

Pfluger envisions the whole master planning process in stages consisting of multiple tasks. These stages of development will not only facilitate the typical process of planning and design, but also provide a framework for project scheduling, stakeholder design review and evaluation of the level of design completion. The intent of our services is to define and describe, through various forms of documentation, important and unique project elements allowing for project design approval and a smooth transition of the project into later implementation.

PROJECT EXECUTION & PLANNING METHODOLOGY STATEMENT

We see the planning process being built on the consultants and **Lee College** working together as a “Project Team”. The purpose of this close working relationship is to assure a common agreement and understanding on the planning strategy and consensus support for its adoption and implementation. A Project team approach offers an open line of communication, the free-flowing exchange of ideas, and consensus building through active participation in the decision-making process.

The planning process should begin with a clear definition of **Lee College’s** vision, goals and understanding of each team member’s role and responsibilities. The **Pfluger** Team manages this process by establishing and maintaining a project schedule. The schedule identifies the time required for each phase of the project and the level of participation required for all Project Team members. Furthermore, it provides an effective tool with which to control the time frame and budget of the project.

Our methodology for the project breaks the master planning process into several sequential steps that follow a classic “system approach” to complex problem solving. In this approach, a process of analysis, synthesis, and program conceptualization produces a range of alternative solutions that are then evaluated against goals and requirements established by **Lee College** and stakeholders. The feasibility and implementation strategy for each alternative is assessed and the most suitable option is then selected for further refinement. We propose the following multi-step work plan:

Data Collection & Analysis – analyze and evaluate the existing land uses, campus context, traffic / transportation systems, storm water drainage and the availability of utility services to identify the opportunities and constraints for the physical development of new building programs within the study area. Existing data related to previous master plans, facility assessments, and existing building plans will be collected and reviewed.

Collaboration – conduct a workshop with all stakeholders to understand vision, goals, challenges, and opportunities. These insights help create guiding principles for the project.

Development Program Concepts – prepare a development program based on the previous analysis that outline the range of potential academic needs and spatial requirements of each and special development opportunities for “early action” projects.

Options & Development Concepts – prepare a range of alternative master plan concepts that illustrate the layout and relationship of proposed program elements and assessment of the potential for each.

Draft Master Plan – select a preferred master plan concept for further refinement. Based upon the selection and approval of the preferred development concepts, **Pfluger** will formulate a preliminary Master Plan.

Final Master Plan – prepare a final set of documents, drawings, plan layouts, models, and character sketches together with written narrative material that fully explain the background analysis material, a set of design guidelines, the implementation strategy and final master plan concepts.

The **Pfluger** scope of work will cover preparation of a comprehensive master plan in collaboration with other multi-disciplinary consultant team members. The study will evaluate the campus(es) to select, test and determine the best design concept, fit and arrangement of the desired development program in a manner which provides the optimum location, access, and compatible relationships between all desired program elements. The master plan package will create an imaginative yet realistic master development plan, serving as a detailed framework plan.

Stage 1 – Data Collection & Analysis

This phase involves the evaluation of a campus' physical, environmental, and regulatory factors to inform and guide the master plan. This analysis helps identify potential opportunities and constraints, ensuring the final master plan is well-considered, financially viable, and integrated with its surroundings by assessing aspects like topography, climate, zoning, and existing infrastructure.

Task 1A - Review Background Materials/Studies – **Pfluger** will collect and review all available background information: strategic plan, academic master plan, existing building drawings, and previous facilities assessments. This information would ideally be provided by **Lee College** and should include, if possible, property boundary ownership and topography surveys, vegetation, hydrology, soils and geotechnical, transportation and utilities infrastructure, TIA, and environmental impact/assessment studies. The project team shall identify any additional necessary background information required for the master plan study.

Task 1B Facility Assessment Validation & Confirmation Workshop – An initial meeting shall be held between members of the Pfluger Team and **Lee College** Facilities Team. The intent of the meeting is to listen to and understand the Facilities Team's concerns of the last Facility Assessment. The **Pfluger** Team's goal for the meeting is to assess and recommend a workplan that responds to Lee College's assessment needs and supports the Master Plan.

Task 1C On-Site Facility Assessment (if requested) – Visit each building, identified by **Lee College**, and identify items that are considered at the end of useful life, code violation or design concerns. The items identified will be documented and pictures of the identified item will be recorded.

Task 1D Prepare Facility Assessment Report (if requested) – **Alpha Solutions** will prepare, in collaboration with **Pfluger**, a Facility Assessment Report consisting of a lifecycle cost analysis of the existing building systems that includes current capital investment, current operating costs, and future capital replacement costs. The analysis will also include risk analysis of existing building systems. Furthermore, an asset survey will be included in the report for the purpose of

noting the remaining useful life of major building equipment. We will provide an inventory of fixed, visible and accessible building equipment.

Task 1E - Comparative Site Evaluation – **Pfluger** will perform a summary site analysis that identifies the physical opportunities and constraints for the development of the site. Factors to be considered will include:

- Existing regional/framework/context – land use, transportation, climate conditions, and campus dynamics
- Existing campus conditions – campus boundaries, topography, on-site buildings / land use, adjacent land uses / development character / linkages, scenic views / vistas, and special site features
- Natural Site Conditions – geotechnical, flood plain / flood control, and existing vegetation

The site evaluation will include the following considerations:

- Future expansion capabilities
- Access, circulation, and infrastructure service requirements
- Aesthetic qualities / amenity potential (water frontage, scenic qualities)
- Feasibility

Task 1F - Labor Market and Completions Analysis (if requested) – **Facility Programming** will prepare a labor market analysis of regional employment opportunities. Then we will compare pathway jobs to Lee College completions. Appropriate graphs and charts will be created to illustrate the data and will work with Lee College to review and apply the findings. The intention is to improve the alignment of educational programs with workforce needs at Lee College. The analysis will provide a cross-reference between Classification of Institutional Programs (CIP), with Standard Occupational Classifications (SOC).

Stage 2 – Collaboration

This Phase involves the preparation of drawings, technical memoranda, and diagrams identifying and documenting all aspects of the study area's physical conditions. While this data will be collected throughout the life of the project, the bulk of necessary data should be collected and analyzed in the first few weeks. Therefore, continuous interaction between the **Pfluger** Team and the **Lee College's** Facilities Team will be necessary during this period to arrive at a collective understanding of development opportunities and constraints.

Task 2A - Prepare Inception Report – Prior to the initial work session, **Pfluger** will prepare an outline of the scope of work and project schedule.

Task 2B - Project Kick-Off Workshop – An initial start-up meeting shall be held between members of the project team and **Lee College**. During this meeting, the following will be addressed:

- Introduction of all participants
- Define project goals, objectives, key issues, and coordinated work plan
- Confirm schedule/key milestone targets
- Establish ongoing coordination and communications procedures
- Establish Lee College review and decision-making process/schedule

- Visit site and surrounding area

The purpose of this work session is to achieve a complete understanding of the project's goals and objectives, and the roles and responsibilities of all parties involved.

Stage 3 – Program Concepts

A work session would be conducted to identify and consider all key and program options for the campus development. The development brief will define the proposed type, nature, phasing and character of development.

The conclusion of this task would be a refined development program / master plan brief that would serve as the basis for the preparation of a master plan, including identification of potential development concepts, uses, densities, and phasing for the overall project.

The **Pfluger** team proposes to accomplish this by means of a “charette” or brainstorm session in which a small team of experts is brought together for one or two days of intense discussion concerning the highest and best use of the campus land and buildings. The key aspects of the process are that all interested parties should participate in reaching a common conclusion.

Upon completion, a summary report will be prepared which contains a distillation of salient analyses and findings, **Pfluger** has found this process to be extremely effective in defining innovative and feasible development concepts.

Task 3A - Brainstorm Session Preparation – The **Pfluger** team will organize and act as facilitator at the work session, designed to evaluate the relative merits of alternative planning themes and concepts, their approximate land / building requirements, and the resulting recommended development concepts matched against the site opportunities and constraints.

This task involves the distribution of background debriefing materials, preparation of an agenda of objectives, topics to be covered and approximate time allowances. In addition, preparation of base drawings and other display materials that fully illustrate the site and its surroundings, traffic and transportation relationship, surrounding land / building uses, urban design and site landscaping will also be included in this face of work.

Task 3B - On Site Work Session – The **Pfluger** Team will lead a brainstorm session with the express purpose of focusing on concept developments, the big ideas, and with only preliminary consideration of projects economics and land / building use characteristics. The participants will be asked to consider potential feasibility, existing and surrounding land / building use, goals and objectives.

Task 3C - Summary of Program Recommendations – Based upon a review of Task 3B, the **Pfluger** Team will prepare appropriate refinements to convert the preliminary development concepts into a recommended development program. The development program will identify and make recommendations as to location, sizing, and phasing of each program element. The development program will also locate and fit “early action” development opportunities into specific project opportunities areas within the study area.

Stage 4 - Options and Development Concepts

Task 4A - Consultant Team Work session - Pfluger will conduct a brainstorming session with the consultant team to coordinate the work program for investigation of planning options, and development concepts technical studies.

Task 4B - Preliminary Planning and Campus Design Concepts - Pfluger, in collaboration with the consultant team, will identify and investigate alternative development concepts in terms of land use and circulation components of the project. They will depict land / building uses, intensity of development, traffic and circulation, pedestrian linkages, transit service plans, parking, open space and community uses, treatment of transitioning uses, potential land / building use conflicts. The general location of priority development sites and the relationship between sub-districts and functional nodes will be identified.

Task 4C Evaluation of Alternatives – The **Pfluger** Team will test each plan alternative against goals and objectives for the master planned area. A formal evaluation matrix will be considered for use in the process. It is anticipated that some key elements, such as cost may be the major distinguishing traits among the alternatives. These differences will be fully discussed, and reasons for the selection of one alternative over the others will be documented.

Stage 5 – Draft Master Plan

Task 5A - Consultant Team Work session – Pfluger will conduct a consultant teamwork session upon **Lee College** review and confirmation of the preferred option. The work session will serve to coordinate the preparation of the Draft Master Plan.

Task 5B - Formulate Draft Master Plan – Based upon the selection and approval of the preferred development concepts and development brief, **Pfluger** will formulate the preliminary master plan. This will include a land use and circulation plan, urban design concept for the study area, a sketch illustrative site plan, as well as preliminary land / building use and development program tabulations. A clear image and overall organization of the Master Plan Project will emerge at this stage. The Draft Master Plan will address:

- Optimization of form, function, and aesthetics of the development program on the site with particular emphasis on land uses and circulation
- Formulation of preliminary design guidelines for development
- Exploration of campus design layout of the study area quad and any other major facilities.

Task 5C - Draft Master Plan Consultant Team Technical Coordination – **Pfluger** will prepare a Draft Master Plan Report illustrating the Conceptual Development Plan, including proposed land / building use, and circulation plan for the study area. It is intended that the material will form the basis of a preferred implementation approach and development strategy. The report will include:

- Architectural Guidelines: Massing and architectural components to be used as the basis of future design efforts.
- Cost Estimate: A conceptual cost estimate will be developed based upon typical cost per square foot by project type, region, and schedule.

- Phasing & Implementation Plan: Coordinating with **Lee College**, **Pfluger** will develop a phasing plan identifying campus priorities based upon funding, need, and operational components.
- Wayfinding: The wayfinding effort will focus on main entry element and key areas of campus. The intent is for these components to be used as a basis for a future campus-wide wayfinding project.
- Technology: Develop a technology infrastructure plan and guidelines outlining the infrastructure expansion.

Task 5D - Review and Confirmation of the Draft Master Plan- **Pfluger** will meet with and present the Draft Master Plan to **Lee College** and stakeholders for review and approval.

Stage 6 – Final Master Plan

Task 6A - Develop and Refine the Final Master Plan – Based upon **Lee College**'s review comments and approval, **Pfluger** will finalize the draft master plan in collaboration with the consultant team. Our findings and recommendations will be documented in a Final Master Plan Report.

Task 6B - Final Master Plan Presentation and Submittal – The Final Master Plan Report will be presented to **Lee College** and stakeholders for review and approval.