

Master Plan Committee Minutes – 9/27/2021  
Virtual on Microsoft Teams

**Participants:** Fred Haberecht, Lynn Johnson (only present for agenda item 1), David Hansen, Thom Hadley (agenda item 1), Aaron Fodge, Dave Bradford, Steve Cottingham, Tracey Abel, Jan Nerger, Mari Strombom, Mike Rush, Jessica Kramer, Julia Innes, Tim Kemp, Tom Satterly, Blanche Hughes, Cody Frye, Kristi Buffington, Nick Christensen, Leslie Taylor, Tom Biedschied, Christian Dykson, Mary Pedersen, Nick Lobejko, Alan Rudolph, Maggie Walsh, and a phone participant (name not identified)

1) **New Planning Process for Buildings and Space Utilization** (Lynn Johnson & Thom Hadley)

1. **Idea Corridor Facility Planning Recommendation**
  - a. Background: 18 months ago, the systems office wanted to know what we thought we'd be able to do from a revenue growth perspective in order to support future debt service. There are market pressures, funding pressures at the University. We're trying to think forward on how to approach Board of Governors and the systems office for how we will make the case for our ability to support requesting additional bldgs.
2. **Why the Change now?**
  - a. New System Level Leadership and Accountability Expectations
  - b. Valid need for space
  - c. Validity of Program Growth Assumptions
  - d. Substantiated Financial Viability
  - e. Limited Future Debt Capacity
  - f. Enrollment pressures due to demographic changes
3. **Overview of Current Process**
  - a. Program plan (Board approval of Program Plan and Plan of Finance) →
  - b. Design →
  - c. Construction
  - d. In her decade as CFO Lynn Johnson has worked with units to stop going forward with program plans; unless they knew there was a plan of finance, they held off on a program plan. Tried to mitigate resource spending (working on program plans when they wouldn't be able to realize the building).
4. **Overview of proposed steps – Their response was to add 3 additional steps prior to program plan, design, construction:**
  - a. Program assessment →
  - b. Financial assessment (Viability assessment by CSU leadership) →
  - c. Space assessment
    - i. How we use current space
    - ii. Teaching hours from 8-8, expanded capacity
    - iii. What is the impact of teleworking on space assessment
5. **Goals of the redefined progress**
  - a. Enhance partnership between the university and colleges
  - b. Provide a roadmap from concept to building opening
  - c. Redefine colleges' accountability and ownership in the IDEA Corridor
  - d. Programs should define facility and functional needs

- e. Each college to assess program status, growth potential with associated revenue generation, and space needs
  - f. Colleges' need to own financial capacity necessary to support building and growing enrollment
  - g. Create sustainable academic and business plans supported by all stakeholders and market data Enhance partnership between university and colleges
6. Program Assessment
- a. Understand academic strategic plan for College and fit it into
  - b. Traditional Process starts with budget and asks to "fit program" within budget – need to flip and start with program
  - c. Assessing student demand is driven by program, reputation, and place
  - d. Provides an understanding of program opportunities and constraints
  - e. Unbiased and standardized review of program needs
7. Financial Assessment
- a. Understand operating cost on growth – holistically considers not only university impact on revenue side, but details all the expenditures in a planned methodology – understand costs in standard format
    - i. Direct Cost
    - ii. Ancillary Cost (Admissions, etc.)
  - b. Understand current operating cost
  - c. Understand potential enrollment growth available to support facility financing
  - d. Develop financial proforma identifying payment availability to support new building
    - i. Map out proforma for college and university
  - e. Identify one-time (e.g. philanthropic, state funding, etc.) sources available to support project
  - f. Biomedical Discover Center Example
  - g. Important to be able to consistently articulate why and what will be in the bldgs.
8. Space Assessment
- a. Builds upon the program assessment as a foundation
  - b. Need purpose-built but flexible buildings that support the programs
  - c. Understand needs ahead of funding design work
  - d. Methodical and standard approach to assessing space needs across programs
    - i. Discussions around metrics to justify the space
  - e. BDC Space Assessment Example
    - i. \$200M to \$115M
    - ii. 280K GSF to 175K GSF
  - f. Alan Rudolph asks in Teams chat, "Can you clarify the definition of academic?> does this include all mission elements (research engagement?)"
    - i. Yes, it does include research.
9. Next Step – Program Plan
- a. Addresses philanthropic needs for donor pursuit
  - b. Constitutes the beginning of the formal design process
  - c. Develops understanding of concept floor plans and overall size
  - d. Refines and assesses site plan considerations

- e. Creates the document used throughout the approval process
- f. How - Process/Procurement
- g. Procure external teams to maintain continuity and efficiencies throughout the entire process, from program plan to end of construction

10. Summary of proposed process

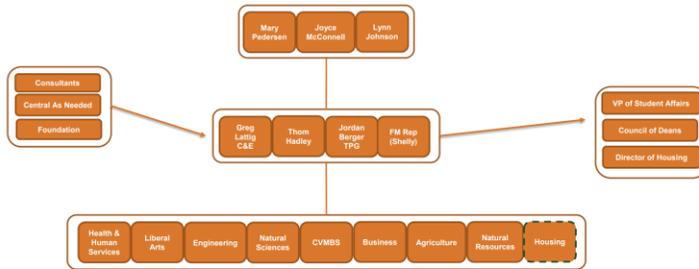
- a. Pre-Work:
  - i. Meet with Council of Dean’s and Outline Process and Establish Sequence
  - ii. Pre-meetings with each College to Determine Academic Priorities
  - iii. Need indication of strategic investments in academic programs (Market, Hanover data, etc.)
- b. Phase 1:
  - i. Program Assessment - declining, static, growing
  - ii. Space Assessment – current and future needs based on enrollment growth
  - iii. Financial Assessment – ability to support program growth and potential capital needs
- c. Checkpoint: Financial viability and academic strategic plan alignment assessment by CSU leadership
- d. Phase 2:
  - i. Program Plan
- e. Note: These phases may occur simultaneously, and projects can be advanced as warranted

11. Process and Timeline

Academic & Business Planning																			
Schedule																			
	Start	Finish	Days	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	
College of Liberal Arts	6/1/2021	8/15/2021	75	█															
College of Natural Sciences	6/1/2021	8/15/2021	75	█															
College of Health and Human Sciences	9/1/2021	11/15/2021	75				█												
College of Business	9/1/2021	11/15/2021	75				█												
College of Agriculture	12/1/2021	2/14/2022	75							█									
Warner College of Natural Resources	12/1/2021	2/14/2022	75							█									
Walter Scott Jr. College of Engineering	3/1/2022	4/30/2022	60									█							
College of Veterinary Medicine & Biomedical Sciences	3/1/2022	4/30/2022	60									█							
Housing	3/1/2022	4/30/2022	60									█							
Final Recommendation	4/30/2022	5/30/2022	30													█			

- a. This drafted timeline is more about the space. Program planning and financial assessment can occur at same time. Need to understand how this dovetails with the Courageous Strategic Transformation (CST) Plan.
- b. The VP units will also do a space assessment.
- c. Alan Rudolph writes in Teams chat, “I think the notion you are presenting that form follows function in our space building/program(s) is great. The business plan will clarify real sources of investment.”

12. Project management structure



- a. May need some outside consultants. May have groups come together to help inform what is happening.
- b. From space perspective, anticipate each group will want a committee.
  - i. Tom Hadley says it is very much personalized to each college. CVMBS had executive council and key faculty involved. It depended on the unit – how small or broad it was.
  - ii. Ownership of language and verbiage – every unit will help design the language of their story. All colleges or units will sign off on it before going up to the president.

13. Deliverables

- a. #1: Overarching and detailed financial proforma for each College based on program and space assessments
  - i. New and expanding programs
  - ii. Existing programs
- b. #2: Executive Summary that outlines the strategic implementation of President’s vision for the IDEA Corridor
  - i. This is from College to Shields, Laurel to Lake (academic, not necessarily extension and research).

14. Budget

<b>Program Growth Study, Space Study, Financial Assessment</b>	<b>TPG</b>	<b>C&amp;E</b>	<b>Total</b>
College of Engineering	\$ 25,000	\$ 40,000	\$ 65,000
College of Natural Sciences	\$ 25,000	\$ 75,000	\$ 100,000
College of Veterinary Medicine and Biomedical Science	\$ 10,000	\$ -	\$ 10,000
College of Business	\$ 25,000	\$ 75,000	\$ 100,000
College of Agriculture	\$ 25,000	\$ 75,000	\$ 100,000
College of Natural Resources	\$ 25,000	\$ 75,000	\$ 100,000
College of Health and Human Services	\$ 25,000	\$ 75,000	\$ 100,000
College of Liberal Arts	\$ 25,000	\$ 75,000	\$ 100,000
Housing	\$ 15,000	\$ -	\$ 15,000
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 490,000</b>	<b>\$ 690,000</b>

- a. Lynn Johnson has a scope of work. Is hoping no later than middle of October to move this forward. Contract covers detailed space work across campus.

15. Discussion

- a. Alan Rudolph comments in chat, “Many of the programs that are growing are interdisciplinary and cross college (aging, mental health, public health), It would be good to find a way to have a feed into this process from these considerations.” Alan thinks one activity of the CST process is looking at themes, across colleges and interdisciplinary, in all aspects of our mission. How is input into the space and allocation of resources engaging in a way that is across colleges and interdisciplinary?
  - i. Lynn Johnson thinks that Thom Hadley understands how the process will engage folks, given their experience with the BDC.
  - ii. Thom thinks part of the process is understanding what each college’s goals and objectives are – “cross pollination”. Thinks the process with the program assessment, financial assessment, and then the space assessment will naturally bring those in – what partnerships and other synergies can be had inside a facility? Then ranking those. Understand what the academic growth measures are so we understand where the revenue can come in and how cross pollination can bring us to the next level.
  - iii. Alan asks, Where does discussion take place for if public health goes at the BDC or out on foothills? Where does that dialogue and integrated function happen?
  - iv. Jan Nerger asks, Who makes the decisions and who knows to contact who? Who is deciding?
  - v. Thom responds that CVMBS sees Public Health as a valued synergy with the BDC, so they made that recommendation as part of the program assessment. If looking at Natural Sciences, they would ask, where are those synergies that are priorities for them? Then align across the spectrum of all the academic units and research missions. CVMBS relied on Clark Enersen to provide suggestions of where efficiencies can be had in programs because they have higher education experience that could help them see multiple ways of doing something that could be limited by our natural culture at CSU.
  - vi. Lynn says there is a built-in check after the assessment when this feeds back up to the president, provost, and CFO. Although Thom’s group is finished with BDC, there has been no assessment yet of how that aligns with the academic strategic plan. That step still needs to happen after getting through the program and financial assessments and then getting started on the space assessment. Need to understand where we will be able to grow our enrollments.
  - vii. Jan says this process is working in parallel, which is important but may not always be exactly parallel and may collide every once in a while. In the past, some colleges were able to get external space assessments while other colleges couldn’t afford to do that. Hoping this will align the colleges.
  - viii. Thom Hadley – there was internal discussion going on around what they needed in a new building, to focus on the programs and what their strategic and academic goals were. This process will help the other colleges get caught up and will give us a holistic look across the university.
  - ix. Jan is encouraged by it, especially with the academic planning at the same time and aligning the research strategies as well.

- x. Thom Hadley says – can't be about sole use of academic or research facility, need to understand what makes the most sense from all requirements we have.
- b. Alan Rudolph comments – we have to be cognizant of the investor opportunities right in front of us. Things are built with different syndicates of investors, but need to be aware of the integration of those investors, especially from the philanthropic side. Example - the Anschutz Foundation had been investing \$1-2 million, but now with COVID they are investing \$3-5 million in Flint Animal Cancer Care Center. Great opportunity for an investor with a purposeful intent to help fund a thematic area like public health or infectious disease; there could be funding that comes out of a theme that we could go after. Could benefit by shared federal funds or in multi-interdisciplinary programs or to donors or sponsored research companies.
- c. Thom adds – This is a holistic plan as a university. Before we did one offs. Now let's change it with the academic and research plans as the foundation. There is responsibility of the academic structure in ownership for those revenues. Colleges have a voice about what they need to sustain the programs. It is documented and put in the financials. Colleges need to recognize there is a central cost to helping support the academic and research programs. The proposed spreadsheet brings all into one document. "Together we are stronger" need to understand the complete growth of the university.

2) **Southwest Foothills Campus Sub-Area Master Plan – Update (motion for approval)** (Fred Haberecht & David Hansen)

1. Southwest portion of Foothills Campus has a standing master plan, which has remained unchanged for over a decade. In that time, different uses have come into play.
2. The premise of the complex is that it is secure – BSL2 & BSL3 labs associated with it. Thematically it is driven by infectious disease. Physically there was the assumption that there was a ring road of development with parking to the perimeter and buildings in the middle.
3. Goal is to validate certain assumptions while realizing some assumptions are no longer valid.
  - a. Ring road is no longer valid because of stormwater requirements that will occur on the extreme east portion of this land.
  - b. Program elements that led to building configurations have changed. Example: There were going to be large animal research related buildings; that is no longer the case.
  - c. Transit service is now a component of our planning.
4. There is a small stakeholder working group with CVMBS, Ray Goodrich, and folks in Animal Sciences to determine what are the next emerging needs that are driving the buildings at the Jud Harper Complex. David Hansen shares the working diagram of the consensus master plan developed with key stakeholders.
  - a. The stakeholder group started with circulation, questioning the validity of the loop road. The lighter peach-colored line is where the group was rethinking how that circulation could function, how to access the north and south sides to future potential parking, and the inner portion would be how to secure behind-the-scenes access to back of house functions that are needed, but don't want the public to directly access other than through secured gate system.
  - b. Temporary facilities or facilities in question needing evaluation

- i. Two buildings largely vacated with addition of CVID building – what are the future of AIDL and IDA? IDA needs upgrades from code perspective
    - ii. The old CDC in associated modular buildings. Several modular bldgs. were brought in through phases of construction for swing space still on site. Several are past usable life.
    - iii. IDRC pods
    - iv. Bat holding facility – recently awarded grant funding to advance this project.
  - c. Asking in this process - What are the known facilities and what is the resulting space from the original master plan that is still a viable building site?
    - i. Dark brown rectangles represented in original master plan are still viable for future building site.
  - d. Fred adds that part of the validation process was in asking if the original master plan with some modifications could accommodate the known existing needs. It did. We can accommodate what we know in generally the same context, but also knowing we will run out of space and need to be careful in what we place - consider the highest best use within a lot of investment.
    - i. Need to maintain opportunities for programs that have this unique best fit (security, BSL3, out of the public eye), synergies with what is already there.
  - e. Additional key stakeholders included folks from ARBL – desire to expand animal pen facilities that are immediate adjacent, can keep outside secure zone. One other future ARBL expansion/additional potential facilities represented in original master plan can be accommodated as well.
  - f. Update – Repaved Rampart Rd from Overland Trail out to the facility. The yellow line shown in the presentation is a newly constructed multi-use trail – accommodates safe passage for bikes and pedestrians to access this from Overland Trail.
- 5. Alan Rudolph comments in Teams chat, “the highest best use as I understand the last discussion will be driven by programmatic growth opportunities and an associated business plan. I know some of the building plans are being put in front of USG and corporate partners.”
  - a. Fred responds that this process is trying to create a physical framework to allow buildings and make sure we are not overcommitting for a limited resource.
  - b. Alan is trying to clarify the two conversations. The first conversation was on a function-led space planning effort and this conversation is on the physical framework in trying to show us where those functions could be executed in one space of the Foothills Campus. Alan says he is trying to reconcile how to go forward. For the Foothills taskforce, they mostly discussed what would be the programmatic interests, not where the buildings would go. In trying to reconcile that, he thinks it’s a similar question to what Jan asked of Lynn with where are the decisions being made about what goes into these spaces? For example, near this location, Alan knows that ARBL generates lots of research and will need to be rebuilt in next 5 years.
  - c. Fred says we need to manage the physical tactical physical planning.
  - d. Alan says we need to also consider, Where do companies go, when companies approach us to have more space on campus? How do we think about who to put in these spaces? This is part of the program but may lead to other institutional conversations – like where to put a tech park, for example.

- e. Fred responds that both on foothills and south campus, over the last twenty years, we realized that land is not an infinite resource. Decisions need to be careful, tactical, and strategic when placing a building. The discussion today is less about strategy but more about verifying that we have a place for these buildings so that we can co-exist. Asking MPC today to approve this update to the southwest foothills campus sub-area master plan, by approving this framework. We have done our due diligence so that known stakeholders have had input and participated in this conversation.
6. ***Mari Strombom motions to approve an update to the southwest foothills campus sub-area master plan.***
- a. ***Steve Cottingham seconds the motion.***
  - b. Alan Rudolph would like further discussion and asks for clarity on what MPC is actually approving?
    - i. Fred says we are moving the circulation from the original plan to the inner loop road. The diagram represents a validation that this new road network allows for the anticipated growth in the same manner that the old master plan did. We are changing the physical pattern or structure of the master plan from a circulation and parking standpoint. We still need to come back to MPC for individual buildings to be approved.
  - c. Alan asks, Is there another way to connect the north and south parts of this campus?
    - i. Fred responds that this internal circulation is neutral to the connector road. We're talking about internal circulation, parking, and stormwater within the security zone. For example, Dick Bowen's space has its own island of security with the same programmatic function, but it doesn't reside within the security perimeter fence. Specifically, we're asking for approval regarding this new pattern of circulation, parking, and stormwater planning, and does it support future growth? Staff believe that it does support it in the same manner that the previous master plan did.
  - d. Any further discussion or opposition? None.
  - e. ***The motion passes.***
- 3) **Field Research and Education Facility – Update** (David Hansen)
1. This facility is associated with the fisheries group. Located at the eastern end of Rampart Road off of Overland Trail. This facility was identified in the foothills visioning sessions in 2017-2018 when first engaging in the foothills master plan update conversations.
  2. Fisheries group has existing boat storage facility that is in the flood plain, in poor condition. Need to replace building with future support building in conjunction with existing fisheries facility. They had boats stored off Timberline Rd. Triggered conversations around consolidation of users/uses – putting into one support building, immediately adjacent to aquatic facility.
    - a. Dash yellowed line represents their ground for oversight and their needs for access.
    - b. Red oval is where the building will be situated.
    - c. Access to pen and storage sheds maintained with buildout of the facility.
  3. Building Details & Site Plan
    - a. Facility will store research equipment and boats.
    - b. Could be constructed in two phases.
    - c. Funding secured for phase 1.

- d. Phase 2 would add restroom and additional workshop space.
  - e. Phase 1 & 2 (grey rectangle on site plan) – need to connect paved surfaces as well as access needs.
  - f. Storm water – can increase on north side of facility into the floodplain and maintain proper drainage and flows.
4. Field Research and Education Facility – Next Steps
- a. If approved, it will go forward to Larimer County for Location & Extent approval, a standard process. To advance to Larimer County, need to have it on record that we have approval of this project through MPC, represented in context of the master plan. Remodel & Construction Services would then manage it and advance it into construction. Would like to begin construction spring 2022.
  - b. Fred adds that the request from Warner College about 5 years ago was to develop a master plan that includes this facility. What has changed in that time is the placement and orientation of the building. The building has been anticipated and is part of Warner College’s master plan build out. The first thing the county will ask is if it is consistent with our master plan. Yes, it is consistent with our master plan, mission, and academic master plan.
5. Alan asks, “is there an accompanying business plan?”
- a. Fred responds that 60% of this bldg. is a replacement of an existing facility. Accommodation is needed – there is no bathroom facility and there is no wash bay for the boats. Fred has not seen a business plan or asked for one. Fred agrees that there is a need to tighten the process for these projects as they come through a common pathway, as indicated from previous conversations.
6. Fred asks for a motion to approve the field research and education facility as an update to the foothills master plan.
- a. Alan suggests in Teams chat that we table the vote until we have seen a business plan.
  - b. Steve Cottingham concurs with Alan in chat.
  - c. Alan says we want consistency across different decisions about space and facilities. He endorses the facility. Need to understand the implications behind who will pay for this.
  - d. Fred agrees it will be good to have a common process even for something this small.
  - e. Alan says that under a certain amount, then perhaps it isn’t needed.
  - f. The scope for this project is approximately \$500,000.
  - g. ***Alan Rudolph motions for the approval for the location of this building contingent on submittal of a business plan with the justification of meeting the intent of the new process of building approval.***
    - i. ***Jan Nerger and Leslie Taylor second the motion.***
    - ii. ***Motion approved.***

**4) President's Vision Zero Taskforce Update (Aaron Fodge & David Hansen)**

- 1. Five subcommittees tasked with Vision Zero milestones. Each subcommittee completed their work and submitted action plans for a one-time budget request to initiate each of their milestones.
- 2. Interdisciplinary taskforce, including collaborating with City of Fort Collins.
  - a. Have done extensive stakeholder outreach

3. Will ask the university to adopt Vision Zero along with a prioritization process in which we will transparently rank projects based on safety improvement for future funding to the university as charged.
4. Projects accomplished so far under Vision Zero efforts and key takeaways for how we implemented the infrastructure were: clarifying the signage and striping, being more consistent, and defining where users need to be (clear delineation of modes) to eliminate confusion about access and movement.
  - i. Pitkin and Ellis intersection
  - ii. Library Knuckle (Lory Student Center theater and Morgan library)
  - iii. Library Loading Dock
  - iv. Monfort Quad crossing
  - v. University Ave intersection and Amy Van Dyken Way
  - vi. Music drive Crossing
  - vii. Hughes Way Crossing
  - viii. Lory Trail & Wayfinding
  - ix. Rampart Rd. Trail
  - x. Mountain Loop Separated Trail – forthcoming
  - xi. ADA enhancements – forthcoming
5. Safety and access are the lenses of the Vision Zero taskforce.