

# Colorado College Master Plan

## Proposed Scope of Work:

Thompson and Rose with

Child Associates Inc., Hanscomb Associates, Inc, CSNA and Nolan Shriner.

The following outline constitutes the "Scope of Services" to be completed for the Master Planning Project at Colorado College. This outline is based on the "Project Approach" section of our proposal which responded to the RFP issued by Colorado College.

### Phase I: Establishing an Esthetic Basis for the project :

---

					Manhours:
T&RA	CAI	CSNA	NS	HA	<i>cost consultants</i>
310	121	16	23		

- This phase will seek to establish a qualitative and esthetic basis for the project by exploring the esthetic strengths of campus planning, architecture and landscape at the College. This first phase of work will lead to the articulation of campus identity and design guidelines for future improvements at the College. In order to create a common basis of understanding, the following issues will be examined:
- We will investigate the historic and formal precedents of The Colorado College, with respect to site planning, architecture. Through the vehicle of slide presentations we will look at the history of and precedents for American Campus architecture and planning. We will discuss the place of Colorado College within this context, and understand the formal traditions and heritage of the campus.
- We will study existing campus architecture with respect to scale and massing, historical precedent, materials and symbolism. We will study the existing traditions and built form of the existing college with the planning group. We will examine past and present attitudes towards nature and the natural landscape as well as architecture and planning as manifested at Colorado College, establishing a deeper understanding of the campus and its heritage, its formal aspirations, and its relationship to the powerful landscape.
- We will investigate campus identity through the study of five "successful" American campuses which have a spatial, programmatic or architectural relationship to Colorado College, and review the critical ingredients leading to the creation of a unique and distinctive sense of place. We will

discuss esthetics, design principles, site planning, and the importance of landscape. Additionally we will review recent campus architecture and campus plantings which respect traditions of place.

- We will investigate historical landscape solutions to the creation of a site specific campus landscape which responds to the distant symbolic landscape of the Rockies. We will reference examples of site specific design, such as designs which frame views of distant landscapes and significant points on the horizon. We will also look to ancient examples, such as Delphi, Greece and the Pueblos of New Mexico and Colorado, where structure and entire settlements gain majesty and meaning from distant landscapes.
- Using the above studies as our basis, we will analyze the Colorado Campus, identifying visual, spatial, and esthetic issues. We will gather information, using questionnaires and "wish lists", exploring the community's qualitative disappointments, successes and dreams for the campus. Through group walking tours, slide presentations, drawings and working models, we will focus the group's attention on issues of proportion, massing, scale, materials, and texture, in both the architecture and landscape throughout the following zones at the campus:
  - Points of entrance to the college
  - Nevada Avenue and the East Campus area
  - Cache La Poudre and the South Campus Area
  - Cache La Poudre and the Packard Hall, El Pomar "civic area"
  - The Western Ridge edge and Athletic Fields
  - The Quad, Cascade Avenue and the West Quad area
  - Residential areas at northwest of campus
  - Residential and mixed area to north of Palmer Hall
- We will examine the place of historic residences in the identity of the campus, and the relationship of residential architecture to the block plan and residential life.
- The condition of the college within the city is another theme of exploration. We propose to examine the college with respect to its place in the urban context, as a significant landscape, architectural ensemble, and cultural institution within the city of Colorado Springs. We propose to explore social and institutional ties between town and gown, and their formal, architectural and urbanistic expression. We will study the relationship of the college to the adjacent residential areas and to the downtown commercial districts, seeking to understand its role both as a social institution and as a formal planning composition of buildings and landscapes within the increasingly urban environment of Colorado Springs.

- The consultant team will review all local development restrictions in this phase, including state and local codes and Historic District Regulations.
- The consultant team will prepare for discussion a site analysis which considers issues of sun, shadow, wind, views and establishes the natural environmental context of the College.
- Our investigative and analytic work would lead to an articulation of a sense of place and campus identity. The consultant team will prepare and circulate for discussion and critique a written and graphic workbook of campus design guidelines which would address architecture, site planning and landscape issues. The discussion will focus on the characteristics appropriate to the future development of the campus. This workbook, and the discussion it generates will be incorporated into the campus design guidelines and into the final campus plan.

*Products Generated During this Phase:*

*Draft Workbook of Esthetic Planning and Design Principles*  
*Draft of Design Guidelines: Architecture, Planning and Landscape*  
*Analytic Drawings of Campus Planning Design Principles*  
*Analytic Drawings of Architectural Design Principles*  
*Analytic Drawings of Landscape Design Principles*  
*Qualitative Opinion Survey Results*  
*Campus Study Model (Working Model)*  
*Aerial Photo of the Campus*  
*Slide Library: Images of the Campus and Campus Views*  
*Slide Library: Images of the City*  
*Summary of Planning and Historic District Regulations*  
*Historical and Precedent Research: Images and Text*

**Phase II: Clarifying the Vision and Related Programmatic Needs:**

					Manhours:
T&RA	CAI	CSNA	NS	HA	
400	202	185		50	

- This phase will begin with a thorough introduction of the consultant team to the Block Plan, the Residential Life and Leisure Program, Athletics, the Strategic Planning Study, and vision statements regarding the future of the college. The consultant team and Planning Group will study the pedagogical goals of the college, and will review the instructional needs of the block plan.

- The consultant will create an database inventory of existing campus spaces, and develop a database which will permit a rigorous analysis of block plan courses, class schedules and the resultant spatial needs. An additional database will be created which will categorize each current and future block plan course relative to criterion reflecting its spatial requirements. The results will be presented and additional spatial needs, not yet known, would be added to the program scope as necessary. The consultant's inventory and computer program will be useful to the college in the future.
  
- A series of programming meetings will be held reviewing the area and adjacency requirements of all facility needs defined in the RFP or during the process. The consultant will meet not only with the planning group, but with extended sub-committees from each department or user group. Programming sessions will arrive at optimal area requirements for each facility need. This phase will include a program and facility review of the following areas of need:
  - Drama and Dance
  - Art and Music
  - Social Sciences
  - Humanities
  - Natural Sciences
  - Faculty Offices
  - Interdisciplinary Programs
  - Library
  - Technology Resources and Resource Center
  - Chapel
  - Athletic Fields and Facilities
  - Meeting Spaces
  - Campus Center
  - Residential life programming
  - Administration
  - Landscape spaces (non-athletic)
  
- Concepts for renovation, and adaptive re-use of buildings, and new facilities at the campus will be presented by the Consultant for discussion.
  
- Cost estimates will be prepared for all proposed improvements. These proposals will compare renovations costs with new construction costs, where applicable.
  
- We will study Circulation, both vehicular and pedestrian, and Parking, and after gathering appropriate data will prepare conceptual plans suggesting improvements, for discussion with the Committee.

- Security issues will be reviewed and addressed in this phase, and campus-wide goals will be established.
- Existing signage and lighting campus wide will be inventoried.
- As a part of this phase we will consider environmental and ecologically sensitive alternatives for future development of the college. We will develop a workbook outlining the various alternatives for discussion. Specifically we will investigate and discuss the following issues:
  - Passive solar heating and cooling
  - Renewable Building materials
  - Non-toxic building materials
  - Interior air quality and alternative HVAC systems.
  - Exterior air quality, and automobile traffic
  - Recycling programs
  - Computerized energy management systems.
  - Alternative lighting systems
  - Site Acoustics
  - Water consumption reduction
- A discussion and assessment of the current and future technological needs of the college will be included in this phase, leading to the programming of a technology center and documenting the needs for technological infrastructure at the site.
- We will investigate the existing infrastructure at the campus, including utilities, lighting, roads, paths, and signs.
- We will study and inventory the existing plantings at the college and compare them with indigenous, ecologically sensitive plantings. We would review how indigenous plants would impact the campus with respect to water conservation, esthetics, plant typologies, and the making of exterior spaces. We would seek to develop a palette of draught tolerant, low impact plant palettes, for use in specific areas of the campus, while maintaining the traditional spatiality in the campus landscapes.
- We propose to analyze the campus with respect to the principles of landscape ecology, investigating the impact of different plant species on the potential increase of diversity of bird species at the site.
- The consultant will review all existing conditions plans and documents during this phase, with respect to buildings, utilities, technology services, property plots, existing plantings, roads and paths, parking, irrigation systems, drainage systems, lighting and signage and so forth, and generate a comprehensive existing conditions plan.

- This phase will culminate with the identification of spatial needs and projects at the campus, and the detailed programming of these needs. The identification and prioritization of projects, including an analysis of costs.

*Products Generated During this Phase:*

*Creation of Database Inventory of Interior Spaces*

*Creation of Computer Programs analyzing Space and Block Plan Schedule*

*Tree and Shrub Survey*

*Existing Conditions Plans:*

*Overall Property:*

*Property Lines*

*Planting Information*

*Buildings*

*Roads, Paths, Trails*

*Utilities including Technology Infrastructure*

*Athletic Fields*

*Parking*

*Irrigations Systems*

*Programs for All Proposed Projects*

*Cost Estimates for All Proposed Projects*

*Technology Assessment*

*Circulations Analysis and Recommendations: Automobile and Pedestrian*

*Preliminary Priority List of Projects*

*Summary of Ecological and Environmental Alternatives and I*

*Implementation Strategies*

*Analysis of Existing Irrigation Systems*

*Summary of Proposed Landscape Ecology Interventions*

*Proposals for Renovated Space, Adaptive Re-use, and New buildings*

**Phase III: Exploring Land Use Alternatives:**

					<i>Manhours:</i>
<u>T&amp;RA</u>	<u>CAI</u>	<u>CSNA</u>	<u>NS</u>	<u>HA</u>	
120	230		40	50	

- Land use at the campus and in the surrounding neighborhoods will be carefully reviewed. Current districts will be studied and we will examine the impact of identified programmatic elements on various zones of the campus, leading to the development of alternative land use plans for discussion. Essential issues of historic preservation in surrounding neighborhood areas will be reviewed by the Consultant

- The characteristics of each zone on the campus and in the surrounding neighborhood will be studied in detail. We will review the impact of proposed intervention with respect to programmatic content and programmatic scale. We will examine the possibility of housing various programmatic elements in existing residential structures, and will study the impact of large Athletic fields within the surrounding residential area.
- Alternative land use plans for the east and south campus blocks will be proposed by the consultant for discussion. Alternative plans for land-use on the existing campus will be proposed for discussion. Overall programmatic needs will be juxtaposed with future land acquisition options.
- This phase will include some form of traffic analysis as it impacts on Land Use alternative. The form of analysis will be determined during the course of the study.
- Alternatives for an overall Land Use strategy will be presented by the consultant. These alternatives will consider:
  - Athletic field configurations
  - Western ridge solutions
  - Design Criterion for individual landscape zones
  - Parking options
  - Pedestrian circulation and Path options
  - Location of College program within the surrounding urban context
- The best and highest Uses for the land will be reviewed and recommendations for additional purchases will be proposed for discussion.
- This phase will culminate with Planning Committee decisions which direct the consultant with respect to the programmatic characteristics of each zone of the campus. Once general Land Use patterns with respect to program are established, the Consultant will be able to begin intensive study of how the programmatic objectives are best met at the campus and in the surrounding urban areas. Portions of this Land Use phase may need to be revisited later in the project, as additional work is completed.
- The costs of alternative land use and landscape options will be compared.
- Land acquisition strategies will be reviewed relative to the creation of campus zones with distinct characteristics.
- A conceptual report will be made to the Buildings and Grounds Committee at the end of this phase.

*Products Generated During this Phase:*

*Alternative Land Use Plans*

*Photo Summaries of Distinctive Neighborhood Characteristics*

*Analysis of Neighborhood Architectural Features: Footprint, Scale, Mass, Details, Programmatic Size*

*Summary of Land Acquisition Strategies*

*Neighborhood Response Assessments to Various Alternatives*

*Land Use Recommendations*

*Cost Implications of Land Use Alternatives*

*Articulation of Program and Characteristics of Recommended Land Use*

**Phase IV: Examining Alternative Master Plan Options:**

Manhours:

---

<u>T&amp;RA</u>	<u>CAI</u>	<u>CSNA</u>	<u>NS</u>	<u>HA</u>
430	133			

- In this phase we propose to review master plan alternatives which meet the esthetic, programmatic, spatial and visual identity needs of the college. We will work with study models, plans, and perspective sketches, as well as written documents, and would present and discuss several solutions for each programmatic aspect of the study.
- We will review in drawings and in model form how the various architectural programmatic needs can be met, and will consider:
  - Possible renovations to existing buildings
  - Relocation of Existing Historic Structures
  - Adaptive reuse of existing historic residential buildings
  - Locations, size, scale, and mass for new buildings
  - Design criteria for new buildings and renovations
- We will propose architectural changes to certain existing structures which will improve their relationship to the program they house, while improving their relationship to the overall campus identity, as defined in the Design Guidelines.
- The phase will culminate with the adoption of a Draft of the Colorado College Master Plan Report which will include the following elements:
  - Inventory of existing space use and needs
  - Programmatic Development of space needs
  - Draft Priority List of Projects
  - Recommendation of Future Adaptive Reuse and Renovation Projects



- Recommendations on Locations of Future Buildings
- Recommendation and Strategy for Land Acquisition
- Recommendation and Strategy for Land Use:
  - Athletic Fields
  - Parking
  - Circulation of Vehicles and Pedestrians
- Cost Analysis of Proposed Projects
- Architectural Design Criterion
- Landscape Design Criterion
- Strategy for Neighborhood and Community Interface
- Study Model
- Mock-up of Capital Campaign Case Statement
- Implementation Plan

*Products Generated During this Phase:*

*Draft of the Campus Master Plan*  
*Completed Working Study Model*

**Phase V: Revisions**

					<u>Manhours:</u>				
					<u>T&amp;RA</u>	<u>CAI</u>	<u>CSNA</u>	<u>NS</u>	<u>HA</u>
					20	20			

- In this phase we will present the draft plan to the campus community and hold a series of workshops, informing the larger community of the plan as a completed entity, and discovering through a series of discussions, any shortcomings not yet discovered in the plan. The forum for these presentations and response gathering techniques will be discussed during this phase and in the previous phase.
- This phase would also include the formal presentation to the Campus Planning Committee. In response to this presentation and presentations to other groups at the College, the Draft of the Colorado Campus Master Plan would be revised.

*Products Generated During this Phase:*

*Revisions to the Master Plan as required*

**Phase VI: Presentation of the Campus Master Plan to the Community**

Manhours:

---

<u>T&amp;RA</u>	<u>CAI</u>	<u>CSNA</u>	<u>NS</u>	<u>HA</u>
140	60			

Once approval of the Revised Draft Master Plan is received by the Consultant from the Planning Committee the Consultant will begin production on the final Report and Model. The report will include text, graphics and photographs, and will include elements in the scope of work identified in the Request for Proposals.

The consultant will also produce appropriate written and graphic material for the fundraising campaign. Case statements will be prepared by the Consultant, Planning Committee and Fundraising Office.

This phase will culminate with the presentation of the final Master Plan Report to the Board of Trustees. The Plan will also be presented to the General Public during this phase.

*Products Generated During this Phase:*

*Final Master Plan Report*  
*Final Presentation Model*  
*Fundraising Materials*

**Fees for Professional Services, T & RA and CAI:**

	Hourly
Principal in Charge	\$ 95.00
Project Designer (Principal)	\$ 85.00
Project Manager (Associate)	\$ 75.00
Designer	\$ 65.00
Designer (Technical Assistant)	\$ 55.00
Clerical	\$ 35.00

Note: Reimbursable expenses: All third party costs including travel, lodging, materials, telephone, shipping, soil tests, and associated professional fees, if any, will be billed at cost. Costs of reproductions, printing, electronic data processing, and photograph services (film and processing ) are not included in our proposed fee. These items will be billed at cost plus 15%. The attached proposal assumes twenty four scheduled meetings between T&RA and/or CAI and the Colorado College community/representatives. Any additional meetings will be considered additional services. We anticipate that we will conduct two to three meetings on each trip to Colorado College.

Colorado College Fee Proposal

Fee Summary				
The following table indicates the amount of fees required, by each phase, for the project team members to complete the task as outlined in Scope of Services.				
Phase	Firm	Hours	Rate */**	Total
I	T&RA	310	\$75.00	\$23,250
	CAI	121	\$75.00	\$9,075
	CSNA	16	\$75.00	\$1,200
	NS	23	\$75.00	\$1,725
	HA		\$100.00	\$0
II	T&RA	400	\$75.00	\$30,000
	CAI	202	\$75.00	\$15,150
	CSNA	185	\$75.00	\$13,875
	NS		\$75.00	\$0
	HA	50	\$100.00	\$5,000
III	T&RA	120	\$75.00	\$9,000
	CAI	230	\$75.00	\$17,250
	CSNA		\$75.00	\$0
	NS	40	\$75.00	\$3,000
	HA	50	\$100.00	\$5,000
IV	T&RA	430	\$75.00	\$32,250
	CAI	133	\$75.00	\$9,975
	CSNA		\$75.00	\$0
	NS		\$75.00	\$0
	HA		\$100.00	\$0
V	T&RA	20	\$75.00	\$1,500
	CAI	20	\$75.00	\$1,500
	CSNA		\$75.00	\$0
	NS		\$75.00	\$0
	HA		\$100.00	\$0
VI	T&RA	140	\$75.00	\$10,500
	CAI	60	\$75.00	\$4,500
	CSNA		\$75.00	\$0
	NS		\$75.00	\$0
	HA		\$100.00	\$0
			TOTAL	\$193,750.00
*Consultants Billed at Direct Cost to T&RA				
**Average Billing Rates for T&RA and CAI				

Colorado College Fee Proposal

The following table indicates the total distribution of hours and fees over the life of the Master Plan Project.			
Firm	Labor hours	Hourly rate	Total
T&RA	1420	\$75.00	\$106,500.00
CAI	766	\$75.00	\$57,450.00
CSNA	201	\$75.00	\$15,075.00
NS	63	\$75.00	\$4,725.00
HA	100	\$100.00	\$10,000.00
			\$193,750.00
NOTE:	A range in fee of 175,000 to 215,000 based on our initial calculation of 193,750 could be negotiated.		