM B: PRICE SCHEDULE**

**A. Billable Hours:**

Team Member Title	Hourly Billable Rate	Total Estimated Project Hours	Extended Cost
C.M. Brahmhatt, Managing Director	\$ 160	300	\$ 48,000
Joyce Black, Partner	150	800	120,000
Fred Trapp, Associate	150	260	39,000
Ardith Richey, Support Staff	75	200	15,000
Ken Cereghino, Founding Partner, Advisor	150	40	6,000
HPI Architectural Support	150	1,080	162,000
<b>TOTAL</b>			<b>390,000</b>

**B. Billable Costs:** Please indicate your billable costs for the following project functions. If these costs are included in your billable rates above, please mark "included".

Travel: Transportation \_\_\_\_\_  
 Mileage \_\_\_\_\_  
 Lodging \_\_\_\_\_  
 Subsistence \_\_\_\_\_  
 Other \_\_\_\_\_

Communication: \_\_\_\_\_  
 Phone/Fax \_\_\_\_\_  
 Mail/UPS \_\_\_\_\_  
 Express/Delivery Svcs \_\_\_\_\_  
 Other \_\_\_\_\_

Production: \_\_\_\_\_  
 CAD/Plotting \_\_\_\_\_  
 Shipping \_\_\_\_\_  
 Copy/Printing \$ 20,000 \_\_\_\_\_  
 Equipment Rental \_\_\_\_\_  
 Subcontracted Services \_\_\_\_\_  
 Agency Review \_\_\_\_\_  
 Other \_\_\_\_\_

**C. Other Costs:** Please indicate below any costs not specified above, and list any applicable reimbursables and their respective unit costs: **Develop components for total cost of ownership and provide for any one project in immediate future of \$15,000**

**TOTAL PROPOSAL FEE NOT TO EXCEED:** \$ 425,000  
 (including all billable hours and costs referenced above in Sections A, B & C)

**PROPOSAL FORM C: GENERAL TERMS AND CONDITIONS**

**Offer Held Firm:** The Proposer agrees that it will not withdraw its offer for a period of *ninety (90)* calendar days from the opening date.

**Right to Reject:** The Proposer understands that the District reserves the right to reject any or all proposals and to waive any informalities in the evaluation of proposals. The District intends to verbally negotiate with the Proposers to reach a final Agreement.

**Bidder Certification:** The Proposer certifies that this bid is made without previous understanding, agreement or connection with any person, firm, or corporation making a bid on the same services, and is in all respects fair and “without collusion or fraud.

**Execution of a Contract:** If awarded a contract, the Proposer agrees to execute a contract in accordance with this Proposal and the District’s Instructions for Submittal of Proposals, Information for Proposers, General Conditions, and Service Requirements within twenty one-(21) calendar days of receipt of written notice of acceptance of the Proposal by the District.

**Assumption of Contract:** The Proposer agrees to assume operations under the contract on July 12, 2012 or within ten (10) calendar days following the Districts notification to proceed, as applicable.

**Exceptions to Specifications:** In submitting a proposal, the Proposer affirms acceptance of the complete Conditions Specifications and Requirements associated with the District’s RFP document, unless otherwise stipulated. Any variances or exceptions which the Proposer wishes to note with respect to any of the Conditions, Specifications, or any District Service Requirements are to be stated herein or in an attachment to the bid submittal which is to be titled “Exceptions.”

**Conflicts of Interest:** All Proposers must disclose the name of any Board of Trustees member, officer, director, or agent who is also an employee of the Southwestern Community College District, which includes any District employee. Further all Proposers must disclose the name of any District or District employee, or Board of Trustees member, who has, directly or indirectly, any financial interests in the Proposer’s firm or any of its branches. Submit this information on an attachment to the proposal which is titled “Conflict of Interest” and include the person’s name, interest or position, and percent of ownership, if applicable.

**Required Submittals:** The Proposer’s detailed responses to the District’s specifications and evaluation criteria must accompany this Proposal.

**District’s Right to Award:** The signer hereby acknowledges that the District reserves the right to make the award to the Proposer which the District judges to have submitted the proposal most favorable to the District, with the District being the sole judge thereof.

**Legally Binding** it is further certified that the person whose signature appears below is legally empowered to bind the company in whose name the proposal is entered.

SUBMITTED BY.

Cambridge West Partnership, LLC

Company Name

34 Eclipse, Irvine, California 92620

Mailing Address

1.949.300.0580

Telephone Number      FAX Number

\_\_\_\_\_  
By: Signature (Manual)

C.M. Brahmbhatt

By: Signature (Typed)

Member / Managing Director

Title



**APPENDIX A**  
**NON COLLUSION AFFIDAVIT TO BE EXECUTED BY PROPOSER AND**  
**SUBMITTED WITH PROPOSAL**

State of California  
County of Orange

C.M. Brahmhatt, being first duly sworn, deposes and says that he is Managing Director of Cambridge West Partnership, LLC, the party making the foregoing proposal that the proposal is not made in the interest of, or on behalf of, any undisclosed person, Proposer, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from submitting a proposal; that the Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the Proposer or any other Proposer, or to fix any overhead, profit, or cost element of the proposal price, or that of any other Proposer, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, Proposer, company association, organization, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**APPENDIX B  
INSURANCE AFFIDAVIT TO BE EXECUTED BY PROPOSER  
AND SUBMITTED WITH PROPOSAL**

**State of California**

**County of Orange**

The undersigned, being first duly sworn, deposes that he/she is Member / Managing Director of Cambridge West Partnership, LLC herein called the Proposer; that the Proposer has submitted a proposal to manage and operate the two bookstores of the Southwestern Community College District, herein called the District.

The Proposer agrees that he/she is familiar with the circumstances affecting the preparation and making of such proposal, and is properly qualified to make this affidavit; that he/she certifies the following.

Proposer is insured with policy limits not less than the following:

- a. Commercial General Liability:
  - Bodily Injury & 2,000,000 General Aggregate
  - Property Damage \$1,000,000 Products Aggregate
  - \$1,000,000 Each Occurrence
  - \$ 50,000 Fire Damage Limit
  - \$ 5,000 Medical Expense Limit
- b. Auto Liability to include owned, Non - owned and hired:
  - Bodily Injury \$1,000,000 each person
  - \$1,000,000 each accident
  - Property Damage \$1,000,000 each accident
  - or
  - Combined Single Limit \$1,000,000 each accident.
- c. Worker's Compensation Coverage\* Statutory for State of California
- d. Professional Liability (Errors and Omissions)
  - \$1,000,000 Each Occurrence

\*Alternatively, a State of California Certificate of Self- insurance may be furnished in lieu of a certificate evidencing Worker's Compensation Insurance.

Subscribed and sworn to before me

Firm: Cambridge West Partnership, LLC

this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

Signed \_\_\_\_\_

Print name: C.M. Brahmbhatt

Notary Public Title \_\_\_\_\_

Title: Member / Managing Director

My commission expires \_\_\_\_\_

Please see attached Certificate of Insurance



**APPENDIX C**  
**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT**  
**EQUAL OPPORTUNITY AFFIRMATIVE ACTION STATEMENT**

Every person, firm, company, or corporation with whom the Southwestern Community College District does business in the amount of \$ 10,000 or cumulative contracts totaling \$ 10,000 is required to sign the following statement:

Suppliers will not discriminate against any employee or applicant for employment in connection with the performance thereof, because of race, religion, color, age, sex, national origin, or physical handicap; and shall take affirmative action to insure that applicants are employed, and employees are treated during employment, without regard to their race, sex, religion, color, age, national origin or physical handicap.

Cambridge West Partnership, LLC  
Company or corporation

By: \_\_\_\_\_

Title: Member / Managing Director

Address: 34 Eclipse, Irvine, California 92620

## APPENDIX D

### CONTRACTOR'S CERTIFICATE REGARDING WORKERS' COMPENSATION

Labor Code Section 3700 in relevant part provides:

Every employer except the State shall secure the payment of compensation in one or more of the following ways:

- (a) By being insured against liability to pay compensation in one or more insurers duly authorized to write compensation insurance in this State.
- (b) By securing from the Director of Industrial Relations a certificate of consent to self - insure, which may be given upon furnishing proof satisfactory to the Director of Industrial Relations of ability to self- insure and to pay any compensation that may become due to his employees.

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self- insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this contract.

Cambridge West Partnership, LLC  
Company or corporation

By: \_\_\_\_\_

Title: Member / Managing Director

Address: 34 Eclipse, Irvine, California 92620

(In accordance with Article 5 (commencing at Section 1860), Chapter 1, Part 7, Division 2 of the Labor Code, the above certificate must be signed and filed with the awarding body prior to performing any work under this contract.)

**SAMPLE CONTRACT: SOUTHWESTERN COMMUNITY COLLEGE DISTRICT  
Independent Contractor Agreement:  
(For short or long term contracts with a value of \$3,001 and over)**

WHEREAS, it is the desire of the Governing Board of the Southwestern Community College District (hereinafter referred to as "District" or "Client") to contract with \_\_\_\_\_ as an Independent Contractor (hereinafter referred to as "Contractor" or "Engineer"); and whereas such service will assist the Governing Board in discharging its legal obligation to provide an adequate educational program; and whereas Government Code section 53060 authorizes the Governing Board to enter into contracts to obtain special services and advice in financial, economic, accounting, engineering, legal or administrative matters for the District; and

WHEREAS, Contractor has represented to the Governing Board that Contractor is knowledgeable and qualified in skills required for this project and covenants that Contractor is capable of performing the services required under this agreement; and

WHEREAS, the Governing Board recognizes that Contractor is acting as an independent contractor in the performance of work under this contract, and that Contractor, to the extent required by law, shall be solely responsible for the payment of any and all claims for loss, personal injury, death, property damage, or otherwise, arising out of any act or omission of its employees or agents in connection with the performance of work under this contract; and

WHEREAS, Contractor understands that, for purposes of this Agreement, Contractor is not an employee of the District and does not qualify for employee benefits, including workers' compensation benefits;

NOW THEREFORE, the following is agreed:

**I. SERVICES AND WORK PRODUCT(S) TO BE RENDERED BY THE INDEPENDENT CONTRACTOR.**

Contractor agrees to undertake, carry out and complete for the Governing Board, in a satisfactory and competent manner, the following services:

\_\_\_\_\_  
\_\_\_\_\_

**II. COMPENSATION, MAXIMUM COST, AND PAYMENT.**

- (a) In consideration of the service to be rendered by Contractor as outlined in this agreement, the Governing Board agrees to pay Contractor a total amount not to exceed \$ \_\_\_\_\_ for services and product delivery and subsequent receipt of invoice for services rendered and products delivered by Contractor.
- (b) Invoice shall be processed within thirty (30) days upon receipt and approval by Southwestern Community College District of an invoice, in triplicate, showing services rendered for the period covered by the invoice.
- (c) All invoices submitted must contain the following certification statement: "I certify that payment requested is for appropriate purposes and in accordance with the provisions of the Contract." All invoices must be signed by Contractor's Chief Financial Officer or designee.
- (d) Contractor certifies that Contractor has not and will not receive pay for the same services or days of service by any other public agency.
- (e) District shall not be liable to Contractor for any costs or expenses paid or incurred by Contractor in performing services for District, unless otherwise specifically stated in this Contract.

**III. PERIOD OF PERFORMANCE.**

This period covered by this agreement shall begin on \_\_\_\_\_ and shall terminate on \_\_\_\_\_.

#### IV. CONFLICT OF INTEREST.

If the District determines that Contractor is a "Consultant" under Political Reform Act of 1974, Contractor shall comply with all applicable Conflict of Interest laws, including the filing of a Statement of Economic Interest, pursuant to the District's Conflict Code, under a disclosure category or categories as determined by the District's Superintendent/President.

#### V. INDEPENDENT CONTRACTOR.

Contractor, in the performance of this Contract, shall be and act as an independent contractor. Contractor understands and agrees that he/she and all of his/her employees shall not be considered officers, employees or agents of the District, and are not entitled to benefits of any kind or nature normally provided employees of the District and/or to which District's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. Contractor assumes the full responsibility for the acts and/or omissions of his/her employees or agents as they relate to the service to be provided under this Contract.

#### VI. TAXES.

Contractor acknowledges and agrees that it is the sole responsibility of Contractor to report as income its compensation received from District and to make the requisite tax filings and payments to the appropriate federal, state or local tax authority. No part of Contractor's compensation shall be subject to withholding by District for the payment of social security, unemployment, or disability insurance or any other similar state or federal tax obligation.

#### VII. MATERIALS.

Contractor shall furnish, at his/her own expense, all labor, materials, equipment, supplies and other items necessary to complete the services to be provided pursuant to this Contract unless otherwise specifically stated in the Contract. Contractor's services will be performed, findings obtained, reports and recommendations prepared in accordance with generally and currently accepted principles and practices of his/her profession.

#### VIII. AUDIT AND INSPECTION OF RECORDS.

At any time during the normal business hours and as often as District may deem necessary, Contractor shall make available to District for examination at District's place of business as specified herein, all data, records, investigation reports and all other materials respecting matters covered by this Contract and Contractor will permit the District to audit, and to make audits of all invoices, materials, payrolls, records of personnel and other data related to all matters covered by this Contract.

#### IX. CONFIDENTIALITY AND USE OF INFORMATION.

(a) Contractor shall hold in trust for the District, and shall not disclose to any person, any confidential information. Confidential information is information which is related to the District's research, development, trade secrets and business affairs; but does not include information which is generally known or easily ascertainable by nonparties through available public documentation.

(b) Contractor shall advise the District of any and all materials used, or recommended for use by consultant to achieve the project goals, that are subject to any copyright restrictions or requirements. In the event Contractor shall fail to so advise the District and as a result of the use of any programs or materials developed by Contractor under this Contract the District should be found in violation of any copyright restrictions or requirements, or the District should be alleged to be in violation of any copyright restrictions or requirements, Contractor agrees to indemnify, defend and hold harmless, District against any action or claim brought by the copyright holder.

#### X. EQUAL OPPORTUNITY/NON-DISCRIMINATION.

Contractor shall not discriminate against any individual with respect to his or her compensation, terms, conditions, or privileges of employment; or discriminate in any way which would deprive or tend to deprive any individual of

employment opportunities or otherwise adversely affect his or her status as an employee because of such individual's race, color, religion, sex, national origin, age, disability, medical condition, or marital status.

Contractor shall ensure that services and benefits are provided without regard to race, color, religion, sex, age, or national origin. Contractor shall comply with the Americans with Disabilities Act and the Rehabilitation Act of 1973, as amended.

#### XI. HOLD HARMLESS.

Contractor agrees to indemnify, but shall have no obligations to, defend the District, its officers employees from liability or damages any and all contractors, suppliers, laborers and any other person, firm or corporation furnishing or supplying work, services, materials or supplies to the extent actually caused by with the negligent performance of this Contract, and liability for damages, accruing or resulting to any person, firm or corporation who may be injured (including death) or damaged by the acts or omissions of the Contractor to the extent actually caused by the negligent performance of this Contract. The District agrees to indemnify, defend and hold harmless Contractor from any and all liability, claims and losses accruing or resulting to any and all contractors, suppliers, laborers and any other person, firm or corporation furnishing or supplying work, services, materials or supplies in connection with the negligent performance of this Contract, and from any and all liability, claims and losses accruing or resulting to any person, firm or corporation who may be injured (including death) or damaged by the acts of omissions or the District in the negligent performance of this Contract.

#### XII. TERMINATION.

The District or the Contractor may, at any time, with or without reason, terminate this Contract upon the giving of thirty (30) days prior written notice to the other party. In the event of termination, the Contractor shall be entitled to payment only for acceptable and allowable work performed under this Contract through the date of termination. Written notice by the District shall be sufficient to stop further performance of services by Contractor. Notice shall be deemed given when received by Contractor or not later than five (5) days after the day of mailing, whichever is sooner.

District may also terminate this Contract upon giving of written notice of intention to terminate for cause. Cause shall include: (a) material violation of this Contract by the Contractor; (b) any act by Contractor exposing the District to liability to others for personal injury or property damage; or (c) if Contractor is adjudged a bankrupt, Contractor makes a general assignment for the benefit of creditors or a receiver is appointed on account of Contractor's insolvency. Written notice by District of termination for cause shall contain the reasons for such intention to terminate and unless within ten (10) days after service of such notice the condition or violation shall cease, or satisfactory arrangements for the correction thereof be made, this Agreement shall upon the expiration of the ten (10) days cease and terminate. In the event of such termination, the District may secure the required services from another contractor. If the cost to the District of obtaining the services from another contractor exceeds the cost of providing the service pursuant to this Contract, the excess cost shall be charged to and collected from the Contractor. The foregoing provisions are in addition to and not a limitation of any other rights or remedies available to District. Written notice by District shall be deemed given when received by the other party, or no later than five (5) days after the day of mailing, whichever is sooner.

#### XIII. INSURANCE

Contractor agrees to carry a comprehensive or commercial general liability insurance with limits of one-million dollars (\$1,000,000) per occurrence and \$2,000,000 aggregate combined single limit for bodily injury and property damage in a form mutually acceptable to both parties to protect Contractor and District against liability or claims of liability which may arise out of this Contract. Contractor also agrees to carry Automobile Liability Insurance to include owned, non-owned or hired with limits of one-million dollars (\$1,000,000) per occurrence. Contractor will also carry Professional Liability Insurance (Errors and Omissions) with limits of one-million dollars (\$1,000,000) per occurrence. In addition, Contractor agrees to provide an endorsement to this policy stating, "Such insurance as is afforded by this policy shall be primary, and any insurance carried by District shall be excess and noncontributory." Prior to commencing the performance of services hereunder, Contractor shall provide District with certificates of insurance evidencing all coverage and endorsements required hereunder including a thirty (30)

day written notice of cancellation or reduction in coverage. Contractor agrees to name District and its officers, agents and employees as additional insured under said policy. All specifications on insurance requirements must be adhered to as identified in the RFP and duly signed as acknowledged in Appendix B.

#### XIV. WORKER'S COMPENSATION INSURANCE.

Contractor agrees to procure and maintain in full force and effect Worker's Compensation Insurance covering its employees and agents while these persons are participating in the activities hereunder. In the event a claim under the provisions of the California Workers' Compensation Act is filed against District by a bona fide employee of Contractor participating under this Contract, Contractor agrees to defend and hold harmless the District from such claim.

#### XV. ORIGINALITY.

Contractor agrees that all material produced by the Contractor and delivered to Southwestern Community College District hereunder shall be original, except for such portion as is included with permission of the copyright owners thereof, that it shall contain no libelous or unlawful statements or materials, and will not infringe upon any copyright, trademark, patent, statutory or other proprietary rights of others and that it will hold harmless the Governing Board from any costs, expenses and damages resulting from any breach of this representation.

#### XVI. WORKS FOR HIRE.

Contractor understands and agrees that all matters produced under this Contract shall be works for hire and shall become the sole property of District and cannot be used without District's express written permission. District shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark and/or patent of said matter in the name of the District.

Contractor consents to use of Contractor name in conjunction with the sale, use, performance and distribution of the matters, for any purpose and in any medium.

#### XVII. RIGHTS IN DATA.

Contractor grants to the Governing Board the right to publish, translate, reproduce, deliver, use and dispose of, and to authorize others to do so, all data, including reports, drawings, blueprints, and technical information resulting from the performance of work under this Contract.

#### XVIII. COMPLIANCE WITH APPLICABLE LAWS.

The service completed herein must meet the approval of the District and shall be subject to the District's general right of inspection to secure the satisfactory completion thereof. Contractor agrees to comply with all federal, state and local laws, rules, regulations, and ordinances that are now or may in the future become applicable to Contractor, Contractor's business, equipment and personnel engaged in operations covered by this Contract or accruing out of the performance of such operations.

#### XIX. PERMITS/LICENSES.

Contractor and all Contractor's employees or agents shall secure and maintain in force such permits and licenses as are required by law in connection with the furnishing of services pursuant to this Contract.

#### XX. NON-WAIVER.

The failure of District or Contractor to seek redress for violation of, or to insist upon, the strict performance of any term or condition of this Contract shall not be deemed a waiver by that party of such term or condition, or prevent a subsequent similar act from again constituting a violation of such term or condition.

XXI. SEVERABILITY.

If any term, condition or provision of this Contract is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force and effect and shall not be affected, impaired or invalidated in any way.

XXII. ASSIGNMENT.

This Contract is not assignable by Contractor either in whole or in part, nor shall the Contractor further contract for the performance of any of its obligations hereunder, without the prior written consent of the Governing Board.

XXIII. LAWS GOVERNING.

This Contract shall be governed by and construed in accordance with the laws of the State of California.

XXIV. ENTIRE AGREEMENT/MODIFICATION.

This Contract and the Attachments hereto contain the entire agreement of the parties, and no representation, provision, warranty, term, condition, promise, duty or liability, expressed or implied, shall be binding upon or applied to either party, except as herein stated. No amendment or modification of any term, provision or condition of this Contract shall be binding or enforceable unless in writing and signed by each of the parties.

XXV. NOTICES.

All notices to any party hereunder shall be in writing, signed by the party giving it, and shall be sufficiently given or served, if personally served or if sent by registered mail addressed to the parties at their address indicated in this Contract.

This Contract is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

IN WITNESS WHEREOF, the parties have executed this Contract as of the date thereof.

Company Name \_\_\_\_\_

Southwestern Community College District

Name: \_\_\_\_\_

Melinda Nash, Ed.D

SS#/Federal Tax ID: \_\_\_\_\_

Superintendent/President

Address: \_\_\_\_\_

900 Otoy Lakes Road

Chula Vista 91910-7299

Telephone \_\_\_\_\_

Telephone: 619.482.6301

Fax \_\_\_\_\_

Fax: 619.482.6413

Are you are District Employee? Yes No

Is a Credential or Special License required for consultancy? Yes No

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

If yes, please specify and attach a copy of the current license: \_\_\_\_\_

Originator: \_\_\_\_\_

Account No: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX F

### 2012-15 Strategic Plan

#### Strategic Priorities - Institutional Goals and Objectives

Strategic Priority	Institutional Goals	Institutional Objectives
Teaching and Learning	<ul style="list-style-type: none"> <li>• SWC will provide excellent instruction and develop a culture of independent thinkers and learners.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a professional development program for instructors teaching via distance education to enhance consistent quality of instruction</li> <li>• Develop and implement a plan for infusing critical thinking into all aspects of the student experience</li> </ul>
Student Access	<ul style="list-style-type: none"> <li>• SWC will promote a student-centered climate that provides equal access to educational achievement through collaboration that values diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Explore alternative scheduling options to increase access to growing populations</li> <li>• Promote the Higher Education Centers as critical access points in the communities served by the College District</li> <li>• Increase student access through the use of technology (e.g., interactive website, online support services, etc.)</li> </ul>
Student Success	<ul style="list-style-type: none"> <li>• SWC will promote a culture of academic success by creating a safe and supportive environment that enables students to achieve their educational goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote student success by increasing retention, persistence, and completion</li> <li>• Enhance instruction, student support services, and operational effectiveness by fostering cultural competency</li> <li>• Promote student success by providing identical student and instructional support services for online students as are available for students who attend classes on campus</li> </ul>
Economic, Workforce and Community Development	<ul style="list-style-type: none"> <li>• SWC will contribute to the region's economic revitalization through resources that support the expansion of local business &amp; industry and by expanding programs that generate new &amp; vital workforce &amp; business development opportunities for students and community.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement &amp; maintain a College-wide Workforce and Business Development (WBD) Plan that promotes current SWC programs supporting economic, workforce and community development efforts and to identify new and emerging opportunities</li> <li>• Support the creation, retention, and expansion of business and industry to contribute to the revitalization of our local economy</li> <li>• Increase Cooperative Work Experience Education program (CWEE), service learning practicum, internships &amp; other learning opportunities between SWC, Industry &amp; Business</li> </ul>

Strategic Priority	Institutional Goals	Institutional Objectives
Organizational Effectiveness	<ul style="list-style-type: none"> <li>• SWC will provide effective implementation of organizational goals/strategies by cultivating and sustaining processes, systems and culture that supports optimal organizational structure, capacity and capability.</li> <li>• SWC will meet the evolving needs of students, faculty, staff and community in support of an innovative learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and sustain a culture of evidence based on data-driven decisions that support continuous improvement efforts and student success</li> <li>• Support, promote and sustain shared planning and decision-making through the shared Consultation Council as the central point of constituency review and approval of institutional infrastructure processes</li> <li>• Review and update College District policies and approve procedures for such policies with full constituency input</li> </ul>
Institutional Technology and Research	<ul style="list-style-type: none"> <li>• SWC will meet current and anticipated technology needs required to support and enhance the educational and workplace experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the integration of information technology systems needed for instruction, student support, online learning, operations, research, auxiliary services and security.</li> <li>• Upgrade the network infrastructure district-wide, including wireless and Wide Area Networks, to better serve the needs of academic, student and administrative services.</li> <li>• Support the development of the Office of Institutional Effectiveness for increased availability of data, research, and grants as well as improved institutional planning.</li> </ul>
Physical and Financial Resources	<ul style="list-style-type: none"> <li>• SWC will act in a responsible, accountable and transparent manner in budget and financial matters, and will actively and ethically seek outside sources of funding in order to preserve financial solvency.</li> <li>• SWC will provide that the college's design and infrastructure meets the evolving needs of all students, faculty, staff and community in support of an innovative learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and provide financial information systems that are transparent and easily accessible in support of the budget development process</li> <li>• Maximize utilization of existing facilities and develop new facilities based on ever-changing student learning needs, emerging technologies, Governing Board goals and the SWC Strategic Plan.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• SWC will recruit, hire and train qualified and diverse staff, faculty, and administrators, demonstrating its commitment to providing an equitable and inclusive environment which supports professional growth and academic success of all employees and students.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a system that allows full participation for faculty and staff in order to support internal processes and integrated planning</li> <li>• Create and sustain a culture of inclusion at SWC that supports the charge of the Diversity and Equity Committee as well as promotes trust, respect and collaboration</li> </ul>

## **APPENDIX G**

### **Educational & Facilities Master Plan Samples (2) To be provided by the Proposer**

*Please see attachments to Proposal*

**Bakersfield College - Educational Master Plan Draft**

**Golden West College - Educational Master Plan**

**Cerritos College - Facilities Master Plan**

**Coast Community College District - Vision 2020 Facilities Master Plan**

## APPENDIX H

### Southwestern Community College District Educational and Facilities Master Plan Submission Checklist

<b>Item</b>	<b>Included in RFP Response</b>
Proposal Form A: Proposer Qualifications and Information	X
Proposal Form B: Price Schedule	X
Proposal Form C: General Terms and Conditions	X
Proposal Form D: Addenda Acknowledgement	X
Appendix A: Non Collusion Affidavit	X
Appendix B: Insurance Affidavit	X
Appendix C: Equal Opportunity Affirmative Action Statement	X
Appendix D: Contractor's Certificate Regarding Worker's Compensation	X
Appendix E: Sample Contract	X
Appendix F: 2012-15 Strategic Plan/Strategic Priorities/Institutional Goals & Objectives	X
Appendix G: Educational & Facilities Master Plan Samples (2)	X
Appendix H: Submission Checklist	X