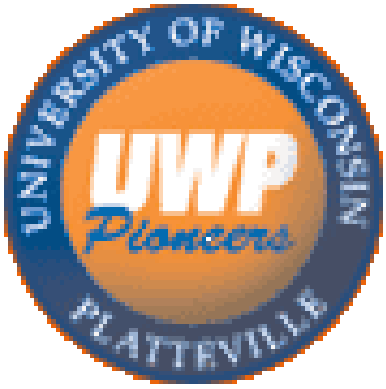

UNIVERSITY OF WISCONSIN-PLATTEVILLE

REQUEST FOR COMPREHENSIVE CAMPUS MASTER PLANNING SERVICES

University of Wisconsin-Platteville

April 2010

Project No.10F1F

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PROJECT DESCRIPTION

The University of Wisconsin–Platteville (UW-Platteville) is requesting professional planning services to develop a Comprehensive Campus Master Plan (CCMP). Master planning will address assessment and recommendations for campus image and identity; space use, facility renovation and new construction opportunities; campus boundaries and land needs; parking, access and circulation; sense of place, open spaces, landscape and associated attributes; utility infrastructure; student housing needs; environmental sustainability; and community context.

This master plan project will include a comprehensive analysis of existing physical conditions; a comprehensive analysis of existing and projected physical needs; and well-developed recommendations for meeting those physical needs. The CCMP will integrate UW-Platteville's academic planning and financial planning with physical development planning. It is expected that this process and its associated products will generate a CCMP capable of guiding the cohesive and comprehensive development and evolution of the campus into a vibrant center of learning and living to meet the educational needs of the region and the state into the future.

The master planning effort will strengthen and reinforce the ability of UW-Platteville to meet its unique role in educational and community environments. The University Mission, Vision and Strategic Plan are addressed below:

A. UNIVERSITY MISSION

The fundamental mission of UW-Platteville and the entire UW System is to serve the people of Wisconsin. This basic goal is expressed in detail in the mission statement adopted in 1988 and revised in 2002. In those statements, UW-Platteville pledges itself to:

1. Enable each student to become broader in perspective, more literate, intellectually more astute, ethically more sensitive and to participate wisely in society as a competent professional and knowledgeable citizen.

2. Provide baccalaureate degree programs which meet primarily regional needs in arts and sciences, teacher education, business and information technology.

3. Provide baccalaureate degree programs and specialized programs in middle school education, engineering, technology management, agriculture and criminal justice which have been identified as institutional areas of emphasis.

4. Provide graduate programs in areas clearly associated with its undergraduate emphases in education, agriculture, technology management, engineering and criminal justice.

5. Provide undergraduate distance learning programs in business administration and graduate online programs in project management, criminal justice and engineering.

6. Provide agricultural systems research programs utilizing the Pioneer Farm in partnership with businesses, universities and agencies.

7. Expect scholarly activity, including applied research, scholarship and creative endeavor, that supports its programs at the baccalaureate degree level, its selected graduate programs and its special mission.

8. Seek to serve the needs of all students and in particular the needs of women, minority, disadvantaged and nontraditional students. Furthermore, the University seeks diversification of the student body, faculty and staff.

9. Serve as an educational, cultural and economic development resource to southwestern Wisconsin.

B. UNIVERSITY VISION

The University of Wisconsin-Platteville strives to be one of the finest public undergraduate teaching universities in the upper Midwest, with programs which focus on the total development of each student, which ensure graduates' abilities to make a successful transition from college to career. These programs provide a solid foundation for lifelong learning and responsible global citizenship. In addition, the university serves as a major center for cultural and outreach activities.

To realize its vision, the University of Wisconsin-Platteville embraces and is guided by the following values:

- excellence in undergraduate education and graduate programs;
- liberal education as a basis for lifelong learning, growth, and professional development;
- the pursuit of knowledge and its practical application, and applied research;
- ethical behavior;
- students as the primary focus of university activities;
- respect for individual differences and support for the development of all students, faculty, and staff;
- people as the source of strength, reputation, and vitality;
- learning and development which occur inside and outside the classroom; and
- Service to the community, the state of Wisconsin, and society.

C. UNIVERSITY STRATEGIC PLAN

The university strategic plan has been updated and is in the process of being approved by campus governance. It is anticipated to be finalized by May 1st, 2010. The Strategic Plan is posted at: http://www.uwplatt.edu/chancellor/strategic_plan.html.
Strategic Plan Theme Objectives for 2009-2010 include:

- High Quality Education
- Academic Advising
- Human Resources
- Scholarly and Professional Development
- Student Development
- Human Diversity
- Culture
- Outreach
- Distance Education
- Fiscal Resources
- External Support

HISTORY AND BACKGROUND

The University of Wisconsin-Platteville has a long history. It was founded in 1866 as the first state teacher-preparation institution in Wisconsin, as the Platteville Normal School. The University also has roots as the Wisconsin Mining Trade School, established in 1907. The trade school became the Wisconsin Institute of Technology in 1939 and later merged with the Platteville State Teachers College in 1959 to become the Wisconsin State College and Institute of Technology.

During the 1960s, the University experienced a period of rapid growth resulting in the construction of several new halls. In 1966, its name was changed to the Wisconsin State University-Platteville. The University and all other public institutions of higher education in Wisconsin merged in 1971 to form the University of Wisconsin System, governed by a single Board of Regents. As a result of the merger, the university experienced its most recent name change to the University of Wisconsin-Platteville. From its small beginning in 1839, the University has grown tremendously. Current enrollment is over 7,000 students.

The University has three colleges: 1) the College of Business, Industry, Life Sciences and Agriculture, 2) the College of Engineering, Mathematics and Science, and 3) the College of Liberal Arts and Education. The University also has a School of Graduate Studies, a Distance Education Program, numerous Special Academic Programs, and a strong Student Affairs program which includes athletics. The University's main campus is 326 acres and consists of 32 buildings. The 400 acre Pioneer Farm is located six miles from campus. The farm serves as a vital asset for the hands-on laboratory need of students enrolled in the School of Agriculture. UW-Platteville is accredited by numerous accreditation bodies, including the Higher Learning Commission, and ABET, (formerly known as "Accreditation Board for Engineering and Technology")

Recently, there has been substantial growth in student population as the result of the Tri-State Initiative (TSI). The TSI focuses on recruiting from Illinois and Iowa to UW-Platteville to provide an increased number of college graduates in select technical and professional fields including: engineering, manufacturing technology, building construction, computer science, business, agriculture, criminal justice and education. By design, TSI has incrementally increased the size of each freshman class by 200 to 400 students each year. The campus will reach its planned, sustained goal of 2,000 TSI students in the next five years to approximately 8,000.

Together with a System-wide initiative to increase the number of college graduates, these initiatives are likely to lead to additional enrollment growth at the campus and at a distance. Projections suggest enrollments exceeding 8,600 by 2015-16. Supporting economic development will require the campus to provide expanded services to businesses, faculty and students including expanded research partnerships with supporting facilities and infrastructure.

Significant enrollment growth is also occurring in the distance education programs offered by the university. New programs are being developed and growth is anticipated to continue for the next five to ten years. The needs of the university's distance education programs are included in all references to academic programs and needs.

CHARACTER

The first priorities of UW-Platteville's faculty are teaching and advising. Students benefit from direct contact with faculty; all classes are taught by faculty and academic staff members. The student to instructor ratio is approximately 16 to 1. Of a faculty of 336, approximately 90 percent hold doctorates or terminal degrees.

Students attending UW-Platteville are from all parts of Wisconsin, from surrounding states and from other countries. Enrollment for fall of 2009 exceeded 7,000 students, 99 percent of whom are undergraduate, and over 85 percent of whom are Wisconsin residents. Students actively participate in the governance process at UW-Platteville, and participate in the more than 200 student organizations.

The Greater Platteville area, with a population approximating 25,000 people, is located in scenic southwestern Wisconsin. Platteville and its supporting communities are located 70 miles southwest of Madison, 150 miles west of Milwaukee and 25 miles northeast of Dubuque, Iowa.

MAIN CAMPUS PROPERTY

The university campus has topographical features that contribute to its beauty. This topography however, creates significant planning opportunities and challenges for facilities development and environmental sustainability. The campus is divided into four general regions with some exceptions: 1) the East region is the academic core, 2) the center region is residence halls, 3) the South region is athletics buildings, outdoor track complex, multi-use stadium, and practice field, 4) West region is a nature area, including the Rountree Branch River, Memorial Park, and outdoor recreation space.

NON-CONTIGUOUS PROPERTY

Pioneer Farm (400 acres owned)
The Pioneer Farm is located in Lafayette County, Township of Elk Grove, six miles southeast of the main campus. The farm serves as a vital asset for the hands-on laboratory need of students enrolled in the School of Agriculture.

Platteville Mound - (90 acres owned)
This property is located in Belmont Township, Lafayette County, six miles east of the campus. This property was a gift to the University. The "Big M" project, located on the southwest slope of the mound, was initiated and constructed by mining students in 1936-37. This 214' x 241' stone letter M is whitewashed annually and can be seen for miles. It is an important symbol of the University. The remainder of the 90 acres is a mature forest, and is used as a science resource, as stipulated in the gift agreement.

Miner's Field (4.98 acres owned)
This property is located two blocks north of the main campus. It is used a practice field for athletics and marching band. The property is located within a residential neighborhood.

SCOPE OF SERVICES

The CCMP will have an impact on essentially all physical revisions and improvements of the campus. It must address a wide range of issues and speak to a wide range of audiences with different interests. Items to be incorporated as part of the final CCMP shall include the separate but related studies and analyses listed below. Appendix C contains a proposed Example Table of Contents.

The CCMP document, recognizing the unique natural character of the Platteville area, the academic program and space needs of UW – Platteville, growth during the past 10 years and projected for the future, and the larger financial context (including both operational and capital budgets) will evaluate and make future recommendations for:

- Land use
- Land acquisition, disposition, and potential campus boundary changes
- Building conditions and remaining useful life (i.e. facility condition assessment)
- Delineation of distinct campus districts and appropriate development opportunities and constraints within each area
- Space use based on the recent space assessment
- Campus image and identity
- Campus gateways and wayfinding opportunities
- Access and circulation (including pedestrian, bicycle, emergency, delivery, local bus service, and service)
- Parking (including capacity and distribution)
- Building opportunities and siting locations (including envelope and capacity parameters)
- Open space, recreation and athletics
- Utilities and infrastructure (including condition, proximity, location, and capacity) for existing campus support and relative to future campus growth. Please refer to specific scope below.
- Housing demand, capacity, quality, location, style, market context/client expectations, and condition
- Sustainability and stewardship opportunities
- Financial and life-cycle (first cost, life expectancy, and operating costs) considerations in physical plant management
- Physical security and personal safety for students, employees and visitors
- Potential development priorities, project sequencing, and phasing opportunities for major new buildings, building remodeling, infrastructure and site improvements
- Potential physical and programmatic relationships between the campus and city of Platteville
- Campus Site and Architectural Design Guidelines with supporting Universal Design components
- Other opportunities and constraints

The consultant team will need to craft plans that are strong yet flexible. It is anticipated that the consultant will use a highly interactive, iterative scenario planning approach to test a variety of scenarios for best fit to campus needs and opportunities.

The consultant team will be responsible for handouts, reading material, project updates, and other preliminary material. The consultant team will also be responsible for all presentation materials to be used in any forum, workshop, or meeting conducted. The consultant team will be responsible for facilitation of forums, workshops, and meetings and for the completion of minutes for all forums, workshops and meetings. The University will establish a master planning web site and will post materials to the site. Most materials will be delivered by the consultant as PDF files for posting.

Costs will be prepared for the preferred scenarios to allow for comparison within reality-based financial models. A phased implementation strategy will be developed that identifies specific initiatives and actions; assigns responsibility to an entity; determines operating and capital costs; identifies potential funding sources; evaluates which initiatives and actions are dependent/independent of others; and identifies a realistic time frame for achieving the actions/initiatives.

A. Specific Utilities and Infrastructure Study:

Study Expectations

The CCMP shall include a comprehensive engineering and economic analysis of existing utility systems and envisioned improvements to provide a framework for utility infrastructure development through the next twenty years. The utilities to be analyzed are: high pressure steam heating, steam condensate, compressed air, chilled water, electric power, telecommunications, natural gas, domestic water, sanitary and storm sewer systems, campus automation and fire alarm central reporting. Using available data, modeling software, and other state-of-the-art methods, the consultant shall analyze the current capacity versus load condition of the campus and will identify potential performance, code violations and deficiency areas. Future incremental loads will also be modeled based on the information for proposed future building use. In addition, information gathered on the existing conditions of utility systems shall be used to create a comprehensive status quo maintenance needs assessment.

Utilities infrastructure scenarios shall be presented concurrently with other overlapping operating and program needs within a timeframe that minimizes capital outlay and maximizes operating cost reduction impact. The overlapping infrastructure needs include:

- Replacing decaying infrastructure.
- Expanding capacity to accommodate intended building development.
- Reducing the unit cost for energy.
- Minimizing environmental impact and promoting sustainability.
- Improving reliability and redundancy.
- Improving campus aesthetics.

The utility plan should clearly document 1) the anticipated investment profile over time, and 2) how the identified strategies benefit the campus, operating resources, and financial expectations. The final element of the utility plan shall be a conceptual mapping of proposed campus utility corridors and systems to guide future planning and design based on thorough coordination with the balance of the master planning process.

The expectation is that this planning and operations-based approach will maximize existing utility assets, manage peak loads effectively, look for looping and cross-connection opportunities, diversify energy portfolios, take advantage of load diversity with centralization, capitalize on pre-investment opportunities, address campus sustainability goals, and encourage creative thinking.

Existing Conditions:

The Central Heating Plant serves twenty-nine buildings on campus. The plant is multi-fueled steam plant, and does not produce compressed air, chilled water or electricity. The primary fuels for the Heating Plant is coal and natural gas. The Heating Plant consists of (2) 100 psig high pressure steam boilers that are gas and coal fired (45,000 lbs/hr each) and (2) 100 psig natural gas steam generators (12,500 lbs/hr each). The plant has a total firm output capacity of 57,500 lbs/hr.

High pressure steam is distributed to campus through an underground piping distribution system. The piping system is buried in a combination of concrete box conduit and insulated direct buried. Steam and steam condensate piping are located in the same underground piping distribution system.

A single district chilled water plant (installed in 2010) serves four buildings on campus. The chilled water plant consists of two chillers, both of which are electric drive with a total output capacity of 1,200 tons. In addition, there are eleven buildings which have a 50 ton or larger local chiller not connected to the chilled water plant.

Chilled water is distributed to a portion of the campus through an underground piping distribution system. The piping system is direct buried.

Electrical power to the campus is supplied by the local electrical utility Alliant Energy at 14.4kV to a campus substation located at the central heating plant via underground cables. The substation feeds campus facilities at distribution voltage of 14.4 kV in a radial-looped configuration. Pad mounted switches-tap boxes in manholes are placed to sectionalize distributed feeder loads.

The campus signal ductbanks run alongside the primary power ductbanks throughout campus. The data network consists of a backbone of both single mode and multimode fiber optic cables connected in a radial redundant loop configuration with head-end facilities in Gardner Hall. Telephone service is provided by CenturyTel and is primarily a VOIP system. A campus video system head-end facility is located in the Pioneer Tower, with coaxial cable routed to each campus building. The campus utilizes a wireless satellite clock system installed in each building. Campus fire alarm central reporting is routed via the campus fiber optic network network to the campus' Geise Facilities Management Building, then via a two way radio to the campus' University Police Office.

Water and sewer utilities are owned by the City of Platteville Water and Sewer Utility. Each building is metered by the Utility. Water and sewer services are billed together with an estimated total cost of to the campus of $400,000 per year.

Storm sewer system components are typically owned by the University; however, some components are owned by the City of Platteville. The University is operating under a (separate)Tier II WPDES permit. (The City was under the 10,000 population threshold in the 2000 census, which did not require their compliance). The required total suspended solid reduction rate is 20%; the University current reduction rate is 10.5%. The required total suspended solid rate increases to 40% in March of 2013.

Natural gas system underground distribution and building metering and pressure regulators are owned and maintained by Alliant Energy.

Study Deliverables

The consultant shall provide, at minimum, the following:

1) Condition assessment including remaining useful life of primary mechanical and electrical equipment.
2) Site utility plan identifying utility corridors, piping/ductbank sizes, invert information, age and condition assessment where known, including accessible manholes.
3) Documentation of all estimated existing building loads.

4) Identification of future building loads by facility type.
5) Diversity factors for campus central utilities.
6) Computerized flow analysis of steam and chilled water distribution systems using Applied Flow Technology (AFT) software including separate working files for existing conditions and future phased implementation conditions. Working copies of all files shall be turned over to campus upon completion.
7) One-Line Campus Primary Electric Distribution Diagram showing existing and future loads.
8) Site utility plan showing power distribution feeder sizes, and feeder # identification for each power conduit.
9) Computerized power flow analysis of campus primary distribution system using SKM software.
10) Site utility plan showing signal cable types and percent signal conduit fill for each signal conduit.
11) Capacity / load analysis of domestic water, sanitary sewer and storm sewer for existing conditions and future phased implementation conditions.
12) Loop analysis identifying the redundancy in the domestic water system and the location of isolation valves.
13) Identification and documentation on the site plan of alternative storm water pollutant control options to meet the 40% Total Suspended Solids (TSS) reduction requirement.
14) Identification of an optimum means to manage utility energy usage including renewable energy opportunities.
15) Conceptual projects and cost estimates for necessary utility plant and distribution system upgrades to accommodate future growth and utilities at the end of their useful life.
16) Draft and final comprehensive report, including recommendations with associated advantages and disadvantages as applicable, and a proposed scheme for phased implementation as applicable.

B. Other Potential Services (in priority order):

1. Ottensman Hall (academic building) in-depth evaluation for renovation and reuse
2. Brigham, Royce, Warner, and Gardner Halls (all are re-purposed 1950's residence halls, serving as office and program space) in-depth evaluation for demolition and reuse of the best one or two
3. Karrmann Library in-depth evaluation
4. Rountree Branch River stewardship planning
5. Non-contiguous properties: Miner's Field and the Platteville Mound assessment and planning

Stakeholders

The entire master planning process will be a collaborative process that solicits input, stimulates discussion and creates a sense of ownership of the CCMP by UW-Platteville, the community and region. This will require input from UW-Platteville's administration, faculty, staff and students; UW System and Division of State Facilities stakeholders; City of Platteville, Town of Platteville, and Grant County stakeholders, and others on a regular basis and in a variety of formats (e.g., public information meetings, input sessions, workshops, and interactive internet sites).

The consultant will be expected to manage information gathering from, and facilitate numerous highly interactive forums with, a variety of stakeholders including:

- Students
- Faculty, Academic Staff and Physical Plant Staff
- Administration
- Alumni
- City of Platteville
- Grant County

- Commercial and Residential Neighbors
- Division of State Facilities
- UW System
- Other state agencies (WDNR, Commerce, etc.) as required

It is anticipated that a Steering Committee comprised of a cross-section of campus stakeholders will serve as the guiding entity for decision making. The consultant will recommend an optimum structure with through which information will be gathered and processed; input synthesized; and implementation strategies identified.

The plan must speak to a large and diverse audience that may include:

- Campus representatives
    - Guiding campus planning decisions
    - Supporting instructional and housing needs and other strategic priorities
    - Improving the physical campus environment
    - Maintaining current and future buildings and utilities
- Board of Regents and UW System Administration
    - Evaluating proposed campus projects
    - Building campus and UW System identity
- State Building Commission and Division of State Facilities
    - Evaluating proposed campus projects
    - Management of Capital Budget funds
- City of Platteville and Grant County
    - Relating the CCMP to the City and Town of Platteville Comprehensive Plan (currently being updated by the community and SWRPC)
    - Sharing intended campus development Information with local government and businesses
    - Strengthening the synergy and relationships between the campus and surrounding neighborhoods, businesses and community
- Campus community and prospective students, faculty and staff
    - Ensuring stakeholders of a coherent, comprehensive physical campus identity and future vision
    - Sharing of future campus development guidance
- Potential donors
    - Developing and promoting partnerships with local, state, national and international supporters of the physical and programmatic aspects of UW-Platteville

Information gathered by the consultant team will be recorded in written meeting notes by the consultant and distributed to DSF, UW System and the Facilities Planning Office within five days of interaction. The consultant team will be responsible to submit a report to DSF and the Facilities Planning Office every month outlining the progress, activities that have taken place, anticipated progress during the following month, upcoming milestones, and other pertinent information. All minutes and reports shall have action/outstanding items clearly identified with responsibilities and scheduled completion dates.

Project Deliverables

The final documents will be the property of DSF, UWSA and the university. The university will reserve the right to modify and update the CCMP for future use. The final document must be clear, concise, and appropriate for posting in the public domain. The final hardcopy and electronic .pdf documents must have a professional (“published”) appearance and format, liberally use color graphics and photographs; the hardcopy document shall be bound with a professional cover. The final CCMP and supporting documents shall be divided into manageable file sizes by section or topic. All color graphics must also be readable printed in black and white formats; no text shall be smaller than 9 pt fonts. Any mapping, spreadsheet or database analyses will be prepared in software/document formats acceptable to DSF and the University.

The university is interested in developing the plan using 3D rather than 2D presentations including video and fly-through graphics to communicate current campus conditions and planned conditions. All documents published to the web will include appropriate embedded links between documents to ensure easy navigation through the materials.

The format and table of contents for the final document will be submitted to the steering committee within four months of the kick-off meeting for review and approval. The contents of CCMP and supporting documents will be issued to the university in an editable electronic format to be selected by the university. The final document will not be released by any party until the document has been presented to the Board of Regents. No portion of the document may be used for marketing or public relations purposes without the expressed written consent of the university. All draft and final submittals must be suitable for use in the public domain without additional authorization or cost to the university. The university will post and maintain the documents to university controlled websites.

Primary deliverables are as follows:

- Comprehensive Campus Master Plan, divided into sections as approved by the university, for publication and distribution.

Secondary deliverables from which the major deliverables will be developed include the following in no certain order:

- Land Use Plan
- Landscape and Open Space Plan
- Distinct Campus District Plans
- Housing Demand Study
- Potential Growth Opportunities
- Building expansion opportunities
- Historic and Cultural Resources Planning
- Parking Demand, Capacity, and Location Study
- Transportation and Circulation Planning (vehicles, bicycles, and pedestrians)
- Utility and Infrastructure Study
- Sustainability Opportunities and Constraints
- Building Opportunities Siting, Massing, Setbacks, and Height Limitations Study
- Potential Land Acquisition, Disposition, and Campus Boundary Study
- Development Project Sequencing and Prioritization Study (including short-, mid-, and long-term Implementation Plans)
- Construction Phasing Opportunities
- Preliminary Opinions of Project Costs

All of the above deliverables are key components that comprise the CCMP, but they may be published or referred to as separate pieces or as attachments, as recommended by the consultant team and deemed appropriate by the university. Each deliverable will be reviewed and evaluated separately and as a contributing part of the overall planning effort. The university reserves the right to convene different internal review teams for the different deliverables. After consultant selection, the consultant will propose a work plan; consultant will revise the work plan following review and interaction with the client group regarding the sequence and timing of each deliverable. It is understood that many of these deliverables can be studied simultaneously.

Available Existing Data

UW-Platteville will provide necessary information concerning academic program arrays or enrollment planning initiatives that could affect the master planning effort.

Upon consultant selection, the following inventory, assessments, plans and studies will be made available to the team for the master planning process. This inventory includes only major documents and is not an all-inclusive list of documents and data that the university may furnish to the consultant team:

- Campus Physical Development Plan: 2009-2011 Capital Budget
- All-Agency Project List for 2009-11 Capital Budget
- Classroom Renovation and Instructional Technology projects
- Campus Space Tabulations
- Campus utility mapping and construction records
- City of Platteville Comprehensive Plan
- Postsecondary Education Facilities Inventory and Classification Manual (FICM), 2006 Edition.

The university will also provide any floor plans, existing databases, and other pertinent material to assist the consultant team.

PROJECT SCHEDULE

Board of Regents	June 2010
State Building Commission	June 2010
Consultant selection	June 2010
Team Kick-off	July/August 2010
Campus Kick-off	September 2010
Data gathering, analysis and planning workshops	September-December 2010
Public forums and focus groups to gather input	September-December 2010
Preliminary plan presentation (public forum)	February 2011
Focus groups review of preliminary plan	February 2011
Preparation of final plan	March-August 2011
Final draft plan presentation (public forum)	September 2011
Presentation to Board of Regents for approval	November 2011
Final deliverables complete	December 2011

KEY CONTACTS

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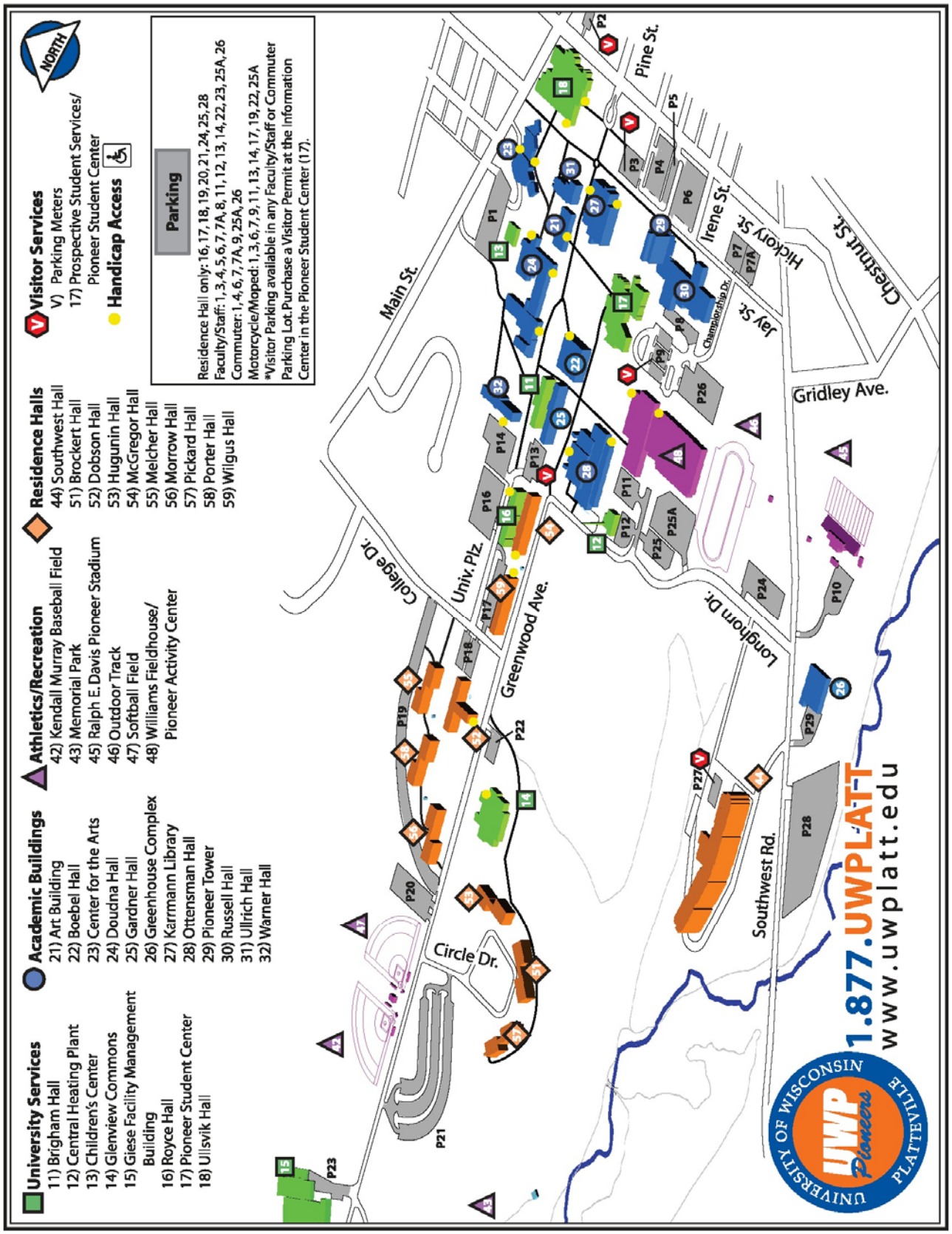
QUALIFICATIONS

Well qualified firms will have:

- Sufficient staff and current workload capacity to complete the project expeditiously;
- Appropriate specialists or specialized subcontracting firms as necessary to meet the project goals, including recognized experts in land planning, urban planning, facility use planning, architecture, landscape architecture, energy modeling, facilities and infrastructure condition assessment, environmental planning, transportation planning, utility planning, parking, student housing planning, and fiscal planning and modeling capability;
- Expertise and experience in providing campus master planning services for public universities of a size and population similar to UW-Platteville;
- Examples of previous similar work completed within the last six years and letters of reference from similar clients;
- Demonstrated evidence of the ability to design and execute a process that will build consensus for comprehensive campus master planning concepts in a land-locked, highly participatory, university setting; and,
- Experience with sustainability planning and design and high-performance facilities.

The completion of the contract will require substantial on-site presence for investigations and observations, meetings, workshops, forums, and presentations. Most meetings with university personnel will need to be scheduled around the availability of key campus individuals. Depending on the subject matter and the stakeholders to be assembled, it may be necessary to conduct some meetings after normal business hours, and the consultant team will be required to meet that need as required.

APPENDIX A: Campus Map



APPENDIX B: ***Example Table of Contents***

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Goals and Objectives
Campus Boundary and Potential Acquisition
Campus Districts
Image and Identity
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Pedestrian and Bicycle Circulation
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