

**Project 2018-254
Clark College, Advanced
Manufacturing Center**

Attachment 13:

AMC Business Plan Excerpts

Excerpts of Clark College at Boschma Farms Business Plan

From a version of the Business Plan dated June 2021

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Section 1: Executive Summary

With passage of the state's 2021-23 budget on April 25, Clark College is set to receive capital funding to construct its first 70,000 square-foot building on the new Boschma Farms campus in Ridgefield.

Groundbreaking for the project is expected to take place in 2022. By working closely with industry and the community, Clark College's first building at Boschma Farms will offer:

- In-demand workforce education, training, and development programs – credit and non-credit - in advanced manufacturing.
- General education classes open to all learners, from Running Start students to adults.

This facility will provide pathways to family living-wage jobs through stackable degrees and certificates with multiple entry and exit points.

The Boschma Farms business plan draws extensively from the college's 2019-20 Environmental Scan, the Advanced Manufacturing Center Predesign Report approved by the state in May 2019, and the 2018 Advanced Manufacturing Labor Market Report from the Columbia-Willamette Workforce Collaborative. In addition, it relies on conversations with local civic and industry leaders, current and potential partners, and other colleges providing similar programs. In all, the plan that follows describes in detail how each key component of the college will work together to support a new AMC in Ridgefield that can meet the region's demand for high-skilled workers, respond to the general educational interests of the broader community, and generate sufficient new full-time equivalent students (FTES) to produce the revenue required to cover the building's operating costs.

Section 2. Budget

Redacted.

Section 3. Community and Industry Analysis

Introduction was redacted.

Community Interest

Fourteen years after Clark College first submitted a request to the state board to fund a new north county campus, interest and enthusiasm from the region has remained unflagging, even with project delays and disappointments. North County clearly wants Clark College, and wants Clark College to be successful.

Unlike the college's Columbia Tech Center (known as either CTC or Clark East), Boschma Farms has an unmistakable geographic identity and connection. In successive legislative sessions, civic leaders from north county made frequent trips to Olympia to advocate for bringing Clark College to their underserved communities. Ridgefield in particular sees the college as both an anchor and a magnet; a foundational cornerstone to construct a vision around. The college is critical to the city's growth and vice versa.

To build on the community's strong level of interest, and to serve the needs of the entire north county area, the AMC will offer general education classes open to all learners, including Running Start. It will also be available for workforce training and community education programs in the evenings and weekends. And lastly, it will be accessible for rentals and public events, similar to the main campus and CTC. In short, to paraphrase Sinatra, the AMC could be the building that never sleeps.

Another factor working in favor of the AMC is, as realtors like to say, location, location, location. We recognize there are other schools in the region offering similar programs, but easy access to the AMC campus will likely draw students who would rather not travel to Portland, Oregon City, Scappoose, Longview, or, for that matter, Vancouver.

The business plan team understands there is a difference between betting and investing. Both involve a certain amount of risk, but the former is typically a short-term activity while the latter involves a thoughtful assessment of long-term benefits. After an analysis of community interest and opportunity, the business plan team continues to advocate for the AMC as an investment worth making.

Industry Need

At an advanced manufacturing stakeholder meeting held on March 22, 2021, Clark College presented an overview of the AMC's proposed building details and degree pathways. Participants¹ were then asked to meet in breakout groups to discuss what they had heard from Clark. The verdict: Clark's plans are consistent with what the industry needs and where it is headed.

Specifics about the technical and academic programs planned for the AMC are provided in Section 5. Instruction.

The positive feedback the college heard at the March stakeholders meeting is confirmed by local studies as well. According to the Columbia-Willamette Workforce Collaborative's 2018 update of its report from two years earlier, "Advanced Manufacturing has added over 3,000 jobs, reaching some of the fastest growth rates for the sector in the 21st century. The jobs being added in the Manufacturing industry are high wage, averaging nearly \$22 per hour. While job growth is expected to slow over the next decade, looming retirements and career changes mean that an estimated 94,000 job openings will exist through 2027."

Industry leaders say their biggest challenge is finding skilled employees to fill these anticipated openings. This is where Clark's AMC comes in. The primary focus of this new facility will be on training and developing next-generation workers able to earn family living-wage incomes in the high-demand advanced manufacturing industry. This will be accomplished by providing degree and certificate programs through both credit and non-credit classes. Please see Section 5. Instruction, for more details.

Looking to the future, Clark has also initiated discussions about launching a new renewable (clean) energy program as part of the Advanced Manufacturing pathway, which will strategically align the college with the next growth industry in the region.

Remainder of this section is redacted.

Partnerships and Opportunities

Success of the AMC at Boschma Farms will in large part be tied to community engagement. To ensure strong career and academic programs, and to support student success, completion, and employment,

¹ Attendees included: Matt Schurman, Schurman Machines; Nathan Marks, Marks-Brothers Inc.; Tony Oda, retired chief boiler inspector for state of Washington; Julie Lloyd, IdexCorp; Sheila Bruhn, IdexCorp; Keri Mallard, Olympia Western Power; Jay Schmidt, Silicon Forest Electronics; Daniella Azevedo, WV Packing; Katie Muldoon; Graphic Packing International; Kelly Foy, LifePort; and Lee Dockstrader, HP.

the college must cultivate public and private sector partnerships and capitalize on opportunities as they emerge, all the while maintaining close connections with the other colleges in the area offering similar programs in Advanced Manufacturing.

Among the partnerships Clark has been nurturing, will continue to build, and will begin to explore are:

- City of Ridgefield
- Port of Ridgefield
- City of Battle Ground
- Regional school districts
- Cowlitz Tribe
- Workforce Southwest Washington
- Columbia River Economic Development Council
- PeaceHealth

Industry partnerships and connections with Advanced Manufacturing will be maintained through a new workforce advisory council, similar to what the college utilizes for other career and technical programs. These relationships are vital for ensuring that the college's curriculum, pedagogy, and equipment remain responsive to changing industry needs.

Along with sustaining current partnerships, the college must also be prepared to make the most of the economic expansion projected for the area. At a June 7 meeting with staff and representatives from Clark College and the Clark College Foundation, Ridgefield City Manager Steve Stuart offered an impressive *tour d'horizon* of the staggering number of commercial and residential developments approved or underway in every direction surrounding the Boschma Farms campus. Fortunately, the Boschma Farms campus is strategically situated along the "Discovery Corridor", placing the college in the precise area where most of the region's industry growth is expected, including the possible construction of a new PeaceHealth site in Ridgefield.

Clark has a long and successful history of responding to opportunities and adapting to changes in community interests and needs (two excellent examples: the growth of our computer and network technology programs, and the addition of our bachelor's in applied science degree programs.) The AMC will follow in this tradition.

Please see the Section 4. Partnerships and Opportunities, for more details.

Section 4. Partnerships and Opportunities

The Boschma Farms campus could not be better located to take advantage of opportunities to build partnerships that are unique, future oriented, and different from those maintained on the main campus. Ridgefield, the site of the new campus, is one of the fastest growing cities in Washington State and is well poised for significant continued growth. With immediate access to I-5 and surrounded by large parcels of usable land still available for industry expansion, Boschma Farms is in the right place at the right time.

The partners that have been identified at this juncture are as follows:

City of Ridgefield

One of the greatest advocates for, and beneficiaries of, Clark College's decision to site the north county campus in Ridgefield has been the city itself. There is no doubt that an institution of higher education within the city will further drive economic development to the area with the promise of skilled labor, and access to career training.

Economic health through business growth is the last piece that any city needs to boost a community's livability standards. Having been considered a "bedroom community" in the past, Ridgefield and other cities in north Clark County are now seen as attractive places to live and work because of their educational, recreational, wildlife, and sporting activities (e.g., the Ridgefield Raptors). The city recently opened the new "Pioneer Village", a commerce center with medical offices, a Starbucks, four restaurants, and other businesses. Coming next will be the nearby "Discovery Ridge" development, suitable for retail, medical and professional offices, and residential units.

Clark College is clearly the ideal addition to Ridgefield's expanding economy and will help the city and its environs lure businesses looking for the next promising growth location.

School Districts

The school districts in north Clark County are other viable partners for Boschma Farms². Schools will be able to provide their students with a seamless transition into Clark College through Running Start and other programming. The college intends to be a proactive partner with the K-12 system, reaching out early to teachers and students at all grade levels to promote their interest in higher education, the specific programs offered at the AMC, and the availability of Boschma Farms as a community campus open for field trips and other joint, on-site learning opportunities.

Due to the distance of their schools from the college's other campuses, students in north Clark County have not had the same ease of access as students in Vancouver-based districts. This will change with the development of Boschma Farms, which will offer both general education courses and specific career and technical programming in a new college facility within a reasonable drive time for students from Ridgefield, Battle Ground, Amboy, La Center, Woodland and other schools. For Running Start students, another benefit of Boschma Farms is that it will allow them to maintain other extracurricular activities at their home high school.

² Some districts are growing. Ridgefield opened the new View Ridge Middle School last year and the Wisdom Ridge Academy, supporting virtual learning, will open in August 2021.

Port of Ridgefield

Since the beginning of the master planning process for Boschma Farms in 2015, the Port has remained a steadfast partner in assisting the Clark College Foundation (CCF) and the college itself with envisioning what might be possible. As a “land development trust,” the Port understands business within the region and how best to position the area for managed, strategically articulated growth. The emphasis at this time is to attract industry to the region that adds jobs within its borders. The Port’s goal is to keep residents in the region to live and work, without needing to travel south across the Columbia River to find a livable wage job.

The Port has had success in attracting industry but is now placing greater priority on businesses that have a denser employee base. As a result, one of the attractive aspects of the AMC to the Port is Clark’s statutory ability to offer credit-bearing manufacturing-oriented vocational programs, which could assist in drawing to Ridgefield and north Clark County just the new types of employers they’re looking for.

Combined with the economic development interests of the Port, a vision has evolved around a possible “innovation center” in which the Port and the college would collaborate on what’s known as manufacturing-embracing industry 4.0 (digitally enhanced smart manufacturing). This “innovation center” would serve as a modern training hub not found in most other regions. The Port’s IT3 plan – a mix of education and innovation for businesses that have not yet entered into the digitized space - could prove to be an invaluable partner and asset to the region, building a pipeline to and from the academic programming available at Clark College.

Cowlitz Tribe

With the addition of the Ilani Casino, the Cowlitz Tribe has emerged as a critical community partner. One obvious area for partnership growth is providing tribal citizens with access to Clark College close to their reservations. Although we recognize that the Boschma Farms campus was once a dairy farm operated for years by the Boschma family, we also acknowledge and respect that the land once belonged to indigenous people, including the Cowlitz. Conversations with tribal leaders have already helped us envision ways to incorporate the history and significance of these lands into the design of the AMC and the programs it will offer, while also creating a destination point open for everyone to experience and enjoy.

Business and Industry

As previously mentioned, the City of Ridgefield and the surrounding north county region is open for business and has some of the most desirable larger parcels of land currently available within the Portland metro area. The area is being actively branded as part of the “Discovery Corridor” that encompasses land on either side of I-5 north of Salmon Creek. PeaceHealth is among the potential developers looking to build in this area.

Development is already underway around the Clark County Fairgrounds (exit at 179th Street from I-5), while additional exit/on ramps are being positioned to enhance access and traffic patterns throughout Ridgefield and its neighboring areas. Also, as noted earlier, strategic recruitment of employee-rich industry is proceeding, with a particular interest in advanced manufacturers. With Ridgefield’s planned development projects on Pioneer Street, downtown main street, and the waterfront, the city will continue to be highly attractive to businesses wanting to relocate from areas that have proven to be less business friendly and less likely to offer the livability standards available in Ridgefield and north Clark County.

It's too early to predict how business growth in north Clark County, such as PeaceHealth's still-evolving plans for Ridgefield, will translate into new program development at the AMC or serve as a steady pipeline of new enrollments. We do know, however, that the college must be prepared to seize opportunities as they present themselves. Consequently, the business plan team is proposing permanent funding for a new, full-time Boschma Farms Outreach Coordinator position. Along with faculty and staff in Instruction, Student Affairs, Communication and Marketing, Diversity, Equity and Inclusion, and the Clark College Foundation, the coordinator position will play a critical role in developing and maintaining local partnerships and connections to ensure the AMC adapts and grows with the region.

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Section 5. Instruction

The proposed new AMC on the Boschma Farms campus will accomplish what Clark – and what all community colleges – are specifically established and expected to do: help students acquire skills for family-wage jobs in high-demand fields.

Manufacturing is one of the largest industries in the Portland-Vancouver metropolitan area³. The broad Advanced Manufacturing sector provides an array of job opportunities in hundreds of occupations encompassing:

- Material science
- Computer assisted drafting and design (CADD)
- Subtractive manufacturing
- Additive manufacturing
- Mechatronics
- Rapid prototyping
- Programming
- Robotics
- Welding/Fabrication
- Renewable energy
- Composites
- Reverse engineering

Clark College’s current manufacturing programs are limited to mechatronics and welding. While they have been able to serve a portion of the Vancouver/Portland area population, they don’t begin to meet the various needs and interests of students and industry. This is particularly true of north Clark County, where overall population grew at a rapid rate during the last decade and new businesses are moving in. Another challenge is geography: Clark’s Advanced Manufacturing classes are spread over two sites (mechatronics at CTC and welding on the main campus⁴), making cross-program integration problematic.

Building for the Future

In response to the current limitations on programs, space, equipment, and opportunities to coordinate teaching and training, Instruction is proposing to enhance its offerings by:

- Establishing an Advanced Manufacturing degree pathway, with multiple certificate options, that blends curriculum in robotics, subtractive manufacturing, and additive manufacturing.
- Developing new degree pathways in supply chain management and renewable energy to respond to industry trends and support generation of new FTES.
- Building off these degree offerings to explore expansion of the existing bachelor’s in applied science (BAS) for Applied Management program to include a degree pathway specific to Advanced Manufacturing.

Real prospects for growth exist, but if the college is going to meet industry’s demand for current and new programs, as well as provide capacity for cross-functional integration of manufacturing-related competencies, it needs significantly more infrastructure and faculty members than it currently has.

³ The Columbia River Economic Development Council lists “Metals and Machinery” – including employers such as Columbia, Greenberry, Vigor, Hydro, Thompson Metal Fab, and Farwest Steel Corporation – as one of its five strategic sectors for proactive business growth.

⁴ Instruction is also exploring a non-credit machining program to be offered at the main campus. Discussions are underway with the Machinist Institute and United Precision Corporation.

Program Location and Centralization

The proposed AMC will be able to house all the additional programs bulleted above, from material science and robotics to additive and subtractive manufacturing. Mechatronics and Welding will continue to be offered at their current locations (CTC and the main campus respectively) to accommodate students who want to take one or the other as a stand-alone program. Then, a year or two after its opening, the AMC will also offer Mechatronics and Welding onsite for those students participating in the comprehensive and integrated Advanced Manufacturing program at Boschma Farms.

Although the college will utilize three locations (the main campus, CTC, and the AMC) there will be only one, consolidated Advanced Manufacturing degree pathway. No student will be able to complete the new AM degree by taking just welding on the main campus or mechatronics at CTC.

The centralized location of the facility will provide the conditions for cross-functional alignment of the variety of manufacturing skills offered by the college where the following objectives will be pursued:

- Develop a skilled workforce in advanced manufacturing by expanding customized training, incumbent worker training, and educational certificate and degree programs.⁵
- Expand regional capacity of current and future programs within advanced manufacturing.
- Provide work-based learning opportunities in collaboration with industry partners.
- Create an entrepreneurial project workspace for community members to utilize equipment, develop peer to peer relationships, and leverage college faculty expertise to develop, build, design and refine prototypes.
- Research and develop emerging technology such as digitization of manufacturing, additive manufacturing, and material science.
- Close the skills gap among incumbent, underemployed and unemployed workers and regional manufacturers to address the emerging advanced manufacturing workforce shortage.
- Create an articulated pathway for high school students that inspire advanced manufacturing career opportunities.

The Advanced Manufacturing degree pathway⁶ will be able to accommodate 18 students per cohort with one to two cohort starts per year. The Supply Chain Management degree pathway could accommodate 25 students per cohort, and the Renewable Energy program (which probably won't start until year two of operations) could serve an additional 20 students per cohort. Lastly, short-term workforce training (Rigging, Construction pre-apprenticeship, etc.) are other options for producing FTE growth that should be explored.

Although Advanced Manufacturing will be the centerpiece of the first Boschma Farms building, the business plan team recognizes there is also a larger community need and interest to be served, and that Advanced Manufacturing alone won't generate enough new FTES to produce the required operational revenue. For these reasons, the AMC will also be designed to include general education classrooms.

⁵ In collaboration with regional partners, there is significant potential to revitalize the college's Economic and Community Development program by offering worker retraining at the AMC. Non-credit classes and training opportunities would not only meet industry needs but also provide an additional revenue source for Clark.

⁶ Please see Exhibit B.

Using a conservative fill rate of 30%, these classrooms have the capacity to produce 195.84 new FTES and \$815,854 in new tuition and Running Start reimbursement revenue⁷.

Flexibility

The two-story AMC will be intentionally built with flexibility in mind. The second floor will house general education classrooms and learning areas available for multiple uses, while the first will be constructed as a wide-open box, with substantial electrical power and data connectivity. As industries grow, emerge and change, the main level of the AMC will be able to adapt its programs and curriculum accordingly. Advanced Manufacturing itself is a broad umbrella, and what might be a degree pathway today could look differently tomorrow based on shifts in industry demand. Through its workforce advisory councils, the college will remain responsive to these changes – as it has in nursing, dental hygiene, welding, automotive, and other career and technical programs.

Budget Request

Most (though not all) of Instruction's start-up costs for new equipment needed to build programs, such as robotics, subtractive manufacturing, additive manufacturing, renewable energy, and more, will be covered by the FFE (furniture, fixtures, and equipment) portion of the capital construction budget. While the startup costs are significant, they will go down dramatically after these initial purchases, and the predicted enrollment growth at the AMC will yield revenue above year-to-year operating expenses. This projected revenue will help cover costs required to develop new curriculum, train existing faculty, and recruit new faculty and lab technicians to support student learning in lab experiences.

Instruction's budget request can be found in **Redacted**.

⁷ The business team also chose to base these projections on a very traditional 8:00 a.m. – 5:00 p.m. operational schedule and did not factor in additional FTES that might be generated during classes held on evenings or weekends.

Section 6. Student Affairs

Services provided by the office of Student Affairs will be vital to the success of the Boschma Farms business plan, and to the college's overall vision for the new north Clark County campus. The comprehensive services offered by Student Affairs assist and support students with many aspects of life at Clark College, including:

- Enrollment and Registration
- Advising and Career Services
- Financial Aid
- Counseling and Health Services
- Disability Support Services

In support of the business plan's goal to enroll 195 new FTES by the time the AMC opens, Student Affairs will work closely with Instruction, Communications and Marketing, and Diversity, Equity, and Inclusion to coordinate and implement effective student recruitment and retention strategies. The recently adopted Strategic Enrollment Management Plan will provide the framework for this collaborative effort.

Given the imperative to increase recruitment and retention college-wide at a time when resources are limited, Student Affairs is requesting startup and ongoing funding for a full-time Student Affairs generalist position and a full-time position overseeing Academic, Career, and Financial Aid services to work specifically with prospective and enrolled students from the north county area. Along with an on-site presence at the AMC, Student Affairs will continue to provide a convenient remote option for accessing its services as well.

Student Affairs will also explore opportunities to conduct events and activities at Boschma Farms that would otherwise require residents from the area to travel to Vancouver. Possibilities include a Career Fair at the AMC geared toward job opportunities in the advanced manufacturing field and a Running Start orientation night for students and families whose school districts are located in north Clark County.

Once the AMC is completed, Student Affairs will assess whether additional student services, such as a food pantry and a counseling center, need to be introduced into the new facility.

Student Affairs' budget request can be found in **Redacted**.

Section 7. Facilities Services

In collaboration with college faculty and staff, community partners, and state and local government agencies, Facilities Services will manage the design, construction, and commissioning of the new AMC on the Boschma Farms campus.

Progressive Design Build

As authorized by the Office of Financial Management, the college will use the Progressive Design Build model for the AMC. Under the more familiar and traditional Design Bid Build approach, Clark would conduct a public bid for an architect, a separate public bid for a contractor, and then proceed with design and construction. The college has used this model successfully in the past, but it's a system prone to delays when the contractor and the architect disagree, leading to multiple and costly change orders.

With Progressive Design Build, the process begins with a Request for Qualifications (RFQ), which shifts the focus of the selection process from lowest priced to most qualified. Then, the state will conduct a single public bid to choose a firm that will provide both architectural and construction services. One advantage of this approach is that it precludes the typical and frustrating amount of haggling between designer and builder that can hinder, if not halt, a project for weeks or months.

Another advantage is that construction can proceed “progressively” as design work moves forward. In other words, the college does not need to wait for a complete set of drawings to begin the project; it can advance in phases.

Timeline

The **tentative** timeline for the AMC project, as discussed with the Department of Enterprise Services, is as follows (as of Sept. 2, 2021):

- Request for Qualifications (RFQ) advertised: September 8, 2021
- Pre-submittal conference meeting: September 24, 2021
- SOQ Submittals Due: October 12, 2021
- Score submittals: –October 13-26, 2021
- Shortlisted firms notified: November 1, 2021
- Request for Proposal (RFP Issued: November 5, 2021
- Site visits: November 9, 2021
- Proprietary meetings: November 12, 2021
- Last day for questions: November 16, 2021
- Final addendum: November 19, 2021
- Design and price proposals: November 23, 2021
- Finalist interviews: December 9, 2021
- Announcement of successful team: December 21, 2021
- Contract negotiations: December 23 – January 17, 2022
- Notice to Proceed (NTP) Phase-I Design: January 21, 2022
- Guaranteed Maximum Price (GMP): May 12, 2022
- Negotiate GMP: June 24, 2022
- NTP Phase-II Construction: June 24, 2022
- Early site work: July 1-October 31, 2022
- Design complete: April 1, 2023
- Substantial building completion: July 31, 2024
- Final Completion: December 2024

Because of the state’s funding cycle, the prime construction period of July – October 2021 has been lost. This accounts for the estimated occupancy date of September 2024. However, the college will explore all reasonable opportunities for accelerating the construction schedule.

Budget Request

Redacted.

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Section 8. IT Services

Perhaps more than any other of Clark's newest buildings, the AMC at Boschma Farms will require a substantial investment in information technology to meet the needs of students, faculty, staff, and industry.

As the college's curriculum becomes increasingly focused on the careers of the future, the information technology component will need to grow and modernize accordingly. Part of creating this environment will involve computer labs and resources capable of running the latest design and automation software. Because the AMC will be sited far from the campus network, IT will be required to design and implement a more complex network and a substantial network framework to maintain access to the systems located 16 miles away in Vancouver.

In addition to the AMC's three industrial classrooms, there will also be standard classrooms designed for general education courses. To align with the curriculum taught on main campus, these classrooms must be outfitted with automated media equipment and internet access in every location. For students to complete assigned work, one or more open labs will need to be created and staffed to allow access to the internet, software to complete coursework, and the ability to print. Staying on the cutting edge means this equipment will have to be put on an aggressive replacement plan. Replacement costs should be considered anytime the college adds a new facility, and ongoing maintenance expenses should be budgeted on an annual basis to ensure IT infrastructure and equipment remain current.

The college network must be designed with future advancements in mind. As wireless networks continue to evolve and 5G continues to develop, we will need to plan for future upgrades. The new AMC and its programs will require machinery to be interconnected and many of the advanced devices won't operate without an active connection to talk with local servers as well as the internet. This level of connectivity will require additional safeguards to handle security.

Although the AMC is only the first building planned for Boschma Farms, it will serve as the hub for all future facilities on the new campus. This means a larger initial IT footprint has to be built within the AMC. IT knows from experience that when the college opens a new satellite facility, it requires additional network equipment to operate. The Boschma Farms campus will have its own firewall, security camera system, emergency notification system, access control for both the building and the shop floor, print servers, and phone system. A high bandwidth connection to the main campus will also have to be maintained.

The IT footprint at Boschma Farms will represent some of the most advanced, modern technology the college has ever provided for students to learn and faculty to instruct. However, without a sufficient investment in IT, the AMC programs will struggle to be relevant, responsive, and competitive with what's offered at other institutions.

IT's budget request can be found in **Redacted**.

Section 9. Communication and Marketing

Clark College has a long history in southwest Washington, but the vast majority of instructional programs, student services and events, and community activities take place on the main campus in Vancouver – the region’s largest and most economically preeminent city. The development of the new Boschma Farms campus, though, presents a unique opportunity to engage with north county communities, such as Ridgefield, Battle Ground, La Center, Woodland, Amboy, and Yacolt. These growing communities value services that are convenient and accessible. They are eager to welcome Clark College into their backyard and eager to learn more about what we have to offer.

Clark’s Communications and Marketing team will support the enrollment and community engagement objectives of the Boschma Farms business plan by implementing the following strategies for relational marketing and visibility during and immediately after the construction phase of the AMC.

Recruitment

Working with Instruction, Student Affairs, and Diversity, Equity and Inclusion, Communications and Marketing will develop new student recruitment materials for distribution to K-12 districts, local government and business partners, and civic organizations. Costs include brochures, swag, signage, banners and flags to improve visibility within the north county communities.

Community Engagement and Promotion

North Clark County’s communities are active throughout the year and provide ample opportunities for the college to be highly visible at popular events, such as Ridgefield’s Fourth of July celebration, Paddle Celebration, and Raptor’s baseball games, Woodland’s Planter Days, Amboy’s Territorial Days, the Clark County Fair, and numerous Chamber-sponsored activities. Costs include tents, signage, banners, flags, handouts and swag. Communications and Marketing is also requesting \$10,000 in ongoing funding to maintain the college’s participation in these community events.

Paid Media

News publications offer a variety of advertising options, both print and digital. Paid content provides Clark an opportunity to highlight programs and provide progress reports on the construction project. Google word ads and geo fencing provide options to support specific and focused student recruitment efforts.

Owned and Earned Media

Frequent, timely, and brief updates will be important to community stakeholders and civic groups. They can be sent as emails from the college president and updated on the college’s public website as ongoing stories with links. Visuals will be as important as content during the development/construction phase. Stories can be developed for 24/7 and local media on each of the career, technical, and general education programs that will be offered at the AMC, as well as student profiles highlighting the college’s value of affordability, accessibility, opportunity, and excellence. *Clark County Today* welcomes content and is widely read in North County. Updates in newsletters published by the Chamber, local governments, and school districts will also help share Clark’s message and encourage residents to contact our recruiters for more information.

Communications and Marketing’s budget request can be found in **Redacted**.

Section 10. Security Services

The Security and Safety Department will support the educational mission of the AMC by staffing a single Campus Security Officer onsite to accommodate operational hours. The assumed staffing hours include:

- 6:30 a.m. -10:30 p.m., Monday-Thursday
- 8:00 a.m. - 5:00 p.m., Friday
- 8:00 a.m. – 5:00 p.m., Saturday
- Closed on Sundays

While onsite, the Campus Security Officer will be primarily responsible for providing security-related services that are consistent with main campus and CTC.

A security camera system, and an access control system to include intrusion alarm capability, have also been incorporated into the startup costs for this facility. These systems are crucial due to the remote location of the Boschma Farms campus, which will be left unattended at a minimum of eight hours per day. These systems will allow security staff to monitor the Boschma Farms building and parking lots from the main campus 16 miles away. Adequate parking lot and building perimeter lighting will be a crucial part of the success of this system. Through the access control system, security staff at main campus will have the ability to provide access to the Boschma Farms facility to emergency responders remotely.

Security officer services will be made available for building rentals during non-standard operational days and hours. However, costs for this service will be built into the rental rate.

Security's budget request can be found in **Redacted**.

Section 11. Diversity, Equity, and Inclusion

In support of both the state board and the college's mission of leading with racial equity, the Office of Diversity, Equity and Inclusion (ODEI) will establish and maintain a presence at the new AMC to carry out the following, critical work:

- Support recruitment and retention of new students by conducting targeted outreach and support meetings on the new campus and within the community.
- Expand outreach into north Clark County by connecting with stakeholders (e.g., schools, churches, civic organizations etc.) and offering workshops and affinity-based events.
- Meet with systemically non-dominant community members in the north county area who are unable to attend events or classes on the main campus.
- Provide in-person consultations, support meetings, and trainings at the AMC.
- Guide the selection and placement of public art to help create a physical space at the AMC that is inclusive and provides – from the first moment of arrival on campus - a sense of belonging and representation for faculty, staff, students, and community members from systemically non-dominant populations.

The college will continue to work extensively with the Cowlitz Tribe to honor its history, legacy, and heritage in the design and development of the AMC and the entire Boschma Farms campus. A member of the tribe will be invited to serve on the college's public art selection committee for the building. One suggestion already proposed by the business plan team is to prominently inscribe the college's land acknowledgement statement inside the new facility itself.

Although the population of Clark County – including the vast areas that will be served by Boschma Farms – remains overwhelmingly white, the college's service district population continues to grow more diverse.⁸ This demographic shifts presents the college with an opportunity to envision the AMC as not just another academic building but rather as a vital cultural and learning hub for the region, providing authentic representation of the systemically non-dominant communities in the region and bringing people together to discuss and explore the subjects of race and social justice. At times, the college may find itself taking the lead in working with local government, schools, non-profit organizations, and other partners, to openly address issues of diversity, equity, and inclusion, but this is entirely consistent with an institution of higher education that places racial equity at the forefront.

ODEI is making no request for startup funding but is asking that it have dedicated office space in the AMC.

ODEI's budget request can be found in **Redacted**.

⁸ According to a 2017 study from the Office of Financial Management (OFM), the percentage of college-age residents (people 15 – 44) living in the Clark's service district will drop in the next 20 years, from about 38% of the population to 36% by 2040. But, as noted in the college's 2019 Environmental Scan, people of color will account for an increasingly larger share of this population, which suggests the college has an opportunity to grow through community-focused outreach, recruitment, and retention strategies.

Section 12. Human Resources

Shortly after construction of the new AMC begins, the college's Human Resources department will need to begin a concentrated effort to fill several new positions to work at the Boschma Farms campus, including:

- 1 full-time Outreach Coordinator
- 1 full-time Student Affairs generalist
- 1 full-time Student Affairs position for academic, career, and financial aid support
- 1 full-time Security Officer
- 1 full-time Maintenance Custodian
- 1 part-time Grounds Specialist
- Part-time Security Officers
- 1 full-time Secretary Senior (Instruction)
- Part-time Lab Techs
- Part-time Tool Attendants
- Adjunct and Affiliate Faculty

It is likely that at just the moment Human Resources is engaged in hiring for these positions, Clark College will have fully returned to in-person services, thereby increasing demand in HR to fill other openings that may have been frozen during the pandemic or are needed to respond to growth in enrollment and corresponding services. Some of the new positions at the AMC will require targeted recruitment efforts, such as for lab techs and adjunct faculty, but all will need additional one-time resources to ensure the hiring process is competitive, efficient, and in alignment with our diversity objectives.

HR's budget request can be found in **Redacted**.

Section 13. Clark College Foundation

The Clark College Foundation (CCF) has been involved in the development of the north Clark County campus since the first state capital request was submitted in 2007. The original vision was large, but CCF was up to the challenge of acquiring a large parcel of land to support the college's aspirations for the future. In 2014, the CCF made the north county campus a reality with two generous contributions that secured the land now known as Boschma Farms. The timing was ideal: getting 70 acres of prime property in Ridgefield today would not be economically feasible.

During the last seven years, CCF has joined the college in the difficult but inspiring work of envisioning the north county campus and how it would evolve to meet the needs of the community and the region. Through the process of imagining what Boschma Farms could be, the idea of constructing a modern AMC to serve the next generation of digital manufacturers emerged. CCF has maintained its commitment and support to enhance this project through the transfer of the first 10 acres to Clark College, making possible the construction of the first academic building on the campus.

At the same juncture, CCF is seeking to develop the west 20 acres of the property with student and community friendly services, and with business and industry that make economic and academic sense to the setting as a whole. The intent of this commercial development is to provide valuable services that complement the student experience, but also provide alternative revenue sources to CCF for overall investment return performance.

Regarding the proposed AMC and its capital and equipment needs, CCF will continue to pursue philanthropic investment opportunities from donors. The AMC program has been discussed as a key focus within the Promising Pathways Campaign over a period of years, but due to state funding delays, economic uncertainty, and the pandemic, momentum and interest has ebbed somewhat. Now that the program and the facility are a reality, a re-emphasis on the project, the positive impact it will create, and the benefits it can provide will allow CCF to revisit the vision with potential supporters. Prospective partners who were once fully engaged have been, and continue to be, cultivated by CCF, and conversations about philanthropic support will be reinitiated now that funding for the AMC has been authorized by the state legislature.

Given the magnitude of this project and the projected 24-month timeframe for construction, CCF anticipates continued fundraising activity far beyond any resources identified during the current campaign. Consistent collaboration will be necessary to identify those areas where additional resources will be necessary and how the two institutions can effectively leverage the resources already available.

Section 14. Brief History

It's been 14 years since a North County campus made its first appearance in the college's long range facility master planning. Below is a brief project history.

- **2008:** State Board for Community and Technical Colleges (SBCTC) approves college's funding request for a "growth" project: a 70,000 square foot building at an unidentified location in north Clark County. Funding remains stalled in the capital project pipeline due to the Great Recession.
- **2009 -13:** Clark College and the Clark College Foundation explore various locations in north Clark County for a new campus, narrowing the list to three preferred sites.
- **2014:** College required by SBCTC to resubmit for North County project.
- **2014:** Clark College Foundation secures 70 acres in Ridgefield in a gift negotiated with the Boschma family. Foundation retains 20 acres for commercial purposes.
- **2017-18:** College determines first building will be an advanced manufacturing center.
- **2019:** After months of planning meetings, college's pre-design for first building is approved by OFM.
- **2019:** College does not receive state construction funding as hoped.
- **2020:** College presents vision for advanced manufacturing center to Board of Trustees in June, the product of several meetings facilitated by PointNorth consulting.
- **2021:** State legislature appropriates construction funding for the North County project in the 2021-23 capital budget.
- **2021:** President Karin Edwards forms Boschma Farms Business Plan Team.

Section 15. Team Members

- Bob Williamson, Special Projects Administrator (chair)
- Armetta Burney, Interim Dean of Workforce, Professional and Technical Education
- Cath Busha, Dean of Student Engagement
- Yaju Dharmarajah, Employee and Labor Relations Manager
- Traneesa Frazier, Executive Assistant to the Interim Vice President of Administrative Services
- Genevieve Howard, Interim Vice President of Instruction
- Lisa Gibert, Chief Executive Officer, Clark College Foundation
- Kelly Love, Chief Communications Officer
- John Maduta, Director of Advising
- Valerie Moreno, Chief Information and Security Officer
- Joel Munson, Chief Advancement Officer, Clark College Foundation
- Tim Petta, Director of Facilities Services
- Darcy Rourk, Interim Vice President of Human Resources
- Sabra Sand, Interim Vice President of Administrative Services
- Mike See, Director of Security and Safety Services
- Mike Silva, IT Support Technician
- Alyssa Voyles, Associate Director of Employee Equity, Outreach and Engagement
- Caleb White, Professor, Welding Technology
- Jim Watkins, Project Manager
- Galina Burley, Executive Vice President of Operations, Project Sponsor

Section 16. Key

- 24/7: Internal Clark College employee newsletter
- AM: Advanced Manufacturing
- AMC: Advanced Manufacturing Center
- BAS: Bachelor's in applied science degree
- CCF: Clark College Foundation
- CBF: Clark College at Boschma Farms
- CTC: Columbia Tech Center
- DES: Department of Enterprise Services
- FFE: Furniture, fixtures, and equipment
- FTES: full-time equivalent students
- GMP: Guaranteed Maximum Price
- IT3: Innovation, Technology, Training, and Talent
- MADCC: Maximum Allowable Design and Construction Costs
- MFG: Manufacturing
- MTX: Mechatronics
- M&O: Maintenance and operating funding
- NTP: Notice to proceed
- OSHA: Occupational Safety and Health Administration
- PTCS: Professional Technical Computational Skills
- PTWR: Professional Technical Writing
- RFP: Request for Proposals
- RFQ: Request for Qualifications
- SBCTC: State Board for Community and Technical Colleges