

**Pima Community College Response  
August 6, 2021**

**Exhibits 21 — 30**

**\*\*NOTE: Exhibit 24 - May 10, 2017 SmithgroupJJR  
Conceptual (preliminary) Master Plan - attached  
separately**

**Exhibit 21 - June 9, 2021 Finance and Audit report to Board**



## Agenda Item Details

Meeting	Jun 09, 2021 - Public Hearing, Special and Regular Meeting
Category	9. INFORMATION ITEMS (5 min.)
Subject	9.4 Finance and Audit Committee Report on Comprehensive Integrated Energy Management Program Vendor Selection Review
Access	Public
Type	Information
Goals	Accreditation-Criterion 2: Integrity: Ethical and Responsible Conduct Strategic Direction 3: Cultivate institutional excellence through continuous improvement

## Public Content

### Contact Person:

Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

### Contributing Author:

Keri Hill, (520) 206-4792

## Information:

In Spring 2021, three members of the Governing Board's Finance and Audit Committee ("Committee") initiated a review of the vendor selection process for the Comprehensive Integrated Energy Management Program. The review commenced after a request from Board Member Maria Garcia to the Committee Chair, Tracy Nuckolls. Prior to this action, the College engaged Gust Rosenfeld to provide outside legal counsel for a review of this same vendor selection. The resulting report on the procurement process and a summary of recommendations were provided to the three Committee members.

On May 7, 2021, the Finance and Audit Committee ("Committee") convened an Executive Session for discussion or consultation for legal advice from the College's legal counsel concerning the Comprehensive Integrated Energy Management Program vendor selection process review. The Executive Session comprised Chair Nuckolls; Committee members Demion Clinco, Maria Garcia, Jesus Manzanedo, Ken Marcus, Scott Odom, and Ben Tuchi; College General Counsel Jeff Silvyn; and Susan Segal from Gust Rosenfeld.

The Committee discussed the vendor selection process review, as well as the report provided by Ms. Segal. A second Executive Session on the topic was scheduled for May 27, 2021 to discuss a potential report of recommendations for submission to the Governing Board.

The Executive Session on May 27, 2021 comprised Chair Nuckolls; Committee Members Demion Clinco, Maria Garcia, Jesus Manzanedo, Ken Marcus, Scott Odom, Ben Tuchi, and Clarence Vatne; and College General Counsel Jeff Silvyn. Ms. Segal was on standby, but with no further questions for legal counsel, the Executive Session concluded and the Committee moved into a Regular Meeting.

A motion was made to create a recommendation document to the Governing Board that will summarize the process review completed by the Committee, with acceptance of the three recommendations at the end of the Summary Minutes from the May 7, 2021 Executive Session. The motion passed with all in favor.

## Recommendations:

The Committee concluded based on the results of the review conducted that no violation of law or of College policy occurred in the selection process associated with the Comprehensive Integrated Energy Management Program. However, as a result of the review, the Committee supports implementation of the following recommendations:

- Ms. Segal's list of procurement manual revisions, as stated in section XIV. Best Practices and Recommendation, of her report.
- More robust training for employees participating on solicitation review committees to better describe expectations for participation and to help distinguish between personal opinions or concerns and the scoring criteria.
- A revision to the procurement manual, or perhaps a Board Policy, to codify the practice of the Chancellor not participating in competitive solicitation processes due to the volume of requests and inquiries received in the Chancellor role.

## **Administrative Content**

## **Executive Content**

**Exhibit 22 - Complaint Letter**



SALLY ANN GONZALES  
1700 WEST WASHINGTON, SUITE 314  
PHOENIX, ARIZONA 85007-2844  
CAPITOL PHONE: (602) 926-3278  
TOLL FREE: 1-800-352-8404  
sgonzales@azleg.gov

COMMITTEES:  
EDUCATION AND  
HEALTH & HUMAN SERVICES

## Arizona State Senate

TUCSON LEGISLATIVE OFFICE  
400 WEST CONGRESS, SUITE 201  
TUCSON, ARIZONA 85701  
TUCSON PHONE: (520) 398-6000  
TUCSON FAX: (520) 398-6028

DISTRICT 3

March 15, 2021

The Honorable Mark Brnovich  
Arizona Attorney General  
2005 North Central Avenue  
Phoenix, Arizona 85004

Dear Attorney General Brnovich:

We are writing to request the Attorney General's Office open an investigation into possible procurement violations involving Pima County Community College District ("College") and Trane. We have recently become aware of information that raises alarming concerns about a procurement contract executed between the College and Trane, a manufacturing company.

Trane was awarded the contract for the Comprehensive, Integrated Energy Management Program for Pima College on July 8, 2020. (Proposal No. P20/10015)<sup>1</sup> According to the information we received from a constituent, James Knutson is Director of Integrated Solutions for Trane. Prior to the publication for the Request for Proposal, Mr. Knutson engaged in regular and extensive e-mail communications with particular College employees, including the College Chancellor, Lee Lambert. We are unaware if the constituent also requested a public records request of any text messages, social media messages, or calendar notes.

It appears from the information we discovered on the internet that Mr. Knutson is linked with Chancellor Lee Lambert through the National Coalition of Certification Centers (NC3). Chancellor Lee sits on the board of directors for NC3, which promotes Trane as one of only thirteen industry partners. Furthermore, Mr. Patrick Archambault, Director of Strategic Programs, sits on the board with Chancellor Lee Lambert<sup>2</sup> and employs Michael McAlice as a program manager who also works or is associated with Trane as a program manager.<sup>3</sup> We are troubled by the close relationship between key parties in this transaction. This circumstance leads us to believe irregularities may have occurred in the awarding of the contract to Trane, in violation of state law.

The emails exchanged by Mr. Knutson and Gregory Wilson, the dean of Applied Technology and chairman of the selection committee that selected Trane as the awardee, demonstrate a close relationship as evidenced by invitations to play golf and a promise by Mr. Knutson, maybe in jest but still inappropriate, of gifting \$40 for sports bets to Mr. Wilson. See Exhibit 1. In addition, there is an email from Mr. Knutson to Chancellor Lambert offering to send a team to Chancellor Lambert's residence to fix a defective air conditioning unit. Mr. Knutson also identifies a College employee, Bill (Bill, is Mr. William Ward, Vice Chancellor of Facilities at Pima) as someone who will "be very resistant and pull out a number of tactics and claims" to presumably prevent Trane from doing a deep dive into the facilities and systems at the College. *Id.* Mr. Knutson proceeds to advise Mr. Wilson the selection committee for

<sup>1</sup>The notice of the award to Trane can be found at <https://www.pima.edu/administration/contracts-purchasing/rfps-bids-quotes.html>.

<sup>2</sup> The composition of the board of directors for NC3 can be found at <https://www.nc3.net/board-of-directors/>.

<sup>3</sup> The listing for industry partners with NC3 can be found at <https://www.nc3.net/industry-partners/>.

a number of tactics and claims" to presumably prevent Trane from doing a deep dive into the facilities and systems at the College. *Id.* Mr. Knutson proceeds to advise Mr. Wilson the selection committee for the RFP should not go "through Bill's department for obvious reasons" and should be composed of Mr. Wilson's executive team. *Id.*

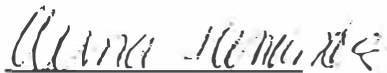
Based on our knowledge and understanding of the documents, we formally request that your office initiate a complete and immediate investigation into the facts and circumstances surrounding this serious matter to determine whether any procurement laws, rules or practices were violated and whether any civil or criminal charges are warranted. The information extracted from this small sample of emails, in addition to the information we gathered from the web shine a light on troubling practices and engagements with a company who was a recipient of a contract award prior to and in close proximity to the timeframe in which the RFP for that award was made public.

It is vital that the constituents of Pima County know that the College is not unlawfully spending public money and that the procurement process is transparent, fair and honest. Thank you in advance for your attention to this matter. We look forward to your prompt response.

Sincerely,



Hon. Sally Ann Gonzales  
Arizona State Senator



Hon. Alma Hernandez  
Arizona State Representative, District 3



Hon. Daniel Hernandez  
Arizona State Representative, District 2

**Exhibit 23 - Duty Agent Letter**





**Mark Brnovich**  
Attorney General

**OFFICE OF THE ARIZONA ATTORNEY GENERAL**  
**CRIMINAL DIVISION**

March 30, 2021

Sally Ann Gonzales  
1700 W. Washington  
Senate Building 1St Floor  
Phoenix, AZ 85007

**RE: Case #2021-1789**

Dear Sally Ann Gonzales:

This letter is to acknowledge the receipt of the aforementioned complaint. Based on a review of the information provided to our office, it has been determined that this office will not initiate a criminal investigation in this matter.

The information you have provided has been logged and will remain on file per the record retention laws of Arizona.

Sincerely,

**Criminal Investigator Don Carroll**

Office of the Attorney General – SIS  
2005 N. Central Ave., Phoenix, AZ 85004

Phone [REDACTED] Fax [REDACTED]

<http://www.azag.gov>

**Exhibit 24 - May 10, 2017 Conceptual Education and Facilities  
Master Plan**

**PimaCountyCommunityCollegeDistrict**  
**Governing Board**  
4905C East Broadway/Tucson, Arizona 85709-1010

**ACTION ITEM**

**Meeting Date:** 5/10/17

**Item Number:** 4.2 (2)

Item Title	Contact Person
Conceptual Educational and Facilities Master Plans	William R. Ward II Vice Chancellor, Facilities (206-2610)  Dolores Duran-Cerda Provost and Executive Vice Chancellor (Acting) (206-4999)

**Recommendation:**

The Chancellor recommends the Governing Board authorize the Chancellor or designee(s) to proceed with developing the recommendations outlined in the conceptual (preliminary) Educational and Facilities Master Plans. The recommendations and priorities include; establishing Centers of Excellence, Outreach Centers, Pathways to Student Success, and reviewing Program Quality, Relevance, and Sustainability.

**Justification:**

In the summer of 2016, the College received the Educational Master Plan (EMP) recommendations regarding education directions for the institution from an external consultancy. Senior leadership at the College reviewed the recommendations and priority items were identified during an Executive Leadership Team Retreat in December 2016. The specific priority items were discussed in detail in regards to needed resources and importance as it relates to the vision of the College. A ten-year timeline was developed and program relocation determined.

On March 20<sup>th</sup>, 2017 the Governing Board was presented with the Preliminary Facilities Master Plan (FMP) recommendations. Following the Governing Board study session, the presentation was shared with the Strategic Planning Team, All College Council, Staff Council, Faculty Senate and ten open forums which were held at college campuses and learning centers. Input and feedback was requested at each of the forums and a feedback survey link was posted on the “What’s Happening” and Facilities sections of the PCC website. A link to the presentation and survey was also shared with College employees via a PimaAll email announcement and also through an internal publication, named PimaNews. Links to the presentation and survey were also shared with PCC students via announcements posted on their MyPima portal.

Further review of the community, student and employees feedback, provided for both the EMP and FMP recommendations will be conducted by the Chancellor or designee(s) in developing the final timeline and priorities for both plans.

(Continued)

The Educational Master Plan Timeline- January 2017 through June 2026 document and the consultants recommendations for the conceptual (preliminary) Facilities Master Plan accompanies this Board Report.

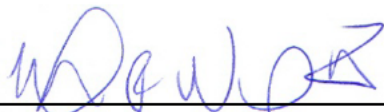
**Financial Considerations:**


Continuation of development of the EMP and FMP recommendations will take significant staff time but is not expected to require significant expenditures. The activities and projects described in the accompanying documents may be funded through a combination of operating budgets, capital funds, Prop 301 funds, and Revenue bonds.

Additional funding sources have been identified in the EMP and FMP documents and will require the approval of the Governing Board as the development and implementation of both plans move forward.

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**Approvals**

Contact Person   
William R. Ward II

Contact Person   
Dolores Duran-Cerda

Chancellor \_\_\_\_\_  
Lee D. Lambert, J. D.

# Pima Community College

## Education Master Plan Timeline

January 2017 through June 2026

### Introduction

In summer 2016, the college received recommendations regarding education directions for the institution from an external consultancy, see Appendix A. Following informal discussions by senior leadership at the College, the recommendations were reviewed and priority items were identified during an Executive Leadership Team (ELT) Retreat in December 2016. See Appendix B for notes on each of the recommendations from the original consultant's report and Appendix C for meeting notes from the retreat.

Priority items were found to fall into four broad categories:

1. Program Quality, Relevance, and Sustainability
2. Pathways to Student success
3. Centers for Excellence
4. Outreach Centers

The specific priority items were discussed in detail in regards to needed resources and importance as it relates to the vision of the College. A ten-year timeline was developed and program relocation determined.

**All items within the ten-year timeline are subject to change depending upon available financial resources and staff time. Some items may be brought forward or pushed back.**

Sites - Functions and Moves:

The ELT determined the following during the fall retreat based on the initial draft and feedback received.

PCC Site	Location Functions	Required Moves/Changes
<b>Community Campus</b>	Pima Online Coordination Workforce Coordination	No change
<b>Downtown Campus</b>	Center of Excellence for Applied Technology	Relocate programs aligned with Applied Technology to the campus. This excludes Aviation, which would remain in its dedicated facility.
<b>Desert Vista</b>	Education Coordination Local Transfer Pathways Outreach Center	No change
<b>East Campus</b>	Center of Excellence for Public Safety and Emergency Services Center of Excellence for Computer Sciences Business Programs Coordination Local Transfer Pathways	Relocate programs aligned with PSESI and Computer Sciences to the campus.
<b>Northwest Campus</b>	Local Transfer Pathways STEM-Focused Transfer Pathways Outreach Center	No Change
<b>West Campus</b>	Center of Excellence for Allied Health Programs Center of Excellence for Fine Arts Programs Engineering Transfer Pathways Transfer Pathways Coordination	Relocate programs aligned with Fine Arts to the campus. Relocate appropriate allied health programs to the campus.
<b>Aviation Center</b>	Aviation Technology Program	No Change
<b>Davis-Monthan Center</b>	Local Transfer Pathways Outreach Center	No Change
<b>Adult Education Centers</b>	Outreach Centers	Expand offerings to support outreach

**Distributed offerings**

Many locations would provide the ability for students to complete prerequisite and lower level courses for programs in the centers of excellence. Additionally, business, education and transfer pathway programs could be deployed to meet local demand.

**It was determined that additional information is needed regarding location for:**

- Ethnic Studies
- Social and Human Services
- Translation Services
- Special Student Service Centers
- Hospitality/Culinary/Travel
- Paralegal
- Veterinary Science

Ten-Year Education Master Plan Timeline

Timeframe	Activities	Proposed Funding Source
<p><b>Spring 2017</b></p>	<p>Enhance program review and commit to following up on recommendations from that process, to include program inactivation where necessary</p> <p>Start the development of academic pathways</p> <p>Develop utilization guidelines for instructional facilities</p>	
<p><b>Fiscal years 2017-2018 through 2019-2020</b></p>	<p>Establish a Center of Excellence in Applied Technology at the Downtown Campus</p> <ul style="list-style-type: none"> <li>● Secure needed financial resources</li> <li>● Relocate programs (excluding Aviation)</li> <li>● Finalize pathways</li> <li>● Embed industry credentials where they bring value to students and the community</li> <li>● Remodel/build facilities</li> </ul> <p>Expand Investment in online education and services</p> <ul style="list-style-type: none"> <li>● Submit proposal to identify necessary resources (financial and equipment) to grow a 21st century distant education program</li> </ul> <p>Begin relocation of other programs to new sites to continue establishment of Centers of Excellence</p> <ul style="list-style-type: none"> <li>● Relocate like programs to leverage resources and increase efficiencies and synergies</li> <li>● Identify programs and timelines for relocations</li> </ul>	<p>These projects may be funded through a combination of:</p> <ul style="list-style-type: none"> <li>● Operating budgets</li> <li>● Capital funds</li> <li>● Prop 301 funds</li> <li>● Revenue bonds</li> </ul>

Establish a Center of Excellence in Public Safety Emergency Services (first responder programs) at the East Campus

Phase I:

- Secure needed financial resources -revisit existing 301 funds and redirect as necessary to assist with the relocation and merger
- Relocate PSESI and merge with EMT
- Identify objectives and timeline for phase II and III

Establish a Center of Excellence in Computer Science at the East Campus

- Strengthen partnership with UA South -- Cybersecurity
- Begin preparation to apply for Cybersecurity Operations certification
- Hire new faculty
- Relocate program offerings
- Develop workforce certifications to meet industry needs

Enhance the Aviation program

Establish outreach centers

- Identify needs
- Secure financial resources for enhancements
- Develop timelines

Implement recommendations related to adult education, including expansion of contextualized offerings and ensuring alignment from adult education into certificate and degree programs

- Identify programs and resources
- Establish timelines



<p><b>Fiscal years 2020-2021 through 2022-2023</b></p>	<p>Establish a Center of Excellence for Allied Health at the West Campus</p> <ul style="list-style-type: none"> <li>● Secure needed financial resources</li> <li>● Relocate programs if not relocated in preceding years</li> <li>● Embed industry credentials where they bring value to students and the community</li> <li>● Remodel facilities</li> </ul> <p>Establish a Center of Excellence for Fine Arts at the West Campus</p> <ul style="list-style-type: none"> <li>● Secure needed financial resources</li> <li>● Continue to expand pathways both into universities and back into the high schools</li> <li>● Continue to expand workforce connections for this area</li> <li>● Remodel facilities</li> </ul>	<p>Funding for these projects may be provided by General Obligation (GO) bonds. The GO bonds would also fund the remaining projects in this plan</p>
<p><b>Fiscal years 2023-2024 through 2025-2026</b></p>	<p>Assess the effectiveness of the changes and implement improvements to support student success</p> <p>Review the programs identified previously for which a decision was not made regarding location. Relocate those programs as needed.</p> <p>Develop the next Education Master Plan</p>	<p>Funding for these projects may be provided by the General Obligation (GO) bonds issued in the previous phase</p>

**Notes on the Appendices**

Appendix A – Report from the Consultants

Appendix B – ELT Notes on Each Recommendation

Appendix C – Approved ELT Summary Notes

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## Appendix A - Report from Consultants

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## Appendix B - ELT Discussion Notes on Each of the Education Master Plan Recommendations

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Number	Summary	Priority? (yes, no or in progress)	If in progress, responsible unit
2.1	Align EMP with strategic plan	In progress	Institutional Research, Planning and Effectiveness
2.2	Prioritize goals and continuity check	In progress	ELT
2.3	Timely and accurate regular and ad hoc reports	In progress	Institutional Research, Planning and Effectiveness
2.4	Consider diversity and HSI status	In progress	Diversity Plan
3.1	Expand environmental scanning	In progress	Institutional Research, Planning and Effectiveness
5.1	GIS/student mobility	In progress	Institutional Research, Planning and Effectiveness to research in more details
6.1	Focus on needs of students	In progress	All employees
7.1	Nursing and Allied Health Sciences Framework	Yes	
7.2	Culinary, Hospitality and Tourism Framework	Yes	
7.3	Education Framework	Yes	
7.4	Applied/Digital Arts and Design Framework	Yes	
7.5	Industry, Manufacturing, Construction and Transportation Framework	Yes	
7.6	Public Safety and Emergency Services Framework	Yes	
7.7	Social and Human Services Framework Plan	Yes	
7.8	Business, Management, and Administration Framework	Yes	
7.9	Engineering and Technology Framework	Yes	
7.10	Transfer Program Framework	Yes	
7.11	Collaborative and social spaces at DV, EC and DC	No	Address this item as programs are relocated and facilities are aligned with programmatic needs.
7.12	Create maker spaces or idea labs	No	Address this item as programs are relocated and facilities are aligned with programmatic needs.
7.13	Determine program health and	Yes	Some progress on this already, more

	vitality		needed	
<b>7.14</b>	Review of occupational demand and program gap analyses data	Yes	Rolled under 7.13, directly related to that item	
<b>7.15</b>	Program enrollment and staff projections	Yes	Rolled under 7.13, directly related to that item	
<b>7.16</b>	Disaggregate EMSI data by occupational title	In progress	Institutional Research, Planning and Effectiveness	
<b>8.1</b>	Establish clusters	Yes		
<b>8.2</b>	Align CTE program of studies with proposed pathways	Yes		
<b>8.3</b>	Assign designated pathway/s to each campus	Yes		
<b>8.4</b>	Eliminate duplicate programs across sites but offer 100-level courses broadly	Yes		
<b>8.5</b>	Align pathways with Arizona program of study framework	Yes		
<b>8.6</b>	Integrate student services and instruction into clearly structured programs of study, potentially with directors to oversee	Yes		
<b>8.7</b>	Involve stakeholder input in the pathways	Yes		
<b>8.8</b>	Start small with pathways, with one or two programs	Yes		
<b>8.9</b>	Follow the four best practices for transfer pathways	Yes		
<b>9.1</b>	Align PCC units by reviewing and supporting collaboration across plans	In progress	Institutional Research, Planning and Effectiveness	
<b>9.2</b>	Investigate the establishment of an office of partnerships and community engagement	In progress	Addressed through college reorganization	
<b>9.3</b>	Remove duplicated effort in the area of workforce and business connections	In progress	Addressed through college reorganization	
<b>9.4</b>	Chunk programs into short-term certificates	Yes	Falls under centers of excellence and division deans	
<b>9.5</b>	Expand offerings of industry credentials	Yes		
<b>9.6</b>	Allow FT and PT faculty to teach industry credentialing courses	Yes		
<b>9.7</b>	Revise BPs and APs after credit courses are aligned with national industry certifications	Yes		
<b>9.8</b>	Investigate the development of a middle college	Maybe	Not a high priority, might be an area to explore once other priorities are addressed	
<b>10.1</b>	Align international and diversity plans	In progress	Will be handled by the operational units responsible for those plans	
<b>10.2</b>	Increase participation and	Yes		

	success of under-represented populations through adult education, dev education, and workforce development			
<b>10.3</b>	Align I-BEST programs to clear pathways to credentials and link to longer-term certificates and degrees	Yes		
<b>10.4</b>	Improve program completion of those students who start in dev education	Yes	Identified as a priority, but in progress through the work of the dean overseeing developmental education.	
<b>10.5</b>	Use a mandatory online readiness test	In progress	Recommendations 10.5-10.9 are all under PimaOnline and in progress. Additional improvements will be included in that operational unit's plan.	
<b>10.6</b>	Provide orientation for online/hybrid courses	In progress	Not mandatory, but PCC has this	
<b>10.7</b>	Provide tech support and a single contact person/office for students in online/hybrid classes	In progress	Have D2L support for fully online, need to work on hybrid	
<b>10.8</b>	Early alert system for inactive online students	In progress	In development for fully online	
<b>10.9</b>	Establish cohorts or online learning communities	No	Unclear this is a priority	
<b>10.10</b>	Adult Education to work closely with academic units to ensure alignment from Adult Education to future transition programs	Yes		
<b>10.11</b>	Expand contextualized programs within Adult Ed	Yes		
<b>10.12</b>	Rebrand or enhance Adult Ed Centers into Community Engagement Centers and includes number of bilingual staff	Yes		
<b>11.1</b>	Develop utilization guidelines for instructional facilities	Yes	Relates to both Education and Facilities Master Plans, priority for year one	

## SUMMARY NOTES

### Attending

Acting Provost and Executive Vice Chancellor Dolores Durán-Cerda; Executive Vice Chancellor David Bea; Vice Chancellors Bill Ward, Dan Berryman, and Lisa Brosky; Presidents David Doré, Lorraine Morales, and Morgan Phillips; General Counsel Jeff Silvyn

### Not in Attendance

Chancellor Lee Lambert

### Facilitator

Assistant Vice Chancellor Nic Richmond

### Non-Voting Members

Keri Hill and Denise Dudoit

Nic Richmond, Assistant Vice Chancellor of Institutional Research, Effectiveness, and Planning, served as the facilitator for the retreat. She stated the goals of the meeting, which were to hone in on the priorities of the Education Master Plan and to develop a timeline which would include specific target dates over a ten year period.

To begin, the group took part in an exercise where they described what a premiere institution would look like in ten years. The following common themes emerged: Programs – relocating, assessing quality, and industry credentials; Centers of Excellence; and Adult Education.

Following the group exercise, Nic led the ELT in a review of the recommendations from the Education Master Plan, noting the priority and status of each as well as the unit responsible on a Google Worksheet. In addition, a timeline was also created identifying steps and actions to be taken beginning in 2016 through 2023.

Discussions centered on the need for classrooms to have set standards and meet ADA requirements, as well as where programs would eventually be located. The ELT also noted that a well thought out communication plan would be necessary to explain the reasoning behind relocation of programs. The list below outlines potential program locations:

<b>Campus</b>	<b>Program</b>
Downtown	Applied Technology
East	PSESI, Computer Science (focused or center), AJS
West	Allied Health, Vet Tech (later), Pharmacy Tech (soon), Applied Digital Arts, Arts, ENG
Northwest	Transfer (two-year pathways), Science focus
Community	Online (for now), Workforce, Adult Education intake
Desert Vista	Hospitality (for now)

Discussion also focused on other areas and programs such as Culinary, Business, Education, 100-level courses for Computer Science, Social and Human Services, Ethnic Studies, Paralegal, Translation Studies, and NAU. Questions also arose regarding District Office and the departments currently housed there, such as Financial Aid, Registrar, etc.

The ELT agreed that AVC Richmond accurately captured the day's discussion, and concluded with a reminder that pathways are related to the Centers of Excellence and the timeline connects many interconnected, moving parts.

**Exhibit 25 - May 9, 2018 EMP & FMP approval of specific projects**





## Agenda Item Details

Meeting	May 09, 2018 - Regular Governing Board Meeting
Category	7. ACTION ITEMS
Subject	7.1 Educational and Facilities Master Plans - Approval of specific projects
Access	Public
Type	Action
Budgeted	Yes
Recommended Action	The Chancellor recommends the Governing Board approve specific projects for implementing the Educational and Facilities Master Plans to be funded through revenue bonds. Total project costs are estimated at \$56.1M, which equates to \$4.6M in annual debt service.

## Public Content

### Contact Person:

Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

## Justification:

By spring 2017, the College received the consultants' Educational Master Plan (EMP) and Facilities Master Plan (FMP) recommendations. The Governing Board approved these conceptual plans at the May 10, 2017 meeting. Throughout the last year, the College sought feedback on the recommendations from our constituents, held Centers of Excellence Summits with industry, faculty, staff and students, and conducted in-depth reviews of the plans. The summits were well attended and provided validation for the plans. Specific priority items were selected, the needed resources were outlined, and subsequent phasing was planned for all master plan items that were deemed relevant to the vision of the College. A timeline was developed and program reviews are already underway. Full implementation of the plans will require funding through a combination of capital funds, revenue bonds, and general obligation bonds.

For Fiscal Year 2018, the Board approved \$3.6M in debt service for \$45.0M in revenue bonds. The revenue bonds were not issued during FY18 to ensure alignment of project priorities with the workforce and community needs identified during the Center of Excellence Summits. This allowed PCC to use the money to purchase two additional properties at the Downtown Campus, expanding the College's footprint in preparation for the Applied Technology Center of Excellence. The purchases did not affect the College's Expenditure Limit.

Feedback from the Summits was used to finalize the initial phase of the EMP/FMP, and the Executive Leadership Team drafted an initial list of revenue bond projects on January 30, 2018. Capital budget requests and EMP/FMP projects were reviewed to align with funding source (FY19 capital funds; lease-financing; Proposition 301 funds; Information Technology Fee; or revenue bonds). The list revealed the need to expand the revenue bond project list to \$56.1M, a cost of \$4.6M per year in debt service. The Governing Board approved the additional debt capacity as a component of the FY19 budget at their March 2018 meeting, and the project list was finalized by the Executive Leadership Team on March 20, 2018.

A [presentation](#) was provided to the Board at their April 2018 meeting, providing an overview of the revenue bonds process and [descriptions of the projects](#) to be funded. An authorizing resolution for the revenue bonds and a reimbursement resolution will be presented to the Governing Board for approval at their June 2018 meeting.

## Financial Considerations:

The proposed FY19 budget will be presented to the Governing Board at the May 2018 meeting. The budget will reflect \$4.6M in annual debt service for \$56.1M in revenue bond projects. The list of recommended projects along with a summary of total costs is provided below:

<b>Location</b>	<b>Project</b>	<b>Cost</b>
Downtown Campus	Automotive/Transportation	\$15.00M
	Makerspace/CAD	\$3.00M
	Welding/Machine	\$5.25M
	Center of Excellence - Applied Technology	\$8.25M
	Downtown Campus Real Estate Expansion Opportunities	\$3.50M
	Soft Costs*	\$10.00M
East Campus	Public Safety and Emergency Services Institute (PSESI)	\$3.50M
	Soft Costs*	\$1.60M
West Campus	Allied Health	\$2.67M
	Science Labs	\$2.80M
District Improvements	Food Service/Bookstore Renovations	\$11.07M
	<b>Grand Total</b>	<b>\$56.07M</b>

*\*Soft Costs include: consultant fees (e.g. architectural/engineering), project management, PCC Facilities Planning and Information Technology, and regulatory and local utility development fees*

[Proposed Revenue Bond Project Descriptions - 04-06-2018.pdf \(218 KB\)](#)

## **Administrative Content**

## **Executive Content**

**Exhibit 26 - Chronology of West Campus Sciences  
Division Building Development**

## High-level Chronology of West Campus Sciences Renovations

**December 2017** – David Dore is given a tour of our West Campus Science Labs

**January 2018** – the Chancellor is given a tour of our West Campus Science Labs

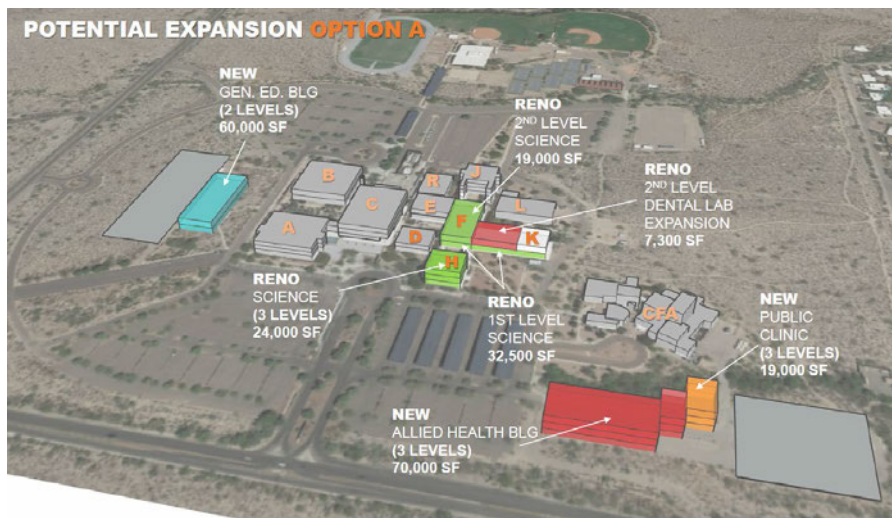
**February 2018** – Safety concerns with the outdated West Campus Science Labs, specifically the K building, are discussed at a board's Special Session.

**March – September 2019** – Development of planning documents with BWS and the COE for Health Professions (see below for greater detail)

Note: While the safety concerns were noted with K, it was decided to begin renovations on F as the F building had large lecture halls that were not fully utilized due to their size.

Renovations of F meant we could create a number of science labs and move the courses with the highest safety concerns into the renovated spaces.

**September 2019** – David Dore and Bill Ward [presented to the BOG plans](#) for WC Science Renovations and the COE. Buildings F, H, and (most of) K were designated for Sciences after BOG approval.



**October 2019 – October 2020** – Construction planning continues (see below for greater detail)

**November 2020** – Bill Ward presents to the BOG new plans to renovate WC buildings for the COE. One of these involves utilizing H, previously designated for sciences. The board approves this plan.

Note: no conversations occurred with sciences regarding the new plans. This was problematic as the Engineering program currently resides in H, and last summer, we moved Geology into the H building. Geology has well over 10,000 specimens and is one of the most extensive collections of minerals, rocks, and fossils in the SW.

This lack of communication with the sciences division is concerning and problematic.

At this point, Ed and I have now had to determine \*where\* to move Engineering and Geology, especially as H was originally slated to be the first building to be renovated. After conversations with Aubrey, the sequence of renovations has now been changed.

**Spring 2020** – Ed and I began working with Aubrey to identify potential locations to move Engineering and Geology. We have identified the first floor of the E building. Ed has been working on sketches of what might work in conjunction with the faculty. Basic drawings were given to Mike Baker, who was going to provide an initial estimate; we are still waiting for the estimate. Funds need to be identified for this.

**March 2021** - Building F Renovation Update where we were notified that the actual project expense, due to increasing costs due to COVID, was greater than the projected costs. The estimated cost was \$4.9 M, and the actual price was \$6.3-6.6 M.

Building F consists of two first-floor "legs" and a second continuous floor.

Facilities submitted the \$4.9 M bid to the BOG, to keep the projected timeline of completion (December 2021). They decided that they would submit the second floor and one of the first-floor legs to do this.

In this meeting, Ernie also seemed to imply that it was unclear if there would be funding for the rest of F or even with the remaining renovations.

*At this time, no funding has been secured to complete this project.*

**April 14, 2021** - Building F Renovation Update – PCC Board of Governors approval expenditure of \$4.8MM, not to exceed \$5.2MM for interior demolition and renovation of WC Building F by Division II Construction Company.

**Concerns:** The West Campus Science labs are antiquated and need to be brought up to today's safety standards to provide the best learning environment for our students. Given that we do not have funds to complete the F building, there are concerns that there will be a lack of funding for the remaining renovations, especially with so much emphasis on the COE's, and science is overlooked. In addition, given current history, there are concerns that conversations will continue that impact science courses but we are not included in the conversations.

## Detailed Chronology of West Campus Sciences Division Building Development, with focus on the F Building

- March 6, 2019** - PreDesign/Programming Services for West Campus Allied Health Center of Excellence with Architectural Firm BWS – Ernie Federico (PCC), Aubrey Conover (PCC), Brian Stewart (PCC), David Dore (PCC), Ed Bartkowski (PCC), Emily Halvorson (PCC), Joe Gaw (PCC), Michael Smith (PCC), Mike Posey (PCC), Morgan Phillips (PCC), Nina Corson (PCC), Ouafra Chuffe-Moscoso (PCC), Raj Murty (PCC) and Robin Shumbach (BWS).
- April 25, 2019** - Define two Divisional approaches to Buildings at West Campus for both Allied Health and Sciences.
- May 2, 2019** – Walk through of WC Sciences, Building K – Emily Halvorson (PCC), Morgan Phillips (PCC), Nina Corson (PCC) and Ed Bartkowski (PCC).
- May 9, 2019** - Define potential building sites and building for renovation at West Campus – Ernie Federico (PCC), Aubrey Conover (PCC), Brian Stewart (PCC), Ed Bartkowski (PCC), Emily Halvorson (PCC), Joe Gaw (PCC), Kevin Milton (PCC), Mike Baker (PCC), Mike Posey (PCC), Morgan Phillips (PCC), Nina Corson (PCC) and Robin Shambach (BWS).
- May 22, 2019** – PCC West Campus - Allied Health with BWS Architects – Continue Programming – Ernie Federico (PCC), Brian Stewart (PCC), Edgar Soto (PCC), Ed Bartkowski (PCC), Emily Halvorson (PCC), Joe Gaw (PCC), Kevin Milton (PCC), Mike Baker (PCC), Mike Posey (PCC), Morgan Phillips (PCC), Nina Corson (PCC) and Robin Shambach (BWS).
- May 29, 2019** – PCC West Campus - Allied Health with BWS Architects – Continue Programming – Ernie Federico (PCC), Brian Stewart (PCC), Edgar Soto (PCC), Ed Bartkowski (PCC), Emily Halvorson (PCC), Joe Gaw (PCC), Kevin Milton (PCC), Mike Baker (PCC), Mike Posey (PCC), Morgan Phillips (PCC), Nina Corson (PCC) and Robin Shambach (BWS).
- June 6, 2019** --Define West Campus Sciences Division building space needs - Ernie Federico (PCC), Brian Stewart (PCC), David Dore (PCC), Ed Bartkowski (PCC), Emily Halvorson (PCC), Joe Gaw (PCC), Kevin Milton (PCC), Michael Smith (PCC), Morgan Phillips (PCC), Nina Corson (PCC), Raj Murthy and Robin Shambach (BWS).

- Biology
- Chemistry
- Physics
- Geology
- Engineering
- Astronomy/Geography
- Maker Space
- Prep Labs
- Faculty Offices

**June 27, 2019** – WC Science and Allied Health Care Space Programming – Ernie Federico (PCC), Ed Bartkowski (PCC), Morgan Phillips (PCC), Nina Corson (PCC), Raj Murthy (PCC) and Robin Shambach (BWS).

**July 17, 2019** – WC Science and Allied Health Care Space Programming – Ernie Federico (PCC), Ed Bartkowski (PCC), Morgan Phillips (PCC) and Robin Shambach (BWS).

**September 27, 2019 – Meeting No 1** – WC Science and Allied Health Space Programming – Project Kick Off – Ernie Federico (PCC), Robin Shambach (BWS), Morgan Phillips (PCC), Joe Gaw (PCC), Emily Halvorson (PCC) and Ed Bartkowski (PCC).

**October 2, 2019 – Meeting No 2** – WC Science and Allied Health Space Programming - Ernie Federico (PCC), Robin Shambach (BWS), Ouafra Chuff-Moscoco (PCC), Evan Goldberg (PCC), Emily Halvorson (PCC) and Ed Bartkowski (PCC).

**October 28, 2019 – Meeting No 2** – WC Science and Allied Health Space Programming - Ernie Federico (PCC), Robin Shambach (BWS), Ouafra Chuff-Moscoco (PCC), Aubrey Conover (PCC), Mike Baker (PCC), Morgan Phillips (PCC), Nina Corson (PCC), Evan Goldberg (PCC), Emily Halvorson (PCC) and Ed Bartkowski (PCC).

**November 11, 2019** – Building F Renovation – Lab Support - Ernie Federico (PCC), Robin Shanbach (BWS), Frank Slingerland (BWS), Ann Price (BWS), Jesse Ross (BWS) Emily Halvorson (PCC) and Ed Bartkowski (PCC).

**November 14, 2019** – Building F Renovation – WC Science Labs Design Concept – Ernie Federico (PCC), Robin Shambach (BWS), Frank Slingerland (BWS), Mike Posey (PCC), Raj Murthy (PCC), Aubrey Conover (PCC), Emily Halvorson (PCC) and Ed Bartkowski (PCC).

**November 18, 2019** – Building F Renovation – First and Second Floor Concepts - Ernie Federico (PCC), Robin Shambach (BWS), Ann Price (BWS), Emily Halvorson (PCC) and Ed Bartkowski (PCC).

**November 27, 2019** – Building F Renovation - Meeting with BWS regarding architectural concerns – Ann Price (BWS), Frank Slingerland (BWS) and Ed Bartkowski (PCC).

**January 7, 2020 – Meeting No 5** – Building F Renovation – Science Lab Planning – Ernie Federico (PCC), Robin Shambach (BWS), Ouafra Chuffe-Moscoso (PCC) and Ann Price (BWS).

**January 21, 2020 – Meeting No. 6** – Building F Renovation - Planning Committee Update - Initiated Design/Development Phase of Sciences Building F demolition and renovation – Ernie Federico (PCC), Robin Shambach (BWS), Ann Price (BWS), Aubrey Conover (PCC), Ed Bartkowski (PCC), Ouafra Chuffe-Moscoso (PCC), Pedro Flores-Gallardo (PCC).

**February 5, 2020 – Meeting No. 7** – Building F Renovation – Planning Committee Update – Ernie Federico (PCC), Robin Shambach (BWS), Ann Price (BWS), Ed Bartkowski (PCC), Emily Halvorson (PCC), Pedro Flores-Gallardo (PCC) and Ori Zimmerer (BWS).

**February 11/12, 2020** – First Classroom Lab Planning Meeting (Chemistry and Microbiology).

**February 27, 2020** - Second Classroom Lab Planning Meeting (Chemistry and Microbiology).

**March 17, 2020** -Third Classroom Lab Planning Meeting (Chemistry and Microbiology).

**April 15, 2020 – Meeting No. 8** – Building F Renovation – Planning Meeting No. 003 – Ernie Federico (PCC), Robin Shambach (BWS), Aubrey Conover (PCC), Daniel Lantz-Leppert (PCC), Jackie Rios (PCC), Alex Armstrong (PCC), Jon Wesley (PCC), Hema Bandaranayake (PCC), Ed Bartkowski (PCC), Emily Halvorson (PCC), Lisa Warner (PCC) and Antje Cruce (PCC).

**June 11, 2020 – Meeting No. 14** - Building F Renovation, HVAC System Review – Ernie Federico (PCC), Robin Shambach (BWS), Mike Baker (PCC), Ann Price (BWS), Thomas Brown (KC Mech), Ken Cawthorne (KC Mech) and David Davis (Energy Mgr PCC).

**September 16, 2020 – Meeting No. 23** - Building F Renovation, Teledata, Card Readers, Security Cameras – Ernie Federico (PCC), David Clark (PCC), Butch Melser (PCC), Ann Price (BWS) and Fernando Galvez (MEI).

**September 21, 2020** - November 18, 2020 -Transfer of Geology instructional inventory and stock inventory from WC F134 and F136 to WC H301, H307, H312, H313 and H314.

**October 5 – December 31, 2020** – Pack WC Physics equipment from F102, F104, F108, F110 and F130 in advance of Building F interior demolition.

**October 15, 2020 – Meeting No. 25** - Building F Renovation, Project Status – Ernie Federico (PCC), Robin Shambach (BWS), Ann Price (BWS) and Arthur Stables (BWS).

**March 10, 2021** - Building F Renovation Update – Ernie Federico (PCC), Aubrey Conover (PCC), Ann Price (BWS), Ed Bartkowski (PCC), Emily Halvorson (PCC), Paul Vavala (PCC) and Robin Shambach (BWS).

**April 14, 2021** - Building F Renovation Update – PCC Board of Governors approval expenditure of \$4.8MM, not to exceed \$5.2MM for interior demolition and renovation of WC Building F by Division II Construction Company.



**December 15, 2021** - Anticipated substantial completion of Building F renovation.

**December 31, 2021** – Anticipated completion.

**Exhibit 27 - WW Letter 4-29-21**



**Inter-Office Memorandum  
Pima Community College**

**To:** Bill Ward  
Vice Chancellor for Facilities

Sent via email: [wward@pima.edu](mailto:wward@pima.edu) and US Priority Mail Express with Proof of delivery

**From:** Lee Lambert  
Chancellor

**Date:** April 29, 2021

**Re:** Performance and Conduct Concerns

Thanks for meeting with Ms. Carleen Thompson and myself on April 20, 2021, to discuss concerns related to the West Campus Allied Healthcare expansion, the comprehensive, integrated energy management program partnership with Trane company (Trane), and your team's assessment of the Synexis Sphere Dry Hydrogen Peroxide (DHP) Indoor Air Quality Solution.

**West Campus Allied Healthcare Expansion**

On November 4, 2020, during the West Campus Allied Healthcare Expansion action item discussion, Board Chair Clinco recommended and the Board approved the College bringing in a preservation specialist to be part of the successful selected architectural firm team. You agreed that this action would be taken. However, I recently learned the RFQ did not include this direction. When questioned by my office regarding this glaring omission, your response was, "Ernie did not include this." You also went on to add that it is not proper for the College to direct an architectural firm regarding which preservation specialist or firm to add. In response, I reminded you the Board directed us to include a preservation specialist. The Board did not direct us to include a specific person or firm.

On April 14, 2021, you sent me an email updating me on the Architect Selection progress in which you outlined the following:

- Facilities submitted the WC CoE Architect Request for Qualifications to Purchasing on February 23, 2021 to start the process.
- Purchasing posted or advertised the RFQ on the website on April 1, 2021, on the PCC Purchasing and Contracts website.

- Pre-submittal conference was held on April 13, 2021 at 10:00 am to review and discuss requirements with interested firms.
- Approximately 20 firms attended conference (virtual).
- Request for Qualifications to the proposals are due April 21, 2021 at 3:00pm.
- Selection committed to review and screen for top 2 to 4 selections (Architectural Firms).
- Selection committee to interview if necessary top firms.
- Recommended Selection of Architectural firm to go to June Board for approval.

Your update did not include the oversight you and your team made regarding the inclusion of a preservation specialist as noted above. It is my understanding you were made aware of this issue prior to sending me the April 14, 2021, email and had participated in meetings to correct the omission. However, you did not make any reference to leaving out this important part of the Board's direction or that you were trying to correct it until I questioned you about it during our meeting. Although you stated, "it was not intentional on our part; and it is on you," your statements and actions are not consistent with taking responsibility for the situation and providing accurate, key information.

### **Comprehensive, Integrated Climate Management Program Partnership With Trane Company**

During our meeting, I noted it appeared you were having a problem with this project. You replied, "I have an issue with the project." I asked why. You began to tell me it is not how "we (Facilities)" do things around here. I asked whether the approach the College took unlawful or illegal. You said, "no." However, you kept insisting it's not how you do things. I asked about your response on June 3, 2020, to Board member Garcia's question about whether you were involved with the project. Your answer was "no."

On April 19, 2021, you shared during the Board study session that you and your Facilities team have not had an opportunity to vet the Trane's findings and recommendations.

You have repeatedly shared a similar perspective with me. Following our discussion, I have inquired about Facilities involvement with the project. I have learned the following:

Between February 2019 and present (May 2021), there have been numerous calls, meetings and emails between Trane company and Pima Community College that included Dave Dore, Mike Posey, numerous facilities team members and yourself. Below are some examples:

- On February 21, 2019, I signed a Preliminary Audit (PA) agreement with Trane. As you know, this is a common industry practice. In fact, leading up to the signing of the PA, I had asked for your perspective. You responded in support of doing this.
- From February 2019 to May 2019, Trane personnel delivered a presentation on-site at the College, in which your Facilities team was present, regarding building controls and automation systems.
- On March 27, 2019, you and Michael Smith met with Trane personnel for about five hours in Denver/Boulder, Colorado, in which you received Detailed Intelligent Services Demo regarding the Denver BAS/IS Command Center and Variable Refrigerant Flow (Trane/Mitsubishi) technology.
- On May 29, 2019, you joined Dave Bea, David Dore, Ian Rourke, Greg Wilson, and me in an executive meeting with Trane personnel on the viability of an Energy Management Performance Contract.
- On October 18, 2019, the College issued a RFP drafted by Dave Bea. A review team was formed that included two Facilities team members.
- December 18, 2019 – Prior to the deadline, Trane submitted a response to the RFP.
- Sometime between May 2020 - June 2020, the College provided an intent to award notice to Trane. It is my understanding you had reviewed and commented on the contract.
- August 2020 – January 2021- Facilities team members (up to 10 facilities) on numerous calls.
- Between August 2020 to present - An analysis and details were developed regarding solar PV rates, meter data, battery storage proposal, etc. as it relates to Solon and TEP.
- October 6, 2020 - there was a 30% milestone formal presentation to include a copy of updated information provided to Facilities.
- December 15, 2020 - there was a 60% milestone formal presentation which included Facilities. Your team provided feedback which led to some transformers being eliminated.
- February 12, 2021- there was a 90% milestone formal presentation
- Between March 17 - 31, 2021 - 100% Investment grade audit (IGA) drafts, comments and final IGA were delivered for review.
- On April 1, 2021, Trane sent an email with an alternative link to the IGA deliverables to you, myself and others.
- Between April 1 - April 20, 2021, Trane requested RFI form with comments and feedback. There was no response from Facilities.

Based on the above, I find that you have made repeated misleading and/or incomplete statements to the Board and myself. It is clear you and your team were involved in the process leading to the selection of Trane, and

during the IGA process. It is also clear your team had multiple opportunities to vet the information provided to Pima College by Trane.

### **Synexis Sphere Dry Hydrogen Peroxide (DHP)**

Between March 29, 2021 and April 2, 2021, you repeatedly shared with me your support for the DHP solution. At the same time, you shared Tucson's humidity levels fall below 20% percent for about three months out of the year. This is significant because your team's initial draft indicated this could be problematic for using a DHP solution. Although the document as noted by David Clark was drafted "with items presented as neutral as possible," the document's conclusion suggests your team has "great concern about the safety of our students and faculty and staff." The claim of neutrality appears to be contrary to the statements you made to me.

This led me to do some cursory research. I was able to quickly find a study published on August 20, 2020, by Marilyn Ramirez, R.N. et al, in the peer reviewed American Journal of Infection Control. A key highlight of the study was, "Dry Hydrogen Peroxide is safe for use in occupied settings, safe for human exposure."

Another area of concern your team appropriately highlighted was the relative humidity operating range for safe use of DHP. The range they cite is between 20% and 80%. They state, "[d]ue to the climate of the Tucson area there are times of the year where relative humidity is below the required levels...." In a subsequent draft, your team lowered the range to between 15% and 80%. It is my understanding, a current study done by Dr. John Pacanowski from Pima Heart and Vascular shows the humidity range for Tucson as 15% to 80%. This is important because Tucson's average humidity in April, May and June does not appear to fall below 20 percent. This is contrary to what you have repeatedly shared with me and raises serious questions about whether you and your team are providing an objective, data-supported analysis.

### **Conclusion**

I am greatly concerned about your repeated sharing of incomplete and misinformation to the Board and my office. Also, while I understand that you may not agree with every decision that I make or that of the Board, it is not appropriate for you to replace our decisions with your judgement or to create artificial barriers to implementing the decision. While I certainly appreciate and expect you to raise any questions, concerns, or suggestions you might have, it is your responsibility to diligently carry out Board and Office of the Chancellor decisions and directives, whether you agree with

them or not. Based on the above, I am considering a number of options, including one or more of the following:

- Retaining an independent reviewer to assess the functions, structure and staffing of Facilities; this project would be managed by a member of the Executive Leadership Team or Cabinet and report directly to me
- Changing the reporting structure so that you and Facilities report to David Bea who can provide more direct supervision
- Disciplinary action, including possible termination of your employment contract

Under any outcome other than separation, the leadership of the College must be able to rely on you to fully and diligently carry out Board and Chancellor directions.

Please provide me a written or verbal response to the above no later than May 14, 2021. If a response is not provided by May 14, 2021, I will use the information currently available to me to make a final decision.

I also want to take this opportunity to remind you that you are not to have any contact, direct or indirect, with any Board member on any matter without consulting with me first. If you are contacted by any Board member, you are to immediately report that information to me before engaging with the Board member.

I had intended to provide this memo to you during our meeting today. Since we had to cancel that meeting, I have arranged for delivery. If you have questions about the memo or these instructions prior to the due date for your response, please contact Gaby to schedule a call with me.

Sincerely,



---

Lee D. Lambert

Acknowledgement of receipt  
Sign, scan and email back

---

William Ward

**Exhibit 28 - WW Letter 5-20-21**





## PimaCountyCommunityCollegeDistrict

**Office of the Chancellor**

4905C East Broadway Boulevard  
Tucson, Arizona 85709-1005  
Telephone (520) 206-4747  
Fax (520) 206-4990  
[www.pima.edu](http://www.pima.edu)

May 20, 2021

William Ward

[REDACTED]  
Tucson, AZ [REDACTED]

Via certified mail and email: [wward@pima.edu](mailto:wward@pima.edu)

Dear Bill:

Over the past weeks I have observed and received reports of additional issues and discrepancies in your area of management comparable to the types of concerns shared in my April 29, 2021 memo and our related discussion. I am particularly concerned that you continue to provide misleading, inaccurate information to Board members and me. In this regard, effective immediately, May 20, 2021 you are hereby placed on administrative leave with pay, while we further address these concerns.

While on administrative leave:

- You are not to have any work related contact with other College employees, except as specifically authorized by me.
- You are not to have any work related contact with Board members.
- You are not to communicate with any contractor or sub-contractor(s) regarding any Pima College contracts or projects.
- Your only points of contact at Pima College will be David Bea, Vice Chancellor Finance and Administration, Carleen Thompson, Assistant Vice Chancellor Human Resources, and me.
- Any issues or matters regarding Pima facilities or related services which need immediate attention or for which you become aware during this interim period must be reported to David Bea immediately.
- You are not to enter any College property without scheduling an appointment.
- During regular College business hours, you will be available by cell phone.

Bill, please make yourself available for a video call at 9:00 a.m. on Friday May 21, 2021 so we can discuss these matters.

Sincerely,

A handwritten signature in black ink, appearing to read "Lee D. Lambert".

Lee D. Lambert  
Chancellor

Cc: David Bea, Executive Vice Chancellor for Finance and Administration  
Carleen Thompson, Assistant Vice Chancellor for Human Resources

**Exhibit 29 - WW Letter 6-29-21**



**PimaCountyCommunityCollegeDistrict**

**Office of the Chancellor**

4905C East Broadway Boulevard  
Tucson, Arizona 85709-1005  
Telephone (520) 206-4747  
Fax (520) 206-4990  
www.pima.edu

June 29, 2021

William Ward

[REDACTED]  
Tucson, AZ [REDACTED]

Via email [REDACTED] and express delivery

Dear Bill,

As you know from my April 29, 2021 letter, I have significant concerns about your conduct. These concerns were not adequately addressed in your May 20, 2021 response. Following my initial letter of April 29, 2021, continuing review revealed and continues to reveal further instances raising significant concerns about your conduct. Based on this information, there appears to be sufficient grounds to terminate your employment for cause.

I was hopeful that we could reach an amicable separation agreement. However, after the College's last proposal, we understand from your attorney that you are not interested in further negotiations at this time.

Under the circumstances, it is in the best interests of the College to cancel your fiscal year 2021-22 employment contract for convenience. Your last day of employment with Pima College will be June 30, 2021. Until then, you will remain on paid administrative leave and are to have no communications with College Board members, employees or vendors, except as specifically authorized by me. Your only authorized points of contact at the College remain Carleen Thompson, David Bea, and me.

In accordance with College personnel policies, you will receive payment for accrued, unused annual leave following your last day of employment at Pima College. In addition, per the employment contract terms, you will receive wages equal to six month's salary at the first regular pay day for July 2021. Please contact Carleen no later than the close of business on Friday, July 2 to arrange for retrieving any personal belongings in your former office and to return any College property you might still have.

Sincerely

A handwritten signature in black ink, appearing to read "Lee D. Lambert", with a long horizontal flourish extending to the right.

Lee D. Lambert  
Chancellor

Cc: David Bea, Executive Vice Chancellor for Finance and Administration  
Carleen Thompson, Assistant Vice Chancellor for Human Resources

**Exhibit 30 - PCC Mail - Fwd\_ Draft Energy Program Concept**

Silvyn, Jeff <[jsilvyn@pima.edu](mailto:jsilvyn@pima.edu)>

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**Fwd: Draft Energy Program Concept**

1 message

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**Bea, David** <[dbea@pima.edu](mailto:dbea@pima.edu)>  
To: Jeff Silvyn <[jsilvyn@pima.edu](mailto:jsilvyn@pima.edu)>

Mon, Jun 14, 2021 at 2:17 PM

[David Bea](#)  
[Executive Vice Chancellor for Finance and Administration](#)  
[Pima Community College](#)  
[4905 E Broadway](#)  
[Tucson, AZ 85718](#)  
[\(520\) 206-4519](#)  
[dbea@pima.edu](mailto:dbea@pima.edu)

----- Forwarded message -----

From: **Hill, Keri** <[kshill1@pima.edu](mailto:kshill1@pima.edu)>  
Date: Mon, Jun 14, 2021 at 2:02 PM  
Subject: Fwd: Draft Energy Program Concept  
To: David Bea <[dbea@pima.edu](mailto:dbea@pima.edu)>

Keri Hill  
Executive Assistant  
Office of the Executive Vice Chancellor for Finance & Administration  
(520) 206-4792

----- Forwarded message -----

From: **Hill, Keri** <[kshill1@pima.edu](mailto:kshill1@pima.edu)>  
Date: Thu, Aug 22, 2019 at 3:31 PM  
Subject: Re: Draft Energy Program Concept  
To: Bea, David <[dbea@pima.edu](mailto:dbea@pima.edu)>  
Cc: Robinson, Terry <[trobins17@pima.edu](mailto:trobins17@pima.edu)>

Hi Terry,

Here are some links:

OMNIA/TCPN - Energy Performance Contracting Services

- [Honeywell Award](#)
- [Executive Summary](#)
- [RFP 17-12](#)

OMNIA - Energy Savings Performance Contracting Services

- [Trane Award](#) (scroll to bottom of page)
- [RFP 2017-7473](#)

Thank you!

Keri Hill  
Executive Assistant  
Office of the Executive Vice Chancellor for Finance & Administration  
(520) 206-4792



On Tue, Aug 20, 2019 at 11:03 AM Bea, David <[dbea@pima.edu](mailto:dbea@pima.edu)> wrote:

I have two paper examples in my office that help but this is also more comprehensive than probably exists.

-Dave

[David Bea](#)  
Executive Vice Chancellor for Finance and Administration  
Pima Community College  
4905 E Broadway  
Tucson, AZ 85718  
(520) 206-4519  
[dbea@pima.edu](mailto:dbea@pima.edu)

On Tue, Aug 20, 2019 at 10:27 AM Robinson, Terry <[trobinson17@pima.edu](mailto:trobinson17@pima.edu)> wrote:

Dave,

You mentioned having reviewed one or two other RFP examples. Would you mind sending me links to those RFPs.

Terry

On Thu, Aug 15, 2019 at 8:49 AM Bea, David <[dbea@pima.edu](mailto:dbea@pima.edu)> wrote:

Hi Terry,

We haven't had a time to chat yet, but I wanted to share the energy program concept with you so we can get it moving toward an RFP we can issue in the near future.

Thanks

-Dave

[David Bea](#)  
Executive Vice Chancellor for Finance and Administration  
Pima Community College  
4905 E Broadway  
Tucson, AZ 85718  
(520) 206-4519  
[dbea@pima.edu](mailto:dbea@pima.edu)

----- Forwarded message -----

From: **Bea, David** <[dbea@pima.edu](mailto:dbea@pima.edu)>  
Date: Fri, Jul 26, 2019 at 4:58 PM  
Subject: Draft Energy Program Concept  
To: Lee Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)>, David Dore` <[ddore@pima.edu](mailto:ddore@pima.edu)>

Attached is a concept summary of the energy program-- basically the framework for what will go into the RFP.

I wanted to give you a chance to look at the framework to make sure I'm not missing anything. I've included a list of possible committee members.... I have not run this by all of them yet.

-Dave

[David Bea](#)

Executive Vice Chancellor for Finance and Administration  
Pima Community College  
4905 E Broadway  
Tucson, AZ 85718  
(520) 206-4519  
dbea@pima.edu

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Terry Robinson, CPPO, CPPB, MBA  
Director Of Procurement & Payment Services  
Pima Community College  
Work: 520-206-4739  
District Office: [4905 East Broadway Blvd, Tucson AZ 85709](#)

\*\*\*\*\*  
Adjunct Faculty - Instructor & Subject Matter Expert (SME)  
Logistics & Supply Chain Management Program