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ARCHITECTURE

ASHEVILLE-BUNCOMBE TECHNICAL COLLEGE Master Plan for A-B Tech

January 9, 2024

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Beth Green/Lee Pack
340 Victoria Rd. Room 108, Chestnut Building
340 Victoria Rd.
Asheville, NC 28801



RE: Master Plan for A-B Tech

Dear Elizabeth, Lee and Members of the Selection Committee,

Respect, Integrity, Support, and Equity. These four words are the cornerstone of Asheville-Buncombe Technical Community College dedication to the success of students and communities. For this Master Plan, and to continue this dedication, McMillan Pazdan Smith has assembled our design & planning team to explore and create your best path forward. Our team has a wealth of expertise in master planning, programming, space planning, and site planning for technical and community colleges. This completed document will be a framework for not just immediate needs, but detailed recommendations and strategies to further AB Tech's long-term goals.

McMillan Pazdan Smith has worked with over 100 public and private higher ed institutions across the Southeast and completed over 25 campus master plans. With a 30-year focus on the planning, programming, and design for educational institutions, we have the expertise to support the College on this exercise by providing you with a well-rounded and knowledgeable team. I will serve as Principal in Charge, overseeing the project efforts. I have recently completed higher education master plans across the Carolinas for Southeastern Community College, Western Carolina University and York Technical College, bringing significant experience with large scale plans. Kyle Kirkwood will be the Project Manager and will manage the deliverables, schedule, and coordination between the project team. Nate Wood will serve as Project Architect, guiding the planning and assessment efforts. To round out the MPS team, Minta Ferguson, who has deep expertise in space analytics, will be Director of Planning. She will be supported by Data Analyst, Alec Stover. Informed by market projections, historical data, and industry trends, she deploys her combined expertise in strategy, operations, and architecture to identify opportunities for facility optimization. Minta guides "big picture" decision making for short, mid, and long-term planning with flexibility for change. In addition, we have included Civil Design Concepts, Bolton & Menk, RMF Engineering and Palacio Collaborative for Civil, Landscape, MEP and cost estimating, respectively.

As part of the Master Plan process, we will perform a comprehensive facilities assessment. Establishing a detailed understanding of all building conditions, demographic and enrollment patterns, and funding mechanisms will put the College in the best position to make critical long-range decisions, including capital projects and future development/acquisition. Our role is to facilitate that process with you and provide a sustainable and implementable plan for improvements and future development.

Your administration and planning committee will benefit from the breadth of knowledge our team represents from the many markets that touch community college education. With deep economic development and business expertise in the healthcare, hospitality, and industrial sectors throughout the Carolinas, our team has immediate access to thought leadership and the trends that effect workforce development and student success. As we develop your master plan, this knowledge will be an essential component as we set your vision together.

We are grateful for the opportunity for us to build on our relationship for the College's future. We look forward to learning more about this project, sharing ideas and collaborating with you. Should you need additional information, please reach out using my contact information below.

Sincerely,

A handwritten signature in black ink, appearing to be 'JH', written over a set of three vertical lines.

Jana Hartenstine, AIA
Principal in Charge
704 650 8530
jhartenstine@mcmillanpazdansmith.com

Specialized Expertise



McMillan Pazdan Smith is a regional, practice-based, architecture, planning, and interior design firm whose mission is to help clients create environments that enrich their lives and enhance the quality of their communities.

Our firm represents a collaborative group of dedicated and enthusiastic design professionals that believe function, beauty, constructibility and cost effectiveness are integral attributes of excellent design. Through our collaborative culture, creativity and innovative design solutions, McMillan Pazdan Smith enjoys a premier clientele and diverse portfolio of complex, sophisticated projects that have received local, regional and national recognition.

Practicing since 1955, McMillan Pazdan Smith currently has offices throughout the Southeast in Asheville and Charlotte, NC; Greenville, Columbia, Charleston, and Spartanburg, SC; and Atlanta and Augusta, GA.

Our Value Proposition

- **Seasoned planning and design professionals** who implement a thoughtful master planning process
- **Dedicated higher education studio** that understands current and future trends in higher education design
- **Expertise in all aspects of higher education facilities** including academic, residential, student life, athletics + recreation, and performing arts
- **In-House Advisors team that creates customized data-driven facility plans** that guide your transformation over time and unite stakeholders around shared priorities.

Higher Education Practice Area:

As an industry leader in planning and designing higher educational facilities throughout the Southeast, **our approach emphasizes a deep understanding of university and college needs.** Extensive experience with academic institutions has equipped us with a **robust history and profound knowledge of higher education design principles, best practices, and evolving service models.** We strive to promote intellectual and social interaction within the campus environment.

To do this, we work with institutions to understand their culture and student demographics. Our environments encourage interactions of people and programs, enhance flexibility and space utilization, and support the need for fiscally prudent capital investments.

We focus on building and maintaining strong client relationships and satisfaction through:

- Understanding higher ed design trends
- Being mindful of school mission, culture, & student demographics
- Focusing on flexibility, functionality, & high-tech infrastructure
- Integrating academic curricula and campus social culture

Our firm's collective experience includes more than **500 higher educational projects** across more than 100 colleges or universities.

Specialized Expertise

MPS understands that in order to have a successful master plan process, we must research, listen, design, and test. Our team knows campus context, history, and cultural heritage are key drivers to informing the next step in campus growth and development.

We understand that it is important to not only engage students, faculty, and staff but to bring those conversations and discussions forward in clear, simple summaries and graphics so that they can be easily understood and translated into actionable master plan goals. Through engaged and frequent dialogue with the campus community, we can document feedback and the responses to their feedback. We also recognize how important the pedestrian experience is when navigating a campus. Universities often have significant subsurface utility systems that, if not properly designed and integrated into the campus fabric, become obstacles in creating a unique and authentic campus environment.

Our Master Planning Outcomes Include:

- Identifying future facility needs based on projected enrollment growth
- ✓ • Rightsizing classrooms to meet desired pedagogies
- Prioritizing capital improvements
- Analyzing existing space utilization
- Identifying opportunities for collaboration/resource sharing
- Benchmarking against peer institutions' facilities
- Balancing parking and vehicular circulation with pedestrian connectivity
- Providing architectural solutions that blend seamlessly into the history and context of existing schools

Select Higher Education Master Plans

- Western Carolina University
- York Technical College
- Florence Darlington Technical College
- UNC Asheville
- UNC Charlotte
- UNC System - STEM
- UNC Greensboro
- Southeastern Community College
- Technical College of the Lowcountry
- Central Carolina Technical College
- Greenville Technical College
- Anderson University
- Brevard College
- College of Charleston
- Francis Marion University
- Newberry College
- Pfeiffer University
- Spartanburg Community College
- The Citadel
- Wofford College
- University of South Carolina System, Select Campuses
- Recent Library Master Plans:
 - The University of the South
 - Clemson University
 - Louisiana State University
 - Meredith College
 - Appalachian State University

Master planning pulls together Programming, Educational Specifications, and Facility Maintenance. Master Planning includes scale-of-value improvement cost options, scope definition, and visual depiction of the options selected for each improvement selected by you. The final deliverable is a singular document that provides a framework for current and future facilities. The master plan outlines concepts, evaluations and recommendations. A sample completed master plan report is included to the right.

1 Minutes of the meetings and engagement sessions



2 Photographs, maps, drawings of existing conditions



3 Summary of schedules, inventory of learning spaces, and other pertinent info / data provided by administration



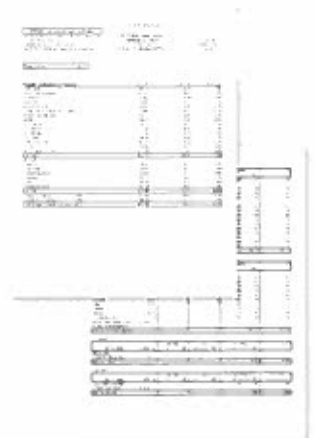
4 Drawings and diagrams of proposed solutions



5 Final Master Plan documentation



6 Conceptual Estimate of Project Cost



Specialized Expertise

In-House Advisory Services

McMillan Pazdan Smith's In-House Advisors team, led by Minta Ferguson (Lead Planner on this team), create customized data-driven facility plans that guide your transformation over time and unite stakeholders around shared priorities. Our multidisciplinary experts provide an objective approach and comprehensive solutions. Steps and samples that our Advisory Services team takes to deliver client-specific solutions are space utilization and needs, benchmarking competitive space programs, assess trends and considerations, develop client and project-specific program that includes academics and beyond, estimate budget scenarios, and proposed solutions.



Space Utilization + Space Needs



Benchmarking Competitive Space Programs



Estimate Budget Scenarios



Assess Trends and Considerations

Past Performance

As one of the largest architectural service companies in the Carolinas, the firm leads the design industry awards for design excellence and team collaboration, in sustainable design initiatives, and in technology advancements. In the last five years, McMillan Pazdan Smith has received over 65+ architectural design awards, including 6 awards recognized in national competitions. Additionally, the firm has been recognized by the industry on lists like the BD+C Giants List, ENR Top 500 Design Firms, and Zweig Hot Firms.



With experience on over **500 higher educational projects across more than 100 colleges or universities**, our team is well-equipped to help you create a master plan for the future. In addition, we have specific experience working with a number of Technical and Community Colleges across the Carolinas including:

- Asheville-Buncombe Technical Community College
- Blue Ridge Community College
- Catawba Valley Community College
- Central Carolina Technical College
- Central Piedmont Community College
- Haywood Community College
- Isothermal Community College
- Rowan-Cabarrus Community College
- Southeastern Community College
- Southwestern Community College
- Caldwell Community College and Technical Institute
- Mayland Community College
- McDowell Technical Community College
- Wilkes Community College
- and all 16 Technical/Community Colleges in South Carolina

From Our Clients...



"Our partnership with McMillan Pazdan Smith is a win-win at every turn... supporting, challenging and advancing our vision for these facilities and the campus master plan."

Dr. John C. Stockwell, Former Chancellor,
University of South Carolina Upstate

"The McMillan Pazdan Smith/JMZ Team was the perfect choice for our 2012 Academic Master Plan. They leveraged their knowledge of national higher educational trends, local experience, excellent listening skills, and creativity to craft a plan that responded to the needs of all of our campuses. The resulting Plan provided an invaluable roadmap for our academic planning and capital projects that continues to guide us today. Thank you for your help and support."

Jacqui DiMaggio, Vice President for Finance,
Greenville Technical College



Proposed Staff

Our team is comprised of five seasoned, senior planning and design professionals who have significant higher education and campus master planning experience, and understand the key elements to creating and developing a successful master plan. Additionally, as a firm with nearly 300 employees, this team represents only a portion of our overall capacity and we have the depth of resources to meet any design challenge.



JANA HARTENSTINE AIA, LEED AP BD+C, CDT | PRINCIPAL IN CHARGE

Jana's career has focused mostly on higher education, with a bulk of her portfolio in North Carolina. Jana is a past commissioner with the City of Charlotte's Historic District Commission and on AIA Charlotte's Board of Directors. She is the recipient of the 2018 AIA Charlotte S. Scott Ferebee Service to the Section Award.

- Southeastern Community College - Campus Master Plan
- Western Carolina University - Athletics Master Plan, Brown Dining Hall Renovation + Addition
- UNC Charlotte - Arts Quad Masterplan, Rowe Arts Masterplan, FSAUR Masterplan/Feasibility Study,
- York Technical College - Masterplan Update
- Central Piedmont Community College - Harris Campus Planning Study



KYLE KIRKWOOD AIA, LEED AP | PROJECT MANAGER

With over 30 years of experience, Kyle offers extensive insight in higher education and community design cultivated through work on some of the nation's most iconic campuses. In his role as Senior Project Manager for the firm's Higher Ed studio, he leads teams through successful projects with clear communication, consensus building, and thorough organization.

- University of North Carolina – System-Wide STEM Capital Planning Study
- UNC Asheville - Athletic Facilities Master Plan
- Clemson University - College of Engineering, Computing and Applied Sciences Academic Research Facility Feasibility Study



NATE WOOD AIA | PROJECT ARCHITECT

Nate displays strong initiative, creativity, and the ability to synthesize solutions that are resolved both technically and aesthetically. He believes that an architect's role is first and foremost a problem solver, forever in search of smart and beautiful solutions arrived at through an understanding of the user's needs and each site's unique context.

- Western Carolina University - Athletics Master Plan
- Mount Pisgah Academy - Campus Master Plan
- Clackamas Community College - Master Plan **completed while working for previous firm*



MINTA FERGUSON ACHA, AIA, NCARB, LEED AP, CDT | DIRECTOR OF PLANNING

Minta develops facility asset strategies and strategic facility master plans to guide sound investments in valuable institutional environments. Informed by market projections, historical data, and industry trends, she deploys her combined expertise in strategy, operations, and architecture to identify opportunities for facility optimization.

- Newberry College - Master Plan
- Central Piedmont Community College - Harris Campus Planning Study
- York Technical College - Masterplan Update



ALEC STOVER ACHA, AIA, NCARB, LEED AP, CDT | DATA ANALYST

As a data and GIS Analyst, Alec assists clients in visualizing the contextual relationships between the people, resources, and surrounding community. Space distribution and utilization studies offer a better idea of how an area is being occupied, and the potential for more effective use of the area down the road. Traditional "spreadsheet" data can be transformed into a clear and visually appealing way of communicating the message about a given space's scheduling, demographics, psychographics, socioeconomics and more.

- Newberry College - Master Plan
- Central Piedmont Community College - Harris Campus Planning Study
- York Technical College - Masterplan Update

Proposed Staff

Consultants:

In addition to the core design team presented above, we have also included **RMF Engineering, Civil Design Concepts, Bolton & Menk, and Palacio Collaborative on the team.**

RMF Engineering (RMF) has been on the forefront of complex Mechanical, Electrical and Plumbing engineering solutions since before terms like efficiency, sustainability, LEED and green requirements were common terminology. In their 39 year history, they have become nationally recognized for their quality analysis, planning, design and commissioning of buildings, as well as campus utility generation and distribution systems. **Since 2005, RMF and MPS have worked together on over 150 projects.**

Civil Design Concepts is a multi-disciplinary civil engineering consulting firm providing civil engineering design services throughout Western North Carolina, instilling a personal desire that development in the area has a positive impact on future generations. The mountains of Western North Carolina present an often-challenging topography, and they strive to minimize impact on the land while maximizing the use and benefit of the property. Experience in this area enables them to develop positive working relationships with local and state regulatory officials. **CDC and MPS have recently worked together on projects for Haywood Community College, Western Carolina University, and Buncombe County Schools.**

Bolton & Menk has provided civil engineering, site circulation, traffic safety improvements, landscape architecture, and master planning services for more than 120 public and private schools and universities. They are dedicated to creating exceptional learning and living environments that exceed their clients' academic goals and improve the quality of community at all education levels. **B&M's education experience features multiple project types, including campus planning and facilities plans, residence halls, student unions, dining halls, performing arts centers, classrooms/laboratories, libraries, streets and parking lots, and athletic facilities.**

A certified DBE, MBE, and NC HUB firm, Palacio Collaborative has over 150 years of combined team experience in providing higher education institutions accurate construction cost estimates through innovative tools and proactive collaboration. They have estimated 950+ higher education projects nationwide and over 25 master plan projects. Within the last decade, **Palacio and MPS have worked on over 35 higher ed projects together.**

If desired, we could add Brailsford and Dunleavy to the team in an advisory capacity. Their services range from market analysis and financial modeling to development structure evaluation.

Workload & State Projects

Current Workload:

We have assembled our team based on expertise relevant to higher education master planning, along with the team member's current and projected workloads. Jana, Kyle, Nate, Alec and Minta have a stable workload but have availability to immediately provide the appropriate design services to meet your needs.

At MPS, members of each practice area meet weekly to discuss and adjust individual workloads or to provide any design or production support specific to a project. Each of the practice area directors meet each Monday with the founding principals and CEO to discuss workload and any needs that have come up during their weekly studio meetings. While our design team members maintain other project commitments, the proposed team has availability to begin immediately, and will dedicate the time to meet your expectations for this project.

Active State Projects Awarded

App State University

- Duncan and Peacock Hall
- Baseball Stadium Expansion Study
- Football Study

Caldwell Community College & Technical Institute

- Wautuga Occupational Trades Addition

Central Piedmont Community College

- Harris Wellness Renovation

North Carolina State University

- Page Hall Mechanical and Electrical Upgrades

Southeastern Community College

- STEM / Automotive Technology Building

Western Carolina University

- Athletics Improvements
- Norton Fieldhouse (Under CDC)
- Killian Hall HVAC Renovations (Under RMF)
- Norton Recreational Fields

UNC Charlotte

- Richardson Stadium Expansion (AOR)



Design Approach

As architects and planners, we strive to understand your school’s mission, culture, and vision for the future, and to work together to realize your goals.

Our team has a wealth of knowledge and experience in providing campus facility assessments, space utilization studies, and campus master plans for institutions across the Southeast.

Our goal is to integrate academic curricula and a sense of community into vibrant, state-of-the-art solutions that enhance the learning and social experiences of students.

Working with each institution and its vision, mission, values, and student population, we provide an individualized solution specific to each. MPS has designed academic environments that promote intellectual and social interaction, mindful to develop spaces that are flexible, functional, and equipped with high-tech infrastructure for current and future needs.

We envision a true collaboration between Asheville-Buncombe Technical College stakeholders, students, and our planning and design team to uncover opportunities to support your mission and goals. In addition to this page, we would welcome an opportunity to further outline our methodology and approach to this exercise.

Master Planning Methodology

Through an interactive process, our team will analyze current campus performance specific to your buildings, infrastructure, and delivery of student programs and experience while looking to the future. The plan will take into account current projected growth—throughout the process, our goal will be to analyze and develop plans based on measurable results and objectives for the future.

The process we facilitate, tailored to your needs, may include:

- **Analysis of existing buildings, sites and infrastructure** with recommendations for operational improvements.
- **Understanding of physical aspects of the campus** including pedestrian and vehicular access, parking, security and “quality of place” experience.
- **Analysis of programmatic areas of change, including academic, sports, student life, residence halls and ancillary programs** to support student engagement.
- **Understanding and further refining campus standards** in regard to the aesthetic elements of campus through building and landscaping.
- **Exploring development opportunities** that align and support the College’s mission.

Planning + Design charrettes will be utilized to engage in the assessment of both current and future needs. Often, the user groups are the ones that know the campus best.

Typical Process



Cost, Schedule, & CA Capabilities

Our team understands that sound fiscal stewardship is critical and will help guide important decisions that have budgetary impacts. Our designers will communicate with the owner to provide confidence that all choices are understood, options are analyzed, and the best value for the project are chosen.

For master planning projects, our procedures emphasize thorough planning, scheduling, and monitoring at all stages of the project from schematic planning through completion. We constantly involve our major technical and engineering consultants to ensure the coordination and adherence of quality, cost, and schedule goals.

Another important concern of the design team is the cost control decisions made by both the architect and engineering consultants. These decisions are made with regard to operational and maintenance costs and not just initial cost when developing estimates.

Cost Control Process

Define Scope and Intent

McMillan Pazdan Smith's cost compliance process begins on Day 1. We listen to learn about your established goals and key priorities. We work with you to identify and clarify the scope and design intent that will shape the project.

Review Budget

As the project scope becomes clear, we will engage our Cost Estimator to join the discussion with their up to the minute knowledge of recent bid results and unit prices, life cycle costs, and awareness of economic conditions that may affect pricing in the future.

Schedule Control Process

Managing Consultants' Delivery

Drilling into the details of each project schedule, we will create detailed design schedules with intermediate milestones for the team's consultants.

Reaching Consensus on Milestones

The team agrees on critical milestones along the path, including design decisions needed from the client and the time required for reviews and approvals, and the engagement / stakeholder feedback sessions.

Weekly Schedule Monitoring

We track the progress of the schedule against a detailed work plan and the design team's clear understanding of the project program and goals.

Our Cost Estimator, Palacio Collaborative will be engaged to help develop accurate and reliable cost estimates, and have developed a proprietary conceptual estimating tool - Genesys®.



Proximity, Record of Success, Other Strengths

Proximity to and Familiarity with the Area

Our design team has spent their careers working in and around Western North Carolina, positively impacting everything from schools and hospitals to our theaters, restaurants, and surrounding offices. Years of working in the Asheville area have provided a strong understanding of the area's unique culture and community — and our design professionals are passionate about shaping the region and local neighborhoods where we work and live.

We opened our Asheville office in 2009 to better serve our clients across Western North Carolina. We are located downtown on Rankin Avenue in the historic Tyler building. Our close proximity to your campus will allow us to effectively and efficiently manage the project and respond to Asheville-Buncombe Technical College quickly. We have been fortunate to work with several clients in your region. As a result of these successful projects, we are deeply familiar with local code officials.

Regional Higher Education Clients Include:

- Appalachian State University
- Blue Ridge Community College
- UNC-Asheville
- Western Carolina University

Successfully Completed Projects

McMillan Pazdan Smith (MPS) has never failed to complete services for which we were contracted throughout our 68-year history. Both the firm as a whole and the individual higher ed studio have a strong history of successfully completed projects without major legal or technical problems. Our firm is proud of our quality and construction oversight processes on hundreds of projects of all types and complexity.

Other Factors

Colleges and universities must be innovative in order to overcome the challenges facing post-secondary education. Welcome to The Future of Education, a podcast brought to you by Dr. Galen DeHay, President of Tri-County Technical College, and IdeaXChange, a community forum created by McMillan Pazdan Smith Architecture. Join us for these insightful conversations by visiting: <https://podcasts.apple.com/us/podcast/the-future-of-education/id1669302692>



The follow are recent examples:

Central Carolina Technical College Facilities Master Plan

MPS (formerly under WTS) developed a comprehensive 10-year facilities master plan for Central Carolina Technical College. The FMP addresses growth on three campuses. Planning takes into account utilization of existing facilities, recommendations for re-purposing existing space, improvements to campus parking and landscaping, new building placement, and architectural imagery. The master plan also includes assessments of systems in existing buildings, maintenance recommendations, and cost estimates for both maintenance and new improvements.



York Technical College Master Plan + Master Plan Update

McMillan Pazdan Smith served as Architect-of-Record for the Comprehensive Facilities Master Plan for York Technical College. This recently completed master plan addresses growth at five, ten and fifteen year horizons for the YTC Main Campus in Rock Hill, SC. Planning takes into account utilization of existing facilities, recommendations for re-purposing existing space, improvements to campus



parking and landscaping, new building placement, and architectural imagery. The final recommendations were developed and the following projects have been completed: New graphics for campus maps, Detailed feasibility study for the addition of a Learning Commons to the campus library, Learning Commons addition, and Building C renovation.

McMillan Pazdan Smith is currently working on the 2023 Master Plan Updates with YTC.

Southeastern Community College Campus Master Plan

MPS completed a master plan for Southeastern Community College in Whiteville, NC in 2022. The study included both physical and academic planning assessments for the campus.



In association with Page

The effort included a complete utilization study, space inventory, facilities conditions report, enrollment projections, land use and campus organizational analysis. The process was inclusive with input from the leadership, faculty, staff, students and community with outcomes that varied from initial expectations. Recommendations included improved space allocation and a shift in focus back to workforce development. SCC's master plan is a tool organized in both more immediately achievable near term and long term goals for implementation.