CAMDEN COUNTY COLLEGE

MASTER PLAN UPDATE

November 2014

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March 1, 1948 - September 17, 2012

CAMDEN COUNTY COLLEGE

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EXECUTIVE SUMMARY

Camden County College serves as a higher educational resource for Camden County in Southern New Jersey. Camden County College embraces its role as an educational leader for the surrounding community through its programs and services. The four campuses making up Camden County College are distinctive, yet have a common mission.

The Blackwood campus sits within a traditional collegiate setting and provides the majority of the College's programs. The Camden campus focuses on an urban mission to support the economic development of the city and county through numerous degree courses, GED programs, workforce education, and training. The Cherry Hill Rohrer Center is an expanding location for degree completion programs serving the northern end of our county. The recently acquired Regional Emergency Training Center (RETC) in Lakeland serves as the hub for business and industry training and as the region's premier emergency training center serving the continuing educational needs of local fire, police, and emergency medical services. In 2011, the College accepted responsibility for the Camden County Police Academy in a joint venture with the Camden County Prosecutors Office and relocated the reinvigorated academy to the RETC. Additionally, in 2010, Camden County College assumed management of all county adult continuing education programs; developing and teaching adult programs at the Camden County Technical Institute in Sicklerville. At all five locations, sufficient physical capacity is needed to support the comprehensive mission of the College and the distinct role of the individual campuses.

Blackwood Campus circa 1969

In order to create a strategy for future renewal, replacement and development of facilities at each campus, Camden County College initiated a master planning process

beginning with its 2001 Master Plan followed by an updated report in 2004. The 2004 update provided some background on the items identified in the original plan as well as recommendations for future improvement and development. Since 2004, the College has endeavored to meet its goals and objectives as outlined in the 2001 plan. In 2013, an updated Master Plan was created to address the College's revised goals for the next three to five years. The following sections detail the elements of the 2001 Camden County College Master Plan, integrating the 2013 Update. The Improvements identified are essential to achieve academic growth and continued excellence. Continuing to improve the College infrastructure, buildings, and grounds enhances the College's educational programs and growth potential as well as the surrounding communities.

In 2001, Camden County College developed a master plan in order to create a strategy for future renewal, replacement, and development of the facilities at each Campus. The plan was created as a guideline that defined and recommended facility improvements to accommodate the program and academic needs, at that time. The Plan provided goals to improve the College Building and Grounds to support its academic needs and improve its identity.

The College remains committed to being a higher education resource for local and surrounding-area students as well as international exchange students. The College continues its mission to provide excellence and affordable education while preparing students to be life-long learners. The College supports their students at all levels of the learning process and strives to provide superior educational leadership. The College realizes that as times change, the plans are required to be fluid enough to change with the demands of our future.

The College initiated this 2013 Campus Master Plan Update to demonstrate its focus on the future while also providing background on projects completed since the 2001 plan was developed. The 2013 report also included a description of work completed as a result of program changes, deficient facilities and failing infrastructure.

The College, again in 2014, initiated its 2014 Campus Master Plan Update to further its focus on the future of the campuses and higher education in Gloucester Township and Camden City. The 2014 Update includes the status of projects and development as the calendar year 2014 comes to a close.

SECTION 1: INTRODUCTION

1.1. College Programs and Goals

Camden County College serves as a higher educational resource for Camden County in Southern New Jersey. The College embraces its role as an educational leader for the surrounding community through its programs and services. In accordance with the Camden County College Strategic Plan, this Master Plan shall comply with and compliment the goals and objectives set forth in the 2010 Strategic Plan.

VALUES

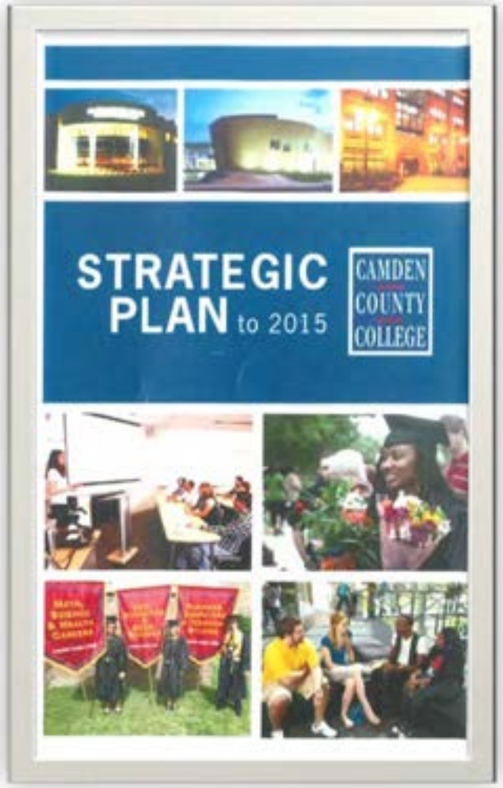
Camden County College provides its students with the opportunities and support they need to reach their academic goals. Faculty, administrators and staff work together to achieve this aim, and we make a commitment to our students and each other to operate according to basic institutional values:

- Respect for individual differences
- Honesty and integrity in all that we do
- Civility and courtesy in all interactions
- Industrious pursuit of excellence in our work

These values define a trusting, cooperative academic community that is open to new ideas and a diversity of opinions, convictions and methods of inquiry. We strive to resolve disagreements through discussion and make decisions based on sound and ethical judgments. Everyone in this academic community shares the goal of creating and sustaining an environment that supports individual student success.

VISION

Camden County College enhances the quality of life in Camden County by preparing students to live and work in a global economy. The College further fulfills its responsibility to the citizens of Camden County by creating a skilled and stable local workforce; by encouraging enlightened civic engagement; by providing an avenue of social mobility; and by serving as a destination for cultural and recreational activities. All who study, visit or work at our four College locations will find comfortable, safe and attractive settings designed to sustain a vibrant academic community characterized by imaginative teaching, caring student services, energetic management and collegial discussion of diverse ideas and opinions.



MISSION

Camden County College, a comprehensive public community college in New Jersey, provides accessible and affordable education including associate degree programs, occupational certificate programs, and non-credit courses, and customized job training. The College welcomes all who can benefit and provides the support services students need to transfer for further studies, prepare for a career and continue their education. The College responds to the changing needs of its community and students and continuously improves its programs and services to support the economic development of Camden County and the personal development of its citizens.

GOALS

To accomplish its mission, Camden County College develops a strategic agenda and continually assesses its progress toward the fulfillment of these goals. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes. General education courses will develop students' intellectual skills, knowledge and habits of mind that enrich their lives and enable them to participate in a democratic society. Developmental courses will enable students to gain skills needed for college-level work. Continuing education courses and programs will provide cultural, social and recreational activities to enrich the community. Programs and services will recognize diversity and meet the needs of special populations, including academically-gifted students and students with disabilities. Partnerships with schools and colleges, public agencies, corporations, foundations and other entities will enhance educational quality, student opportunities and economic development. Training programs for business and industry will provide continuous learning opportunities, including academic degrees. The College will serve as a good steward of its financial, physical and human resources. Programs will provide students with the understanding and skills they need to adapt to changing international conditions and to compete in a global economy. The College will provide a technology-rich environment that supports teaching, learning and working.

CAMDEN
COUNTY
COLLEGE

1.1 Planning Process

In 2001, Camden County College created a campus master plan to create a strategy for future renewal, replacement and development of facilities at each campus. The primary objective of the master plan is to help the College support its mission and strategic plan values that specify: *"All who study, visit or work at our three College locations will find comfortable, safe and attractive settings that are designed to sustain a vibrant academic community characterized by imaginative teaching, caring student services, energetic management and collegial discussion of diverse ideas and opinions."*

The 2001 plan included an evaluation of three campuses of Camden County College that perform distinct functions. The Blackwood campus sits within a "traditional" collegiate setting and provides the majority of the College's programs. The Camden campus focuses on the urban mission of sustaining the educational backbone of the City. It provides opportunities for associate and baccalaureate degrees in business, health, and liberal arts. The Camden Campus also houses programs for Rowan University. The Rohrer Center, located in suburban Cherry Hill, serves the expanding needs for degree completion programs for the northern end of our county.

Campus planning is a tool for defining the needs of a campus and how these needs may be resolved. The campus master plan becomes a "roadmap" for future improvements, expansion, and development of buildings and grounds. The master plan can also be used as a tool for evaluating development proposals. The beauty of a campus master plan is its flexible nature. Campus plans are created based on current needs and realities of funding sources. With the appropriate support, especially financial, an individual project may come to the forefront. Of course, the individual project must still meet the overall goals and mission of the College. The three key reasons for developing a campus master plan for Camden County College are summarized below:

1) Confirm Campus Planning Strategies
2) Ensure a Practical & Realistic Implementation of Strategies
3) Strengthen Identity & Image

These campus needs and goals were identified, analyzed and refined as part of the master planning process for Camden County College in 2001. Camden County College has completed many improvements, as recommended in the 2001 Master Plan, as well as the 2004 Updated Plan. In addition, the College has developed and completed other improvements that were realized and necessary towards satisfying the mission. In 2012, the College reviewed the 2004 Master Plan and determined that, once again, the time had come to refine the direction of the 2001 plan. As the Kevin G. Halpern Hall for Science and Health Education came to fruition other priorities and deficiencies became apparent. Along with changes in funding opportunities, new revisions began to evolve requiring adjustments in the direction of the existing Master Plan. It was determined that a new plan was not necessary since the general mission and direction of the original 2001 plan was still in line with the goals and objectives of the College.

In 2013 and again in 2014, two updates were completed to refine the Master Plan as new development strategies and educational directions are realized. The College continues to meet its strategic mission by engaging in partnerships with schools and colleges, public agencies and other entities that will enhance educational quality, student opportunities and economic development.

1.3 Recommendations

In order to meet the goals of the mission, revised recommendations were established to improve the learning environment including:

- The creation of areas for students and the community to gather;
- Provide technological resources and support, new student support services and administration facilities;
- Demolition of buildings that are beyond useful life;
- Energy efficient replacement of environmental control equipment;
- Development of workforce training facilities; and
- Continued building improvements.

The Camden Campus academic/parking structure was being designed at the time of the 2001 report. It is now complete and has been in use for approximately nine (9) years. The William G. Rohrer Center was constructed prior to the 2001 Master Plan. The building currently is not able to meet the goals of the College and requires an addition to provide classrooms, workforce training and general sciences labs.

In 2014, the College has entered into an agreement with the Governor's Joint Commission on Higher Education in Camden and will be integral to the development of an Allied Health and Sciences Building in the University District to further address the needs for the Camden Campus and community.

The Blackwood Campus has 21 buildings of all sizes, configurations and ages. There were many deficiencies related to the lack of space and quality of space for students reported in the 2001 Plan. Many buildings were and still are outdated in terms of access, technological resources, and overall campus program integration. In order to meet the mission of the College, it was reported that significant improvements to the campus buildings and grounds would be necessary.

Although the College is committed to meeting these goals, there is still a great deal to accomplish to finish the plan. Several new directions include development and renovation of buildings to be program specific, expansion of facilities in collaboration with another New Jersey College or University for expansion of four year programs, upgrading all environmental control systems to address energy efficiency and comfort, and focus on the future needs of developing technology.

In addition to the programmatic needs for more buildings and grounds improvements, there exists a need to further expand parking, redefine open space, and create public/private partnerships for the development of the available open space. Since 2004, the College has engaged in researching ways of supplementing the traditional means of funding the growing costs of operating a Community College while local, state and federal funds decline. Several projects have studied the benefits of the potential for land development on the non-academic zones surrounding all campuses, the RETC and Rohrer Center. Further exploration is critical to finding ways of meeting the needs of an expanding academic process, addressing workforce development and finding alternate funding streams through partnerships.

SECTION 2: EXISTING CONDITIONS

2.1 Existing Campus Settings

Blackwood Campus

The main campus, situated in the southeast edge of Gloucester Township, New Jersey is located approximately 12 miles south of Camden and consists of about 350 acres. This large tract of land includes natural features such as a lake, creeks, woods, and wetlands. The campus itself comprises groupings of freestanding, one to three-story structures, built over a time period ranging from the 1940's to the present. This group of buildings sits upon relatively flat and open high ground that is ringed by natural areas to the north, south, and west. The campus property is bounded to the east by Peter Cheeseman Road, to the north by College Drive (Route 673), and to the west by Highway 42. Residences and the Hickstown Community Park border the campus property to the south along Turnersville-Hickstown Road. Some light industry and residential areas are situated adjacent to the campus property to the west.

The natural areas within the Blackwood campus property include a ravine formed by Holly Run Creek. Holly Run Lake lies in the ravine near the north edge of the property. Typically, the low-lying areas to the west and south contain freshwater wetlands, bounded by the wooded slopes of the ravine. These wetlands have been designated with a 50-foot buffer as part of a freshwater wetland area. Development is not permitted within this zone. An area of approximately 15 acres in the southeastern portion of the Blackwood campus has been identified by the Camden County Environmental Commission (CCEC) as a protected area. The swamp pink *(Helenians balata)* plant, listed as an endangered species, was found within this area and is to be protected against detrimental conditions due to recreational activities and development; including the introduction of increased storm water runoff into this designated area as a result of upland development. The College has dedicated almost one hundred acres of land around the protected area as a means of assuring the safety of the endangered flora.

In addition, Camden County College owns approximately 20 acres of land located northwest of College Drive, adjacent to the Blackwood campus. This tract of land is currently undeveloped and is characterized by second growth forest.

Blackwood is the College's largest and most comprehensive campus in terms of educational offerings, available services and range of facilities. This comprehensive educational setting is accented with such areas of focus as the Arts, Humanities, and Social Sciences; Business, Computers, and Technology; Math and Science Education; Nursing, Health Science and Human Services; and Transitional Studies programs. The Blackwood campus has twenty-one significant buildings of varying age and quality that provide approximately 700,000 gross square feet of total building area.

Based on the 2001 Master Plan, the College has varying scattered uses that contain administrative, academic, maintenance, and public and student services. Since that time, the College has moved toward more efficient management of departmental resources and personnel by establishing program centralization by building. For instance, the Halpern Hall of the Sciences now holds all science and health science labs whereas, in the past, labs were housed in at least three different buildings.

The College is currently in the process of relocating the business administration offices from the Wilson buildings to the previously named Helene Fuld School of Nursing. This building, formerly owned by Virtua Health Care, was recently purchased by Camden County College to centralize all administrative functions into a single building; thereby increasing efficiencies. In addition, the College currently is under construction to renovate the Taft Hall Building. Taft Hall is a 40,000 square foot facility that formerly contained the Math Science and Health Care (MSHC) programs. The renovations will provide an all-inclusive “One Stop” for student services along with general classrooms.

Directly adjacent to Taft Hall stands the recently completed Kevin G. Halpern Hall for Science and Health Education. Halpern Hall provides a state-of-the-art science facility with new equipment and technology consistent with industry standards. The building consists of 20 Science Labs, 4 Health Care Labs, 25 General Classrooms, a 28-Chair Dental and Material Learning Lab. There are many faculty administrative offices for each of the programs located adjacent to or in close proximity of the classrooms and labs.

Camden Campus

The Camden Campus is located in the University District of the City of Camden. This is an urban area experiencing an exciting revitalization, driven almost entirely by the development and expansion of three educational institutions: 1) Rutgers University; 2) Rowan University; and 3) Camden County College as well as the expansion of medical facilities spearheaded by Cooper Hospital. The Camden County College Camden Campus consists of two multi-story buildings:

1) College Hall – a five-story classroom and office building that occupies about half of a city block located at Cooper Street and Broadway. This facility is shared with a term-lease partnership with Rowan University; and

2) The Camden Technology Center (CTC) – a technology-rich classroom building with a 600 space parking facility above the academic and office spaces. Integrated into the CTC is the Camden Conference Center, a full service catering center with auditorium available for private and corporate rentals, and the Barnes and Noble University District Bookstore, which includes a full service Starbucks Café.

Camden County College's mission on the Camden campus is to provide access to affordable higher education programs for city and county residents, particularly in the curricular sectors of allied health careers, business and liberal arts. New areas of growth are in higher education development and general equivalency programs to further meet the educational needs of the community. The limited space on this campus requires agreements with Rutgers University to access classroom space and physical education programs on the adjacent Rutgers Camden Campus. Additionally, research is underway to find more classroom space in buildings adjacent to or near the current Camden Campus buildings.

William J. Rohrer Center – Cherry Hill

The Rohrer Center is a single building located in a suburban environment at the heavily travelled intersection of Springdale Road and Rt 70. The two-story facility contains 12 classrooms, conference space, bookstore, cyber-café, library and administrative space. This additional location supports a growing selection of curriculum offerings to better serve the Cherry Hill area. The limited number of classrooms along with a growing call for additional College courses has created a need for the construction of an addition to the Rohrer Center. Essentially, the Center remains as constructed in 2000 with the exception of expanded computer and science labs to meet the changing needs of the community.

Regional Emergency Training Center – Lakeland, Gloucester Township

Camden County College acquired the Camden County Regional Emergency Training Center (RETC) in 2011, as another move toward centralizing shared services with the county affiliate agencies. The RETC is located on 31 acres in the Lakeland Section of Gloucester Township. Two structures and a fire training ground make up the developed part of the property. The main building is a conference center that houses classroom space, an auditorium and support staff offices. Attached to the main building is a fire training garage facility. A second smaller building on the property is the location of the College's police academy consisting of four classrooms and support staff offices. The fire training grounds make up the remainder of the developed RETC property. This consists of various training and storage buildings, all of which contain the equipment and operational training facilities instrumental to the basic and continuing education of all county emergency services personnel.

The RETC was already a premier training site for county fire, police and emergency medical personnel. When the College accepted management of the County Police Academy earlier in 2011, it was a natural fit for the College to continue the centralization of the education and training needs for the county's emergency services personnel.
To further enhance this effort and centralization concept, the College relocated its continuing education offices to the RETC, thereby creating a true *one-stop* operation for all continuing education needs in the county.

2.2 Current Facility Condition

Existing Facility Conditions- Blackwood Campus

The physical condition of the facilities has improved over the years with the completion of several substantial projects. However, many improvements are still needed to continue the College mission and strategic goals. The majority of the older (1950 through 1970's) buildings have condition issues ranging from poor insulation, old windows, outdated environmental and mechanical systems and other building envelope conditions. Significant improvements are necessary for long-term use. The buildings constructed after the mid-1980's are in fair condition. The following is a summarized evaluation:

- **Physical & Infrastructure**
  - Effective facility use of classrooms is hampered by the absence of sufficient technology resources. The absence of sufficient electrical and technological infrastructure prevents installation of integrated video projection equipment and all-class internet communications.
  - The quality of classroom resources suffers as a result of the presence of cosmetic deficiencies such as outdated equipment and room finishes.
  - Many of the campus facilities are still furnished with obsolete instructional equipment.
  - Instructional lab and art facilities for theater and the arts in Lincoln Hall, for example, carved out of former gymnasium were never fully retrofitted or equipped for their current uses.
  - Substantial deferred maintenance needs especially in environmental control equipment (HVAC), which significantly reduces the comfort levels of many spaces and limits the usability of certain spaces.
  - Additional computer labs and computer instructional facilities are needed to meet current demand.
  - Older facilities were built with limited space for faculty offices and student/faculty or student/student interaction areas. With increased educational emphasis on collaborative and interdisciplinary efforts, it is important to have a variety of spaces to support small group interaction.
  - There is a growing trend toward larger classrooms in the County College educational environment. The College has drifted away from this concept and new space should be developed to be more modular in design, thus permitting expansion and contraction of educational space as needed.
  - Continuing education occupational skills training is limited substantially by the comparative lack of dedicated continuing education training facilities and the extreme difficulty of coordinating the scheduling of the same spaces over time for both credit and continuing education programs.

- **Accessibility**
  - Lincoln Hall has limited wheel chair accessibility due to the varying finished floor elevations. Other buildings have varying levels of accessibility and require updating.

- **Athletic/ Recreational Areas:**
  - The track is unsuitable for long-term use and should be replaced. The basketball court, baseball, softball and soccer fields are designated as fair in condition. The outdoor athletic/recreational facilities should be reconfigured and upgraded to support long-term use.

- **Vehicular Parking and Circulation**
  - The vehicular circulation at the Blackwood campus has been substantially improved as a result of recent projects. The projects addressed campus entrances, circulation, transit routes and parking. Reconfiguration of the parking lots and installation of an inner campus road, including a roundabout at the College Drive entrance, has made a major impact on the traffic flow travelling to and from the College. Parking areas generally surround the academic core and are located adjacent to the new campus ring road. The majority of the parking is currently provided along Peter Cheeseman Road. One large isolated parking lot adjacent to Lincoln Hall provides some parking for the western portion of the campus.

  - The isolation of buildings, such as the Laser Institute, makes accessibility from designated handicapped parking areas difficult.
  - Parking remains limited which requires the lease of a vacant gravel lot on the east side of Peter Cheeseman Road. This is deemed only a short-term solution and the need for additional parking remains a necessity.
  - For the benefit of developing the open spaces on the Blackwood Campus a multi-level parking structure should be considered over expanded asphalt surface parking.

Existing Facility Conditions - Camden Campus

- **Physical & Infrastructure**

  In College Hall, effective facility use of classrooms is hampered by the absence of sufficient resources.
  - The absence of sufficient electrical and technological infrastructure prevents installation of integrated video projection equipment and all-class Internet communications.
  - The quality of classroom resources suffers as a result of the presence of cosmetic deficiencies (outdated ceilings, outdated and discolored lighting, need for new paint, etc.).
  - Many of the campus facilities are still furnished with obsolete instructional equipment. Limited space causes overuse of instructional space and facilities causing premature wear and tear that requires more frequent maintenance.
  - Substantial deferred maintenance needs especially in environmental control equipment (HVAC) substantially reduces the comfort levels of many spaces and limits the usability of certain spaces.
  - Additional computer labs and computer instructional facilities are needed to meet current demand.
  - College Hall has limited space for faculty offices and student/faculty or student/student interaction areas. With increased educational emphasis on collaborative and interdisciplinary efforts, it is important to have a variety of spaces to support small group interaction.
  - There is a growing trend toward larger classrooms in the County College educational environment. The College has drifted away from this concept and new space should be developed to be more modular in design to permit for expansion and contraction of educational space as needed.
  - The growth of literacy training is limited substantially by the comparative lack of dedicated training facilities and the extreme difficulty of coordinating scheduling of the same spaces over time for both for-credit and literacy training programs.

In both College Hall and CTC, space for storage in these facilities is very limited especially for custodial and maintenance supplies. The College Hall building does not have an emergency generator. The emergency lights and exit signs are battery back-up supported for egress purposes, should there be a power outage. It is strongly recommended that a new generator be purchased that will not only provide emergency lighting, but potentially full building power for lighting and HVAC equipment so that College operations could continue even with a loss of power to the campus.

The CTC building does have an emergency generator that only provides limited power for the requisite number of lights for egress purposes should there be a power outage. The existing generator was installed during the original building construction; however, it is strongly recommended that a new generator be purchased that not only provides emergency lighting, but potentially full building power for lighting and HVAC equipment so that College operations could continue even with a loss of power to the campus. In both the College Hall and the CTC buildings, the College has experienced shutdowns due to lack of water pressure from United Water, the City's water supplier. It is recommended that, at the very least, in CTC, the College pursue the purchase and installation of new domestic water circulator pumps, water filtration system and water storage tank.

Existing Facility Conditions - Rohrer Center

- **Physical & Infrastructure**
  - Additional instructional space, computer labs and computer instructional facilities are needed to meet potential demand.
  - The Center was designed and built with the future plan of doubling the initial space with a second building or substantial addition. Without completing this plan, the space is limited and prevents the site from reaching its ultimate potential as a significant instructional facility of higher education in the northeast neighborhoods of Camden County. The lack of faculty offices and student/faculty or student/student interaction areas reduces the feeling of a collegiate setting.
  - There is a growing trend toward larger classrooms in the County College educational environment. The College has drifted away from this concept and new space should be developed to be more modular in design to permit for expansion and contraction of educational space as needed.
  - Continuing education occupational skills training, as well as credit programs, are limited substantially by the comparative lack of dedicated facilities and the extreme difficulty of coordinating scheduling the same spaces over time for both for-credit and continuing education programs.
  - This building does have an emergency generator that only provides limited power for the requisite number of lights for egress purposes, should there be a power outage. The existing generator was installed during the original building construction; however, it is strongly recommended that a new generator be purchased that not only provides emergency lighting, but potentially full building power for lighting and HVAC equipment so that College operations could continue even with a loss of power to the campus.

2.3 Open Space Network

The Blackwood Campus was evaluated in terms of the campus core open space network, in addition to the natural features of the ravine, woods, and lake.

Gathering spaces for students have been addressed since 2001 substantially expanding the areas where students can socialize. There remains a need to continue to provide leisure and informal recreational space both inside and out. Informal student gathering could be enhanced by providing additional spaces designed for non-programmed activity. The opportunity for this type of gathering activity is important to the culture of any College campus. The sense of College community is fortified by providing outdoor gathering spaces for activities such as individual or group studying, social networking, or simple relaxation between classes. It is this sense of College community that encourages student connectedness to the College and, in the long term, retention of the student body.

The Blackwood Campus has an improved open space character in the academic campus core. The Campus Walk was developed as the major pedestrian corridor diagonally connecting Jefferson Hall in the northwest to the CIM Center in the southeast. This corridor is intersected by a series of open campus quadrangles and maintained open space between buildings. Minor corridors designated in the open spaces between buildings help create a pedestrian network for the entire campus. Development of minor informal seating and landscaped areas would improve the sense of welcoming for study or informal group gatherings. Designed open spaces like these may also include elements that unify the campus. These unifying elements include the following: 1) plantings; 2) lighting; 3) paths; 4) bollards; 5) walls; and 6) water features. Continued development of the open space network for the campus will reinforce a pedestrian-friendly campus environment.

SECTION 3: MASTER PLAN UPDATE 2014

3.1 In Keeping with the Strategic Plan

In keeping with the 2015 Camden County College Strategic Plan, this Master Plan update shall endeavor to continue with the following enumerated strategies and goals:

1. Design and construct new spaces for teaching and learning that are technology-rich and flexible for the needs of current and future students.
2. Create outdoor and indoor spaces for the college community to connect academically and socially and engage with each other in both formal and informal settings.
3. Appropriately balance initial capital costs with later maintenance costs in the design, construction, and renovation of buildings, roads, and other amenities.
4. Continuously refine and update the facilities Master Plan for all three campuses as a framework to guide the College's future renovation and development.
5. Consistent with the Master Plan, develop the campus' athletic and recreational programs to fiscally support new and expanded athletic facilities that are not part of the Blackwood campus capital initiative.

This update is broken down into four major categories: 1) Roads and Grounds: 2) Facility Demolition; 3) New Building Construction; 4) Building Renovations. The Master Plan Update will describe the recommendations, explain the improvements for each category, provide an explanation of the work, provide a comparison of the work completed to date and describe future work to be completed with estimated budget costs to achieve the goals. It is the College's goal to develop new partnerships with other 4- year institutions and private partners and, therefore, have included future potential perimeter development options that can be implemented for growth.

3.2 ROADS AND GROUNDS

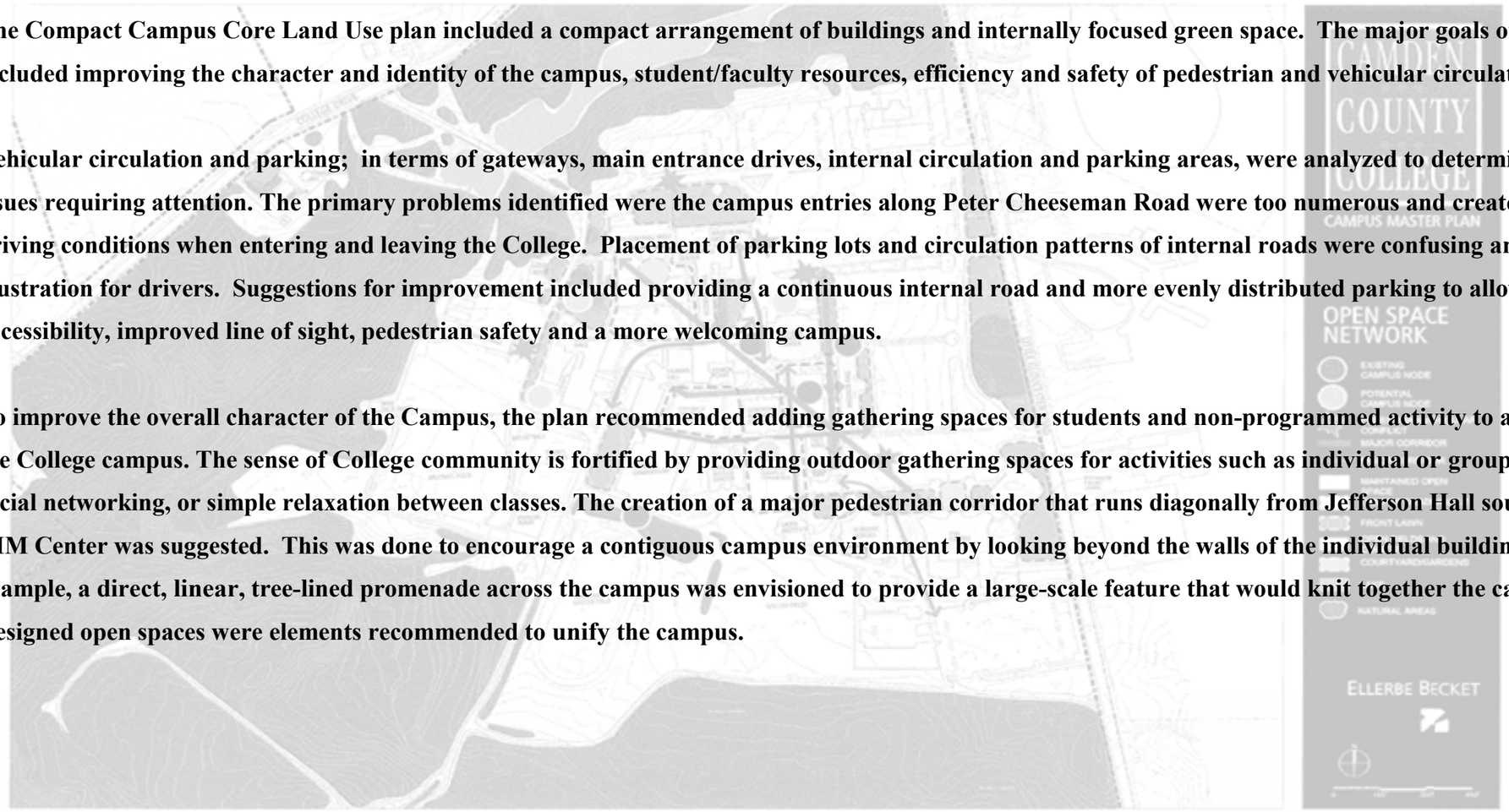
Blackwood Campus

2001 Plan

The Compact Campus Core Land Use plan included a compact arrangement of buildings and internally focused green space. The major goals of the plan included improving the character and identity of the campus, student/faculty resources, efficiency and safety of pedestrian and vehicular circulation.

Vehicular circulation and parking; in terms of gateways, main entrance drives, internal circulation and parking areas, were analyzed to determine potential issues requiring attention. The primary problems identified were the campus entries along Peter Cheeseman Road were too numerous and created unsafe driving conditions when entering and leaving the College. Placement of parking lots and circulation patterns of internal roads were confusing and created frustration for drivers. Suggestions for improvement included providing a continuous internal road and more evenly distributed parking to allow better accessibility, improved line of sight, pedestrian safety and a more welcoming campus.

To improve the overall character of the Campus, the plan recommended adding gathering spaces for students and non-programmed activity to add culture to the College campus. The sense of College community is fortified by providing outdoor gathering spaces for activities such as individual or group studying, social networking, or simple relaxation between classes. The creation of a major pedestrian corridor that runs diagonally from Jefferson Hall southeast to CIM Center was suggested. This was done to encourage a contiguous campus environment by looking beyond the walls of the individual buildings. For example, a direct, linear, tree-lined promenade across the campus was envisioned to provide a large-scale feature that would knit together the campus fabric. Designed open spaces were elements recommended to unify the campus.



Urban Village Perimeter Plan

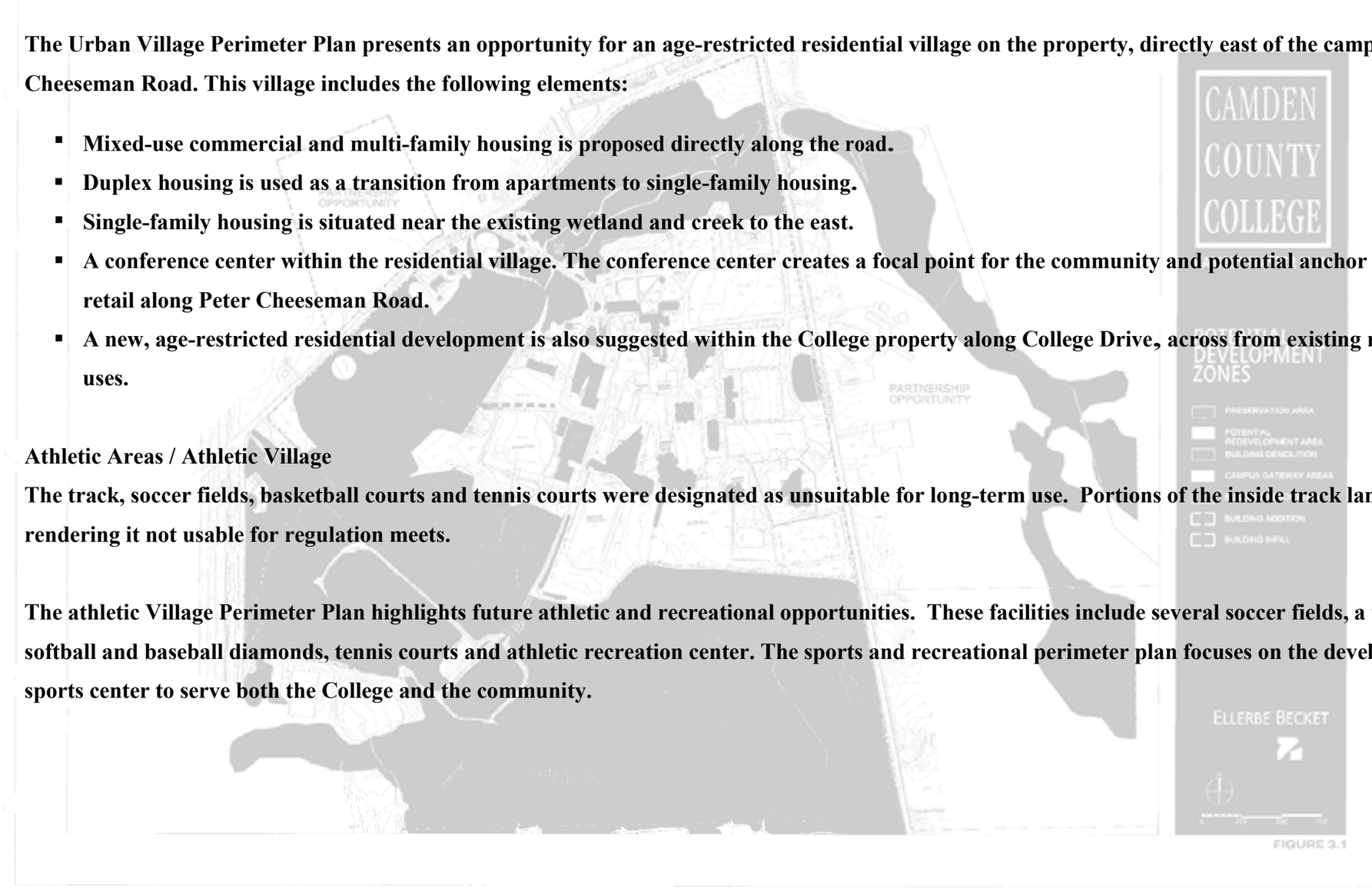
The Urban Village Perimeter Plan presents an opportunity for an age-restricted residential village on the property, directly east of the campus, along Peter Cheeseman Road. This village includes the following elements:

- **Mixed-use commercial and multi-family housing is proposed directly along the road.**
- **Duplex housing is used as a transition from apartments to single-family housing.**
- **Single-family housing is situated near the existing wetland and creek to the east.**
- **A conference center within the residential village. The conference center creates a focal point for the community and potential anchor for the proposed retail along Peter Cheeseman Road.**
- **A new, age-restricted residential development is also suggested within the College property along College Drive, across from existing residential land uses.**

Athletic Areas / Athletic Village

The track, soccer fields, basketball courts and tennis courts were designated as unsuitable for long-term use. Portions of the inside track lanes were removed rendering it not usable for regulation meets.

The athletic Village Perimeter Plan highlights future athletic and recreational opportunities. These facilities include several soccer fields, a track and field, softball and baseball diamonds, tennis courts and athletic recreation center. The sports and recreational perimeter plan focuses on the development of a sports center to serve both the College and the community.



- **Improvements Completed 2001 to 2008**

In following with the 2001 Master Plan for the previously enumerated reasons as well as to address unanticipated events, the College has actively planned and acted to improve all campuses. The following is a list, albeit not exhaustive, of roads and grounds improvements for the Blackwood campus which occurred between 2001 and 2008.

- The Campus Walk vision was initiated with the construction of the first section of brick-flanked concrete sidewalk located between Roosevelt Hall and Truman Hall. This established the design and decorative features that would ultimately set the stage for completion of the Campus Walk in 2011.
- Restoration of Soccer, Baseball and Softball Fields.
- Construction of the State Highway Route 42 Exit 7B interchange. The College, aided by the expert assistance of Mr. Louis Bezich, worked closely with the County and State of New Jersey to develop and construct a four-way "smart interchange" to and from State Highway Route 42. The interchange created a new front door to Camden County College by creating a scenic, convenient, safe and easy access to and from Route 42 north and south.

- **2009 to Present**

  Ring Road Projects consisted of a three phase project that was developed as a result of the recommended improvements identified in the 2001 Master Plan. The Project involved the creation of the ring road, parking lot redesign and reconstruction, interior sidewalk reconfiguration and new underground electrical service.

Phase 1, consisted of new primary electrical services from Peter Cheeseman Road to a series of underground manholes strategically placed throughout the College. The previous electric service from College Drive which previously ran on poles through the woods, experienced frequent damage during severe weather causing power outages on the campus. With the new underground service, the College is protected from preventable outages that previously resulted in class cancellations.

Phase 2A, consisted of a new roadway that connects Peter Cheeseman Road to Roosevelt Drive at the south side of the campus. This piece of road work provided two major benefits. It provided a safe, direct means of access to the Science Building construction site for deliveries minimizing disruption to the College's everyday operations. It also established a direct connection from the West Side of the Campus to the East Side at the South End of the Campus. This was not possible previously without leaving the campus and reentering from another location.

The project involved redevelopment of the existing property, new underground utilities including storm water management, domestic water main extension and storm sewer piping systems. Two large retention basins were installed to control the road run off and allow the construction of the Science building. Old town site lighting fixtures and associated underground electrical infrastructure were installed along the road and as required for future parking lot reconstruction in Phase 2B.

Phase 2B, the campus ring road was formed through a combination of new roadway construction and the rehabilitation to existing roadway. Together, these elements formed a new Ring Road with consistent standards along the entire length of the road. The road was formed utilizing existing roads that were reconstructed and new roads developed in the available open space. The following is a breakdown of specific items that were included in the project:

- Way Finding System - Designed and constructed for the Ring Road, parking lots, walkways and all exteriors of the buildings on the Blackwood campus.
- New Parking Lot - Created with 550 new parking spaces with lighting, curbing, sidewalks, a system for wiring emergency phone and a drainage system.
- DEP Storm Water Compliance - Construction of proper parking, drainage and roads surrounding the Physical Plant/Maintenance Garage area and track areas. Construction of storm drainage outfall system and repairs.
- Entryway Redesign - Landscape treatments and overall entrance design enhancements to improve the attractiveness of four College entrances on Peter Cheeseman Road and one entrance on College Drive. Large precast entry signs, lighting, landscaping and streetscaping.
- Campus-wide Landscape Plan - Enhancement to the overall appearance of the campus through improved landscape treatments; where appropriate, streetscape treatments along pedestrian walkways, lighting and emergency phones.
- Science Building Parking - The construction of a new parking lot (150 spaces) to serve the faculty, staff and patients of the new Science Building with lighting, curbing, sidewalks and a drainage system.
- Repair and Reconfigure Existing Parking Area - The repair of 10 existing parking lots and drainage system repairs. The renovated parking lots included concrete sidewalks, lighting and concrete curbing from Roosevelt Hall to the area between Jefferson Hall and Wilson West.

- Campus Walk - The extension of the existing Campus Walk from the Wolverton Library to the CIM Center from Roosevelt Hall to the area between Jefferson Hall and Wilson West. The walk includes decorative paving, landscape, lighting and emergency phones.

- Wetlands Crossing / Washington Drive Culvert Reconstruction - The Washington Drive Culvert/Bridge Reconstruction project consisted of reconstructing the existing crossing of Holly Run Lake at the main entrance to the College from College Drive. The roadway crossing was supported by a corrugated metal pipe and an inlet/catch basin that diverted rainwater into the pipe. The completed project included installation of a new pre-cast concrete culvert and the widening of the roadway over the stream to improve both access to the College and pedestrian safety. Simultaneously, the Holy Run Dam, adjacent to the crossing, was upgraded with an improved concrete weir and pedestrian crossing.

- CIM Center Front Entrance Reconstruction - Entrance improvements, pedestrian sidewalks, steps, ramps, and landscape features have been redesigned and replaced. The design replaced retaining walls and deteriorating flower boxes with open spaces, sidewalk, seating areas, grading, plantings, and lighting fixtures that complement the developed campus theme.

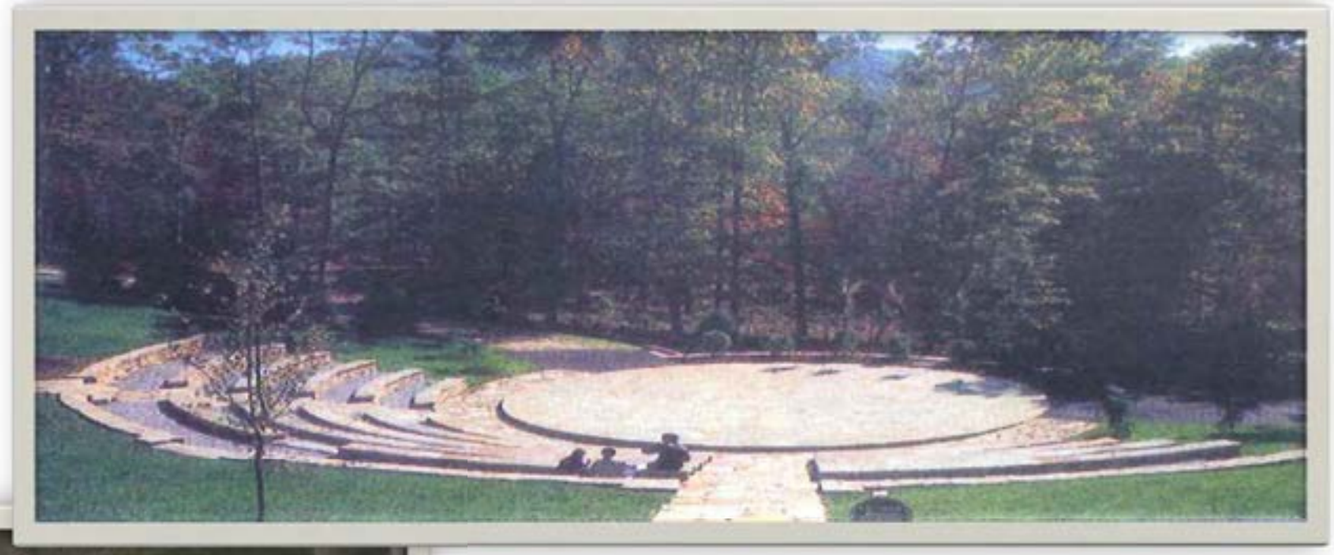
▪ Future Proposed Improvements

- Landscaping - Continue campus wide landscaping improvements to include; Manicured gardens throughout the campus, surrounding the buildings and at the entry drives, additional trees, shrubs and plantings to be added throughout the campus with the purpose of increasing seasonal interest and beautification, create park like settings with manicured central lawns, increase interest and function with enclaves that include planters and seating.
- Reconstruct Adams Parking Lot - Following the demolition of Adams Hall and the removal of the Temporary Trailers the parking lot reconstruction will involve: 1) Installation of underground storm systems; 2) New paving and parking configuration; 3) Line striping and signage; 4) Site-lighting. The intended benefit will be to improve surface water management, further increase the number of parking spaces on campus as well as improve vehicular and pedestrian safety.

- **Miscellaneous Site Enhancements**

  - Softball Field Dugout - Fence and dugout modifications, new slab, wall and roof construction and minor ceiling lighting at the softball fields.
  - Digital Sign - A 180 square foot digital monument sign will be constructed at the intersection of College Drive and Peter Cheeseman Road. Landscaping will be done around the sign in keeping with the beautification taking place on the campus.
  - Electronic Score Board at Softball Field - Score board and electrical service as well as construction of a foundation and support structure will be installed at the softball field.

- Holly Run Park - Will require minor survey of existing features; curb line and location of steep slopes. Grading and layout of park amenities to include landscaping, lighting, seating areas, gazebo and outdoor amphitheater.
- Bridge Guardrail Fencing – Extend the current cast stone pillar and metal fence configuration over the new Washington Drive culvert integrating same into the Holly Run park development providing lighting and pedestrian safety improvement while creating an inviting waterfront setting around Holly Run Lake.

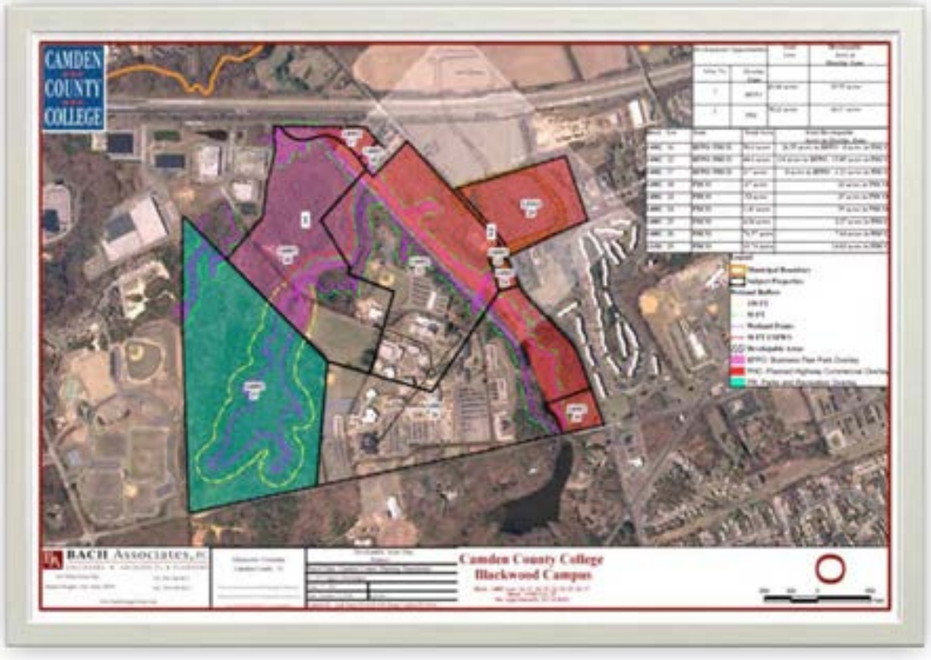


Infrastructure Improvements

In preparation for continued development within and adjacent to the academic core, the extension and further development of various underground utilities will be necessary to include:

- Expand underground storm pipe systems, sanitary sewer piping systems, water, gas and technology infrastructure;
- Extend electric, phone and optical fiber;
- Completion of site lighting to correspond with current plan; expand the security backbone through integration of the emergency communication and CCTV systems.

- Traffic Control Device - One component recommended in the Ring Road design that was not implemented to date is the installation of a traffic control device at the south entrance of the Blackwood Campus on Peter Cheeseman Road. Due to line of site issues, this drive permits right turn exits only and, therefore, complicates vehicular movement exiting the campus during high volume periods. A traffic control device would permit easy and safe exiting of vehicles while incorporating warning devices for north bound traffic where line-of-site issues restrict the driver's view.



- Campus Land Use and Subdivision Plan - A preliminary land use plan was completed in 2008. The services were needed to prepare applications to NJ environmental officials for the development of an access road and wetlands crossing permits necessary to access the College's perimeter properties targeted for development. The plan outlined potential development properties adjacent to the Blackwood Campus. The scope of work included potential subdivisions addressing likely viability for lease and development prospective. The next phase will include professional planning services and bidding for development companies to assist in creation of public/private partnership potentials and establishment of long term goals.

(SEE APPENDIX)

- Urban Village - As County College concepts evolve to meet ever changing demands, the perspective of an urban village has developed into potential on-campus dormitory space. The potential demands for housing by international and other students creates incentive to further explore public/private partnership opportunities to build mixed-use housing/retail space on the development zones within the Blackwood Campus perimeter.

(SEE APPENDIX)

- Athletic Areas / Athletic Village – The College is pursuing expansion of athletic programs. In 2011, the College successfully resurrected its cross country program. In order to compete with other local colleges, Camden County should continue in the direction of expanding these programs but can only do so through development of improved facilities that would enhance athlete recruitment. Programs that the College is currently exploring are new sports such as tennis and track and field while improving the current soccer, baseball and softball fields.

  It is recommended that the College consider development of a soccer/track and field facility with increased spectator seating. A modern turf field permits one field to be utilized year round for various sporting events. The construction of a modern artificial turf soccer field surrounded by a 6-8 lane collegiate track with adjacent field event facilities could increase recruitment, spectator attendance and rental potential. Proper planning could incorporate a softball field into the soccer facility, thereby opening the current softball field footprint for a field house, practice fields, additional parking or a new athletic/academic building. The versatility of an artificial turf field would also permit the College to offer additional popular athletic programs such as lacrosse, rugby, flag football and field hockey at a minimal investment since the single field can be easily transitioned into any number of field layouts on the same footprint without the maintenance issues of a grass field.

ROADS AND GROUNDS Camden Campus

- **2001 Plan**
  Campus development in potential expansion areas may include new academic buildings, open space facilities and stronger pedestrian corridors. Development on parcels south of the campus along Cooper Street may include uses that ultimately support the campus such as housing and retail.

- **Improvements Completed 2001 to Present**
  The Camden Campus potential for expansion has been further hampered by the existing Rowan University lease agreement that provides Rowan with the opportunity to develop on the adjacent property thus limiting the College's potential for using this property for anything beyond a surface parking lot until such time that Rowan releases the College. Additionally, Rutgers University has developed its east side property to the College boundary with the exception of a small parking lot adjacent to its new law school located off of Penn Street. The College has explored potential growth space beyond the two block area in the University District but, to date, has not located an area for suitable expansion.

- **Future Proposed Improvements**
  Pedestrian safety has become a concern since the construction of the CTC has created a steady pedestrian crossing of Broadway. Students seldom use the intersection cross walk thus creating a need to develop enhanced safety devices or procedures between campus buildings on this section of Broadway such as a raised pedestrian speed dampening table and lighted warning devices.

ROADS AND GROUNDS Rohrer Center

- **2001 Plan**
  Since it was built, Rohrer Center has been slated to be the location of an addition or second building to better serve the Cherry Hill area communities. As part of the proposal, enhanced open space development was recommended to further beautify the property and create an enhanced campus setting over the present business park appearance.

- **Improvements Completed 2001 to Present**
  Other than routine care the Rohrer Campus has remained essentially untouched since its construction. The College entered into a land use agreement with Vineland Construction in 2009 as part of a development project to an adjacent property. This agreement called for an interior roadway access point from the adjacent property to permit vehicular traffic to exit on Springdale Road. To facilitate this, the College developed plans for an alternate access road and driveway access to Springdale Road for the purpose of improving traffic flow and vehicular safety in the area. This plan was beneficial to both the College and to its new neighbors. To date, the adjacent property has yet to be developed thus placing the reconstruction of the access road on hold.

- **Future Proposed Improvements**
  Completion of the Rohrer access road redesign would improve ease of traffic movement on and around the Rohrer Center thus potentially increasing enrollment and reducing driver frustration while entering and exiting the property. This project should be completed with or without the incorporation of a building expansion plan.

ROADS AND GROUNDS RETC

- **2011 to Present**

  Minor enhancements such as removing over grown shrubs along with improved landscape maintenance has improved the appearance of the property

- **Future Proposed Improvements**

  - RETC Police Academy Entrance - Site enhancements for the academy will include removal and replacement of unsightly paving, poorly planned landscaping, and inadequate lighting at the main entrance. The intent for this improvement will improve pedestrian circulation, access to the academy as well as providing a professional appearance and approach to a building used for this purpose.
  - Repaving of Fire Training Facility - The asphalt paving on the fire training grounds are severely deteriorated and in need of replacement. If left unaddressed, this will create an increasing and ultimately unsafe condition for pedestrian and vehicular movement especially considering the main vehicle use in this area is heavy equipment.
  - Emergency Vehicle Operation Course (EVOC) Driving Pad - All emergency services personnel must be trained and in some cases certified in emergency vehicle operations and defensive driving. In addition, there are numerous civilian courses that are in constant need of vehicle testing and safety course operation sites. There appears to be ample undeveloped property at the RETC to develop a professional driving pad that would improve emergency personnel training and become a potential for site rental for commercial trainers.

3.3 FACILITY DEMOLITION

FACILITY DEMOLITION Blackwood Campus

2001 Plan

The 2001 plan described the original seminary buildings in various uncomplimentary ways. All buildings built prior to 1970 were all designated as in poor condition. With the exception of Lincoln Hall and Jefferson Hall, all other pre 1970 era buildings were recommended for demolition mainly due to:

- Substantially deferred maintenance needs leading to excessive structural damage;
- Old and obsolete mechanical equipment;
- Building layouts not conducive to current needs of the institution. Remediation could be more costly than replacement of the facilities.
- Remediation would be more costly than demolition and replacement.
- The spatial configurations of the original seminary buildings do not adequately support the structure of any unit's client-service needs;
- The marginal condition and limited future capabilities of certain facilities suggest their demolition, to include: 1) Wilson East/West/Center; 2) Roosevelt; 3) Adams; 4) Trailers; 5) Washington; Optical Clinic; 6) Lincoln; 7) and Physical Plant/Boiler House.

Improvements Completed 2001 to Present

Although not originally on the 2001 Master Plan, the following several buildings were removed to accommodate future projects:

- President's Residence – This building was the former residence of the College President. It was no longer required and the building was not able to be converted into anything that would accommodate a College program. The site was graded and seeded and is the future location of the Holy Run Park/amphitheater.
- Monkey House – A small storage building constructed long before the College owned the facility. It was reported that the farmer who owned the land kept monkeys in the building. Once the College purchased the property, it was converted into a storage facility. It was in conflict with the construction of the new road projects and was demolished in 2010.
- Washington Hall and former Optical Clinic – As part of the Ring Road project, these two buildings located on College Drive were leased by the construction company to serve as office space during the Route 42 interchange and Ring Road projects. The agreement calls for demolition by the construction company after the projects are completed. Washington Hall has been demolished and the former Optical Clinic Building will be removed at the completion of the current Culvert Project.
- Jefferson Hall and Lincoln Hall were designated for renovation and removed from the plans for demolition.

Future Proposed Improvements

In following the 2001 plan recommendations and after continued reevaluation the following buildings remain slated for demolition to allow for the space needed for new program oriented buildings:

- Adams Hall and Trailers - Following the removal of Adams Hall and the Temporary Trailers, the two existing parking lots will be reconstructed to permit new development such as an arts center, expanded parking and improved storm water runoff systems. Other potential use for this future open space will be to build program specific buildings such as a new Automotive Technology Center.

- Wilson East, Wilson Center, Wilson West and Roosevelt Halls - The demolition of these buildings will allow the College to design and build a cornerstone facility that would establish a north campus and campus gateway. This space permits the College to engage in discussions with four year institutions of higher learning to join together in collaborative efforts that would promote on campus four-year programs for Allied Health, Engineering and numerous other programs.

3.4 NEW CONSTRUCTION

NEW CONSTRUCTION Blackwood Campus

2001 Plan

Facility Requirements Projections - The facility requirement projections focuses on the assignable area for the existing space. Projections were determined for the following categories for each campus:

- Space deficiencies
- Projected growth
- Replacement space

The assessment of existing facilities and their ability to support the current program and current enrollment resulted in identifying an estimated current space need of between 10 and 15 percent of the total existing facility space. A review of the growth potential of each of the four academic divisions yielded an additional overall average growth of ten percent. Another potential growth impact may result simply from additional students attracted by virtue of the improvements made to physical facilities, campus amenities, and the quality of the campus environment that result from the implementation of this master plan effort. Twelve out of twenty-one buildings at the Blackwood campus are recommended for demolition and a reallocation of the programs into new facilities in order to meet the projected facility requirements. (The estimated additional space needs for the Blackwood Campus, according to the 2001 Master Plan, were approximately 300,000 square feet, after taking into account all three of the above categories.) Building links are proposed for Papiano Gymnasium and the Criminal Justice Center and for Madison Hall and the Community Center.

Buildings Constructed 2001 to Present

Connector Atrium and Madison Renovation - 2004

The Connector Building houses a 244-seat lecture theatre, a 40 seat amphitheatre, classrooms, and offices arrayed along a three story atrium with skylights. The renovated and expanded Madison Hall includes 27 classrooms, two lecture halls, and faculty offices. Innovative learning environments and study areas are created via the very latest in educational and communication smart technologies supporting state-of-the art wireless and hard-wired lecture rooms and computer equipped classrooms featuring instant response technologies, IP phones, cable television systems, flat panel monitors, video conferencing capabilities, projectors, VCR/DVD players, document cameras, and stereo speakers. This structure features a dramatic sloping curved masonry wall and pedestrian bridges traversing the atrium at multiple levels and was designed to be the principal gateway to the campus from the east. The 50,500 square foot building was constructed in 2007 at a cost of $27 million and is located between the Community Center Building (to its west) and Madison Building (to its south) – connecting them into one overall structure.

Kevin G. Halpern Hall for Science and Health Education - 2014

The 107,000 square foot 3-story glass and brick-faced Halpern Hall for the Sciences are centered on the south side of the Blackwood Campus. This state-of-the-art teaching facility features 12 biology labs, 6 chemistry labs, a physics lab, along with 26 general classrooms and ample research space. Additionally, a 5,300 square foot clinical skills and surgical prep lab has been created with the newest teaching technologies. A 30-chair dental lab serves to train dental program students while providing low cost dental care for the community. The facility was designed for student comfort with 5 student open lounges and a first floor café with food service. To further serve the health sciences, a full service kitchen provides much needed practical experience for the food & nutrition science and hospitality students. With program fit and consolidation in mind, there is ample faculty and staff space bringing the teaching spaces and professors' offices into one location. Halpern Hall is a Gold LEED certified building.

Future Proposed Construction

Transportation Technology Facility

This new 30,000 square foot facility will house the College's award-winning programs that train technicians and managers for automotive facilities, trucking firms, and other components of the transportation industry. The building will provide larger lab areas, additional classrooms, and space for programs in the rapidly growing field of logistics, diesel, alternate fuels and medium duty trucks. With today's focus on energy efficiency, additional programs in hybrid and battery powered vehicles could provide cutting edge education in the automotive repair fields. Currently, the most favorable proposed location is near the Blackwood Campus in the Lakeland Complex as part of a concept that creates an automotive complex adjacent to the Lakeland Maintenance Facility. Discussions are ongoing to engage private partners in the development and funding of this project.

Blackwood Campus Transitional Studies Building

The College has embarked on numerous transitional studies programs designed to provide desperately needed services to young adults who require additional services to prepare them for College and life. Active programs currently exist for GED, ESL, Gateway to College, Upward Bound programs, autism and developmental programs servicing the physically and mentally challenged young adult community. The way of the future for community colleges is through building sustainable transitional programs involving computerized testing, ongoing computerized diagnostics and self-paced modular instruction. These types of activities require re-engineering of the spaces used for traditional college level instruction. These programs are dispersed throughout campuses and are desperately in need of centralized technology labs, life preparation, kitchens and classroom space. This building would house centralized services and create much needed administrative space adjacent to the program space. One whole computer lab section would provide a testing facility for potential students and ESL language labs.

Lincoln Hall Annex

This building addition would permit the expansion of the grossly undersized theater construction shop and dance studio. The demand for additional credit theater/music/arts programs cannot be met with the limited space available. This expansion would also include renovation of the outdated and undersized recording, music and film studies studios. Currently storage of all props and theater materials are shared with the College's "Little Theater" greatly restricting credit acting courses. This expansion would create a new fine and performing arts building exclusively for credit courses with practice rooms, rehearsal rooms, dressing rooms, student art gallery, classrooms, and art studios.

Emergency Services Facility

The College is currently engaged in discussions with the Township of Gloucester to provide land to construct an Emergency Services Facility for the housing of Basic Life Support Vehicles. The College utilizes EMS services routinely. An EMS facility on campus would be beneficial for support services and educational programs in allied health. As the College moves forward with housing and/or athletics facilities, the need for EMS increases and the College will have a ready resource.

Bachelors/Advanced Degree Cooperative Partnership Building – 90,000 Square Feet With the demolition of the Wilson Complex, the College is presented with a unique opportunity to use the Wilson/Roosevelt footprint to construct a multi-level academic facility with a four year academic partner. The College has many partnerships with four year undergraduate institutions but has only recently begun conversations to expand the cooperative concept to include a broad range of transfer programs right on the Blackwood campus. Other community colleges in New Jersey have met with success in this expanded programming and in order for Camden County College to remain competitive it is critical that it also expand their academic programs into four year transfer and graduate degree programs. A cooperative program building that would include large lecture hall space as well as numerous varieties of four year degree programs would offer the potential for increased retention and enrollment bringing an increased offering for baccalaureate degrees to the southern part of Camden County.

Parking Structure An integral component to academic growth and public/private development must address additional parking for the campus. Even with the upgraded parking and traffic movement resulting for the Ring Road project, a shortfall of about 200 parking spaces remains even without new growth. In order to provide a sufficient foot print for any new educational, retail or housing facility, parking must be consolidated into a vertical structure. A parking deck can be combined with another educational space potentially creating an attached or combined transitional studies building space above and adjacent to the first two floors of program space. The Blackwood Campus is comprised of an academic core surrounded by protected nature wetlands providing an engaging environment to learn. It, however, does limit parking for this exclusively commuter-college. With hopes to engage a four year state program to build on site and offer four year programs to the county college community, the College is in serious need of parking. With this design, the College creates valuable emerging program space in an area that is currently parking lot and creates essential additional parking.

Urban Village As county college concepts evolve to meet ever changing demands the perspective of an urban village has morphed into potential on-campus dormitory space. The potential demands to house international and other students creates incentive to further explore public/private partnership opportunities to build mixed-use housing/retail space on the development zones within the Blackwood Campus perimeter. **(SEE APPENDIX)**

CAMDEN COUNTY COLLEGE

NEW CONSTRUCTION Camden Campus

2001 Plan

New areas of focus are being developed in the areas of health information technologies (medical coding), e-business and information technology careers. These new areas of focus will be accommodated with the planned construction of a second Camden building (in conjunction with a 600-car parking lot), of 33,775 square feet. The primary academic floor in the planned new facility will be built with a technology-rich environment comparable to the new Rohrer Building in Cherry Hill. Other program areas include education, human services and early childhood education. The long-term goal for this facility is to develop a more robust, full-service educational program for Camden City residents.

Camden Campus projects growth of 40 percent based on the proposed new building and parking ramp.

Buildings Constructed 2001 to Present

- Camden Technology Center – Spring 2004. The Camden Technology Center (CTC) houses nine state-of-the-art "smart" learning spaces, an E-Village computer lab, conference rooms, a 621-space indoor parking garage, the University District bookstores and a cyber café. The CTC is the city's major training facility for technology-driven careers in health, business and computer fields.
- Camden Conference Center – Spring 2007. The center serves as a premier location for conference and event space for the Downtown University District. With a 181-seat auditorium, catering facility and a 1,800 foot banquet-conference room, the center currently serves every major institution in the District actively supporting the growth and development of the business community, as well as promoting the City of Camden as a destination for jobs, education and business development.

Future Proposed Construction

- **Allied Health Educational Facility**
  The College has entered in to a partnership with Rowan and Rutgers Universities to construct a 106,000 square foot educational facility dedicated to higher education programs in allied health. A guiding principle of Camden County College's (CCC) involvement in the Allied Health Facility is the focus on employment for students who complete our program and an opportunity to move to a next step on the health careers ladder. To that end, CCC will provide a network of certificate and associate degree healthcare career pathways that result in a job and/or will in some cases articulate to a bachelor's degree program at Rutgers or Rowan. Stacked and latticed pathways will give students the flexibility to acquire short-term credentials and complementary skills while pursuing primary career interests. The offerings in the proposed building will provide educational opportunities in close proximity to Camden City and will provide an employment pathway in 12 months or less for citizens of Camden City.
- The College's retention initiatives are built on improving the success of our neediest students. In cooperation with the institutions of the City of Camden, Camden County College will continue to work to transition adults into higher education and the workforce. This urban campus demands an increase in the number of classrooms for Associate Degree programs. Additionally, the College's growing GED and Gateway to College programs are so popular that they compete for the valuable and limited credit class space on this two-building campus. With the construction of the Allied Health Facility, the College anticipates the expansion of the transitional studies programs through renovation of current campus space.

NEW CONSTRUCTION Rohrer Center

2001 Plan

The Cherry Hill campus was established in the spring of 2000 with the opening of the new technology-rich William J. Rohrer Building. The 33,688 square foot building contains state-of-the-art instructional technology equipped classrooms and technology instruction facilities. The stated mission of the Cherry Hill campus is to support corporate-focused, service-oriented cutting-edge, information technology training. The campus also supports a limited selection of entry-level for-credit curriculum offerings to better serve Cherry Hill community needs. The Cherry Hill campus includes a limited amount of classroom laboratory leased space in the nearby Heritage Square building (five classroom/lab spaces). The long-term objective for Cherry Hill is to more fully develop and expand its corporate business focus over time and to expand the facility as opportunities present themselves. Projected growth of 30 percent is based on the proposed building addition, a proposed second building, and additional expansion opportunities.

Future Proposed Construction

Rohrer Center Annex

An addition to the Rohrer Center would provide an opportunity for the College to increase enrollments in credit bearing general education courses and allow students to complete their degree in Cherry Hill as well as create alternate income potentials through leasing of space. Preliminary plans to construct the proposed addition to the Rohrer Center have been established. This would permit entire 2 year associates programs to be offered at the Cherry Hill location. An addition would specifically permit the development of a complete science lab as well as 8 to 10 general classrooms and computer labs. This science lab, requisite storage and prep space would afford Rohrer students the same opportunities as those attending the Blackwood Campus. A 2-story annex will serve as a state-of-the-art teaching facility at Camden County College William G. Rohrer Center. The building will feature primarily general classrooms; however, include some space for biology and chemistry labs. The existing building and systems were designed for a future addition (approx. 6,000 S.F. total). The Original Design Architect (RHM Associates) reviewed the original drawings to determine the feasibility of building the addition beyond the square footage for which it was originally designed. Upon review it was confirmed that a 22,000 square foot addition is viable.

3.5 BUILDING RENOVATIONS

BUILDING RENOVATIONS Blackwood Campus

2001 Plan

Fit to Program

The facility was also evaluated for fit to program issues. Fit to program issues relate to how the physical layout or structure of the facility meets the needs of the program housed within that facility. Buildings or facilities that have fit to program issues are summarized below:

- Lincoln Hall: The auditorium is too large of a space compared to the number of projected occupants. Also, the space fails to provide adequate lobby or spill area during performance events.
- Wilson Hall Complex: Buildings not designed for current program uses.
- Madison Hall: Buildings not designed for current program uses.
- College Community Center: Not enough space for programs.
- Learning Resource Center: Not enough space for library resources.
- Criminal Justice Center: Not enough space for program.
- Laser Institute: Underutilized space.


Jefferson Hall

Building Renovations - 2001 to Present

Jefferson Hall Renovation and Elevator Project – 2001
Upon evaluation of the 2001 Master Plan recommendation to demolish Jefferson Hall, it was recognized that Jefferson Hall maintained a character that the College wanted to embrace. Its regal construction gave the future new gateway to Camden County College a formal style that a new structure could not achieve. The interior was renovated by the College adding new office and classroom space. To meet access accommodations, an elevator tower was constructed on the south end of the building in an architectural style that blended well with the Victorian architecture of the original building facade.

Otto R. Mauke Community Center – 2006
The Community Center was severely damaged by a fire in the cafeteria kitchen in 2003. After 2 years of renovation, the building reopened with a new cafeteria and kitchen along with a student recreation area called the Cyber-Café. A new Board Room and faculty/staff dining room completed the second floor. On the first floor renovated advisement and administrative office space helped consolidate some student services. The Barnes and Noble bookstore underwent its first of several upgrades.

CIM ophthalmic lab installation- 2007
With the planned demolition of Washington Hall, the Ophthalmic Program and optical labs were moved to upgraded classroom and lab space in the CIM Center. These modern quarters have permitted the growth of the related academic programs.

Dennis Flyer Rehabilitation – 2009 through 2011
With funding assistance from the Theater rehabilitation fund and the College's theater partnerships, Lincoln Hall and more specifically the Dennis Flyer Theater were renovated to meet the demands of the active theater groups using the facilities. The upgrades included new seating, flooring on the audience area and on the stage, new curtains and an upgraded safety, electrical and lighting/dimmer systems, for example.

Marlin Art Gallery at Lincoln Hall – 2010 through 2011
In the interest of further advancing the visual arts, the College created an expanded art gallery area capable of displaying various form of visual media and artists' works in a well designed modern facility.

Community Center HVAC upgrades - 2011
As programmed into the Connector Project, the new HVAC/mechanical system was sized to accept additional heating and cooling units for the Community Center. In that the Connector is attached to the Community Center, it was a natural fit to upgrade the Community Center system by expanding the Connector HVAC thus modernizing the Community Center system.

Community Center Optical Storefront - 2010
With the closing of the isolated Optical lab on College Drive, a modern storefront was constructed on the first floor of the Community Center adjacent to the book store. This new storefront provides optical program students with the opportunity to gain first-hand experience in the retail aspects of the profession while allowing easy access for students and staff to purchase inexpensive high quality eyeglasses in a convenient setting.

Barnes and Noble Bookstore Renovation and Expansion - 2012

As part of the ongoing upgrade of the Barnes and Noble Bookstore, a substantial addition was constructed adjacent to the current bookstore. This addition permitted the completion of the renovation and expansion of the bookstore to better serve the student population. Included in the expansion was the design and construction of an outdoor dining area complete with landscape features and umbrella covered tables.

CIM roof and HVAC Replacement 2010

As part of an ongoing project to upgrade all obsolete HVAC systems and outdated mechanical controls on the pre-1990 buildings, a new system replaced the old CIM south HVAC units. As part of the preparation for the HVAC project, a substantial portion of the CIM roof was replaced to correct ongoing water infiltration issues in the building.

Childcare Center – 2010 through 2012

In order to accommodate an expanded childcare program, the College invested in a significant upgrade to the interior of the building that houses the Child Care Center. This renovation included replacement of the roof-mounted HVAC units, painting and rehabilitation of the interior and installation of a complete fire suppression sprinkler system. The rehabilitated building is now capable of housing any number of programs from childcare to cosmetology to dance, just for example.

Security Infrastructure Development – 2004 through 2012

In order to address the ever growing demand for increased security on college campuses, the College has installed an expanding system of camera surveillance and emergency notification systems. Any new construction or building renovation includes consideration for increased building and community security. New buildings are replete with surveillance systems, increased access control and emergency communications systems.

Future Proposed Improvements

Fit to Program

The College administration has taken the recommendation to focus on program fit by reevaluating and repurposing every building with the intention of consolidating all academic programs into the same space as much as possible. Each Blackwood building will be repurposed to specific programs and the future plans will continue to consolidate programs as much as reasonably possible:

Gabriel E. Danch CIM Center – *Manufacturing and Technology*

- Continued expansion of OIT offices and renovation of faculty space to meet future needs.
- Renovate all general classrooms into computer labs. Upgrade technology and HVAC to accommodate specialized room repurposing.
- Renovate classroom suite to accommodate Laser program being relocated from Laser Center.
- Replace glass atrium roof to extend life of atrium and control water infiltration.

Wolverton Learning Resource Center – *Library, Testing and Tutoring*

- Redesign basement level (first floor) to accommodate consolidated secure long term document storage for College.
- Renovate the main entrance floor level (second floor) to create a café style seating recreational, study area.
- Expand testing center on second floor.
- Modify floor plan of designated second and third floor (actual third and fourth floor) to accommodate small group study, tutoring, adjunct offices and instruction rooms. Isolate open computer lab or create cyber-café by relocating same to first floor. Potential space for business incubator.

Kevin G. Halpern Hall for Science and Health Education – *Science and Health Education*

- Current configuration meets demand.

Washington Hall (previously the Criminal Justice Center) – *Rutgers University Center*

- Roof, HVAC/mechanical/electrical system replacement/upgrades are essential to continue meeting program needs.
- Installation of a continuous-use gas-fired emergency generator. This will be installed to support future emergency operations at this facility.

Roosevelt Hall (previously the Helene Fuld School of Nursing) – *Administration and Staff Services*

- Newly commissioned Roosevelt Hall will consolidate all administrative functions of the College including the new offices of the President, Vice Presidents and employee support services. Consolidation accomplishes efficiency by placing the majority of the administrators in a centralized location.
- Demolition and upgrade of all existing HVAC, mechanical, electrical and plumbing systems as needed to accommodate the new planned renovations. Renovations include converting all classroom spaces into new office space, complete upgrade of lighting, fire and security systems, and technology throughout the building.
- Remove and replace existing entranceways, landscape and patio to meet the requirements of new programming.

Madison Hall – *General Education Classrooms*

- Current configuration meets demand.

Connector Atrium - *Center for Civic Leadership*

- Current configuration meets demand.

Otto Mauke Community Center – *Student Recreation and Support Services*

- Improve energy efficiencies. Replace all lighting (30) in the serving area of the cafeteria with LED lights. Replace windows and building exterior sealant.

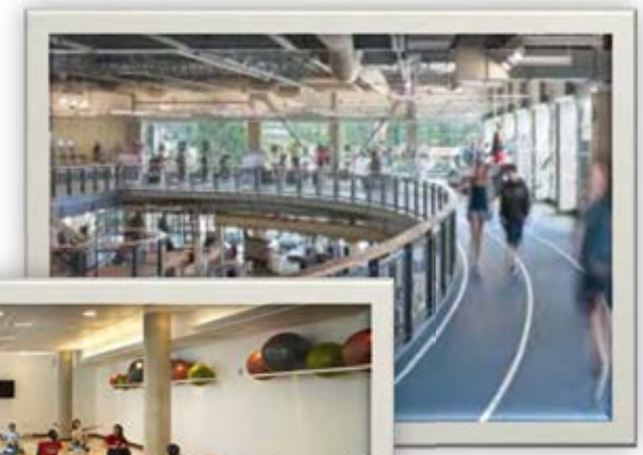
- First level repurposing has not yet been determined. Possible uses after support services relocate to Taft Hall may be renovation of space to accommodate the Public Safety Department and/or the School and Community Academic Programs Department. Other potential considerations would be to add retail outlets that complement the bookstore services and student recreation.

Laser Institute of Technology Center – ***Yet to be determined***

- Some preliminary assessments suggest this entire building should be repurposed for administrative support services such Public Safety, wellness clinic serviced by a private/public partnership. Other considerations may be that as success with the new science or health programs are realized this building may be better served for additional science related programs considering the proximity to the Halpern Hall of Science and Health Education.

Papiano Gymnasium – ***Athletic and wellness programs***

- Install new HVAC and mechanical systems to better control the environment within the current gymnasium. Currently, the gym is not air conditioned, which significantly inhibits use of the facility in the summer months for summer credit courses. Creating a comfortable year round environment would also increase rental and sports or transitional camp development potential. The investment would significantly lengthen the available season for the otherwise underutilized space.
- Installation of new HVAC and mechanical systems to replace a highly inefficient, antiquated hot/cold water delivery system from an outdated central plant.
- Demolition and upgrade of all existing HVAC, mechanical, electrical and plumbing systems as needed to accommodate the new planned renovations. Roof, HVAC/mechanical/electrical system replacement/upgrade essential to continue meeting program needs.
- Renovation of obsolete natatorium into fully functional state-of-the-art wellness and physical therapy center would increase enrollments for current, insufficiently-equipped physical therapy and wellness-related degree programs. A professionally developed program would permit the College to provide another form of service to the community much like it already does within the dental and ophthalmic programs. This renovation would permit the expansion of the current fitness center and construction of an elevated indoor jogging track creating a true modern fitness center for the student and staff population of the College.
  This project could be considered for a public/private partnership with an already established fitness/wellness rehabilitation center or education institution offering related four year degrees.
- Renovate all locker rooms, team rooms and restrooms.
- Remove existing and install new LED High bay lights in gym.
- Installation of a continuous use gas fired emergency generator. This will be installed to support future emergency and shelter operations at this facility.



Truman Hall – ***High School Alternative Education, Gateway, and GED Programs***

- This facility could become a cost center for the College since annual contracts are nearing $40,000 for current College partners to rent space for their programs. This project will allow the College to continue to expand and serve the counties' secondary school population in transitional college classrooms.
- Convert existing general and lab classrooms to computer labs to accommodate expanding Gateway-type programs.
- Installation of new HVAC and mechanical systems to replace a highly inefficient, antiquated hot/cold water delivery system from an outdated central plant.
- Truman Hall will be renovated to provide additional classrooms in space vacated by Transportation Technology. These classrooms will serve GED students and can be used to develop workforce development programs that would complement the current purposing of the building.
- The Publications Department must be relocated when Wilson Center is vacated and its next quarters have not been decided to date. Truman Hall would be a viable option for relocating this department.

Jefferson Hall – ***Community Partnerships***

- Expand partnership space by converting all classrooms to office and meeting space.

Lincoln Hall / Dennis Flyer Theater – ***Center for Performing and Visual Arts***

- Lincoln Hall currently houses the College's art and theater programs along with a 650-seat auditorium.
- Convert current sound studio into professional sound and performing arts studio.
- Rehabilitate the construction shop, dance studios and adjoining offices to improve space and energy efficiencies.
- Demolition and upgrade of all existing HVAC, mechanical and electrical systems, as needed, to continue to meet current and expanded program needs. Installation and upgrade of electrical switching and transformer systems to meet demand of current programming.
- Renovate and upgrade all restrooms to meet current needs and to address access accommodation limitations.
- Address access accommodation limitations between east and west side of building.
- Replace current lighting in the theater with energy efficient LED lighting.

Taft Hall - ***One Stop Student Services Facility with expanded capacity classroom facilities***

A significant renovation of Taft Hall into a student services building is underway. Taft will be renovated to house a complete "One-Stop" Student Services Center that will provide all services for student registration and advisement under one roof. This space will include conference rooms and welcome center. On the first level, 10 classrooms will have the ability to expand into large capacity lecture rooms or computer labs. Renovations include new mechanical, plumbing and electrical upgrades; as well as major interior wall reconstruction to accommodate the new programming and enhanced energy savings.
A glass pavilion and entranceway will be constructed on the east side of Taft Hall to create a grand Welcome Center that will enhance the visit and experience of potential and current students. The pavilion will enclose soft seating and an elevator to increase convenience and comfort to those who visit the College. The space is being considered as living atrium space, a natural setting for an arboretum. Also, in consideration is a green roof which would be overlooked by Halpern Hall.

Childcare Center – ***Childcare or Yet to be Determined***

Facilities Operations Building – ***Office and Warehouse Space for Facilities Department***
The existing Facilities Operations Building requires an addition to expand the staff support offices. The addition will also create a new front entrance to the building so that access is coordinated with the Ring Road improvements that were recently completed. The addition is proposed to be approximately 2,000 square feet and include four additional offices, a conference room, computer training room, front entry and enlarged reception area. Renovations to the existing building include facade renovations to support the proposed new front entry elevation of the building. Alternately, this building may be considered for demolition if development plans are such that the current facility impinges on development potential.

Physical Plant/Boiler Plant – ***Yet to be Determined***
The central boiler plant located adjacent to Truman Hall will be decommissioned as the central plant upon completion of the Truman Hall, Papiano Gym and Taft Hall renovations. Once the plant is demolished, the building will be available for reprogramming. Due to its location in the center of campus, the building does not have ready access for deliveries limiting its potential uses to office or classroom space. One potential consideration is to place the Facilities Department support staff, custodial staff and construction department in this location instead of adding an addition to the current Facilities Operation building. It may be prudent to demolish this building when decommissioned and design either open space or construct an annex to Truman Hall thus better utilizing the central portion of campus.

Security Infrastructure Development
The expansion of the College security infrastructure should be continued. Although the College has invested in emergency and security systems over the last 10 years, there remains the need to continue this expansion. It is recommended that a centralized monitoring center be developed within the Public Safety Dispatch Center to permit the consolidation of all current and new monitoring systems into one location. This, in combination with continued growth of the emergency communications systems, also centralized within Public Safety to meet the growing demand, will create a comprehensive and effective monitoring and dispatch center thus improving safety and detection capability on campus. All new construction and renovations must include up-to-date security technology to include access control, surveillance, intrusion and emergency communications systems.

BUILDING RENOVATIONS Camden Campus

2001 Plan

The existing Camden Campus building presents the following issues, all of which should be capable of correction with renovation and reconfiguration following the completion of the planned new facility:

- Computer and laboratory facilities are small in size and should be capable of supporting larger section sizes. Additional computer instruction and open lab facilities are needed.
- Administrative office facilities are inconveniently scattered on all floors of the building.
- There is insufficient parking to support current levels of the building use.
- Occasional conflicts arise with the Rowan University concerning use of shared classroom resources.

Building Renovations 2001 to Present

Camden Campus

College Hall has seen a number of improvements through 2012 including:

- The Community Room – Replacement of all standard lighting with energy efficient LED lights. Replacement of the divider wall to replace a non-functioning unit that now permits the large space to be easily divided for separate events and opened for major events.
- HVAC unit replacement includes a new chiller installation replacing an out of date roof unit. Interior wall unit replacement is ongoing. Classroom retrofitted into science lab.
- Art studio rehabilitated into general classroom space.
- Lobby – The Public Safety office has been replaced with an open Concierge area that brings the Community Service Officer into immediate contact with students and guests.
- Elevator rehabilitation is underway at the time of this report. Both elevators will be rehabilitated to improve dependability of the outdated units.

Camden Technology Center

- Barnes and Noble Bookstore renovation and Starbucks Café has yielded a modern bright student service facility. A Starbuck's Café and customer seating area established inside the bookstore provide a comfortable collegiate setting for students and visitors.

Future Proposed Improvements

Camden Technology Center
Future Proposed Construction

- The College's retention initiatives are built on improving the success of our neediest students. In cooperation with the institutions of the City of Camden, Camden County College will continue to work to transition adults into higher education and the workforce. This urban campus demands an increase in the number of classrooms for Associate Degree programs. Additionally, the College's growing GED and Gateway to College programs are so popular that they compete for the valuable and limited credit class space on this two-building campus. With the construction of the Allied Health Facility, the College anticipates the expansion of the transitional studies programs through renovation of current campus space.
- The Camden Technology Center houses a central chiller plant with open cooling towers, contains several critical functions that must be maintained in the event of utility interruption, and functions as an area of refuge for the area in the event of natural disaster. The building will be provided with main water filtration of the incoming water service and central water storage to allow the building to continue operation in the event of interruption of the public water utility.
- Parking Garage lighting upgrades from metal halide and compact fluorescent to all LED fixtures for entire structure, to include the building facade, parking decks, stair towers and breezeway.
- Preventive maintenance plans and work required for garage structure to include removal/repair of damaged structure and replacement of caulk, etc.

College Hall

- The mechanical equipment has reached its end of service life and will be replaced. This includes demolition of all existing equipment and installation of new high efficiency condensing boilers, pumps, VFDs, exhaust fans, fan coil units.
- Demolish existing metal partitions and install new solid plastic toilet partitions for all restrooms.

BUILDING RENOVATIONS Rohrer Center

2001 Plan

The William J. Rohrer Center has been well received and facilities have been in strong demand. The technology resources, the size and configuration of classrooms and the resource support provided within the building have become a new standard of quality for Camden County College, to be emulated in the development of new or upgraded instructional facilities at the other two campuses. It is estimated there currently is additional demand for programs that suggest adding four additional labs to the end of the west wing (as originally planned). Original intentions for building use did not include seeking site accreditation for the campus. Should credit offerings expand, however, it may be necessary to develop on-site library facilities that will meet accreditation requirements, requiring the commitment of more space.

Building Renovations 2001 to Present

- Computer labs were installed and increased in number to meet the growing demand for computer based programs at this facility.
- To meet classroom demand, staff hotels were converted into small classrooms.
- A dry science lab was constructed in a general classroom space to accommodate the changing demand for credit programs on the Rohrer Center.
- The program fit changed significantly from a workforce-driven continuing education facility to a credit program destination.

Future Proposed Improvements

All anticipated major improvements and classroom program refitting will depend on the viability of a multiple classroom addition to further meet the anticipated demand of credit programs in this facility.

SUSTAINABILITY

The 2014 Campus Master Plan Update provides the College with the opportunity to further develop its green initiatives and support sustainable energy efforts. Implicit in the plan is the goal of promoting environmental stewardship and reducing the College's carbon footprint. The Campus Master Plan will bring the College innovative and sustainable buildings and landscapes designed to serve today's generation while respecting the needs of future generations.

From recycling to alternative energy, the Camden County College community is increasingly aware of the need to consider its impact on the environment and to educate and mentor students to become future environmental leaders. This heightened awareness led to the development and adoption of the **Camden County College Green Initiative** in 2010. The **Green Initiative** was designed to *formalize College practices for improving energy efficiency, conserving resources and enhancing environmental quality by educating for sustainability and creating healthy living and learning environments*. An outgrowth of the Initiative was the formation of the **Green Initiative Committee** which continues to meet regularly under the leadership of the College's Director of Facilities.

Green Initiative accomplishments include: campus-wide recycling program, switch to green certified cleaning products, availability of reduced fare passes for public transportation, construction of a campus greenhouse, increased campus tree planting and landscaping, Earth Day celebration and activities, use of document imaging to reduce reliance on paper files and the review of all construction projects to encourage discussion of alternate materials/methods with the focus of reducing the carbon footprint of the College.

Camden County College has been a member of NJHEPS since 2001. NJHEPS (New Jersey Higher Education Partnership for Sustainability) is a group of 36 Garden State Campuses supported by the New Jersey Department of Environmental Protection, Education Foundation of America, AT&T and the New Jersey Board of Public Utilities. Their mission is to be an agent for transformation so that New Jersey campuses might become models and messengers of sustainability in society and the world. The sustainable campus initiatives utilize six interrelated strategies:

- education for sustainability
- energy-efficiency and conservation measures
- high performance green designs
- sustainable materials use
- student activism
- media outreach

The College has been aware of USGBC's Center for Green Schools since the inception of NJHEPS. In 2009, at the very beginning of the conceptual plan for the proposed Science and Classroom Building design, it was decided that building would incorporate numerous USGBC design standards. It was determined that the goal for the building would be to obtain a minimum of a silver LEED (Leadership in Energy and Environmental Design) certification.

Since 2001, the College has strived to participate in sustainability programs. With the New Science and Classroom Building, this was a key opportunity to design a green building from inception. The College continues to implement energy conservation measures and green design applications in all renovations, retrofits and reconstruction projects where possible.

The transformation projects since 2004 have brought many energy savings and environmentally friendly changes to all campuses of Camden County College. These projects upgraded older buildings, roads, grounds, infrastructure, mechanical systems and added new square footage to the campuses both inside and out. These projects have all had a focus on sustainability, for instance:

- All of exterior parking lot and roadway lighting has been replaced with high efficiency LED lighting, with a projected energy savings of 70%.
- Materials from asphalt and concrete paving to metal scrap are all recycled reducing solid waste disposal significantly.
- The College has replaced an aging, energy wasting electrical infrastructure with a modern energy efficient electrical system.
- Inviting outdoor leisure areas are designed to provide recreation space while raising appreciation of our natural environments. The exterior plantings around campus are drought resistant and low maintenance native species.
- An additional transportation hub was created to promote convenient use public transportation.
- All building retrofits, updates and reconstructions include energy management systems such as automatic heat setbacks and motion detection light switches.
- These energy management initiatives reduce lighting and HVAC energy consumption.
- The College is committed to the purchase of renewable, reusable, recycled material.
- The College will continue to take sustainable steps to manage its open spaces.
- All future construction projects will be integrated into green building designs.

Camden County College remains at the forefront of education and is committed to lead the way to educate, demonstrate and promote sustainability.

2013 BUDGET SUMMARY

	Construction Cost	Owners Costs				
Project Components	Construction - Trade Cost	Design/Const. Contingency	Construction MGMT/Admin	Construction Indirects	Escalation	PROJECT TOTALS w Contingency
Roads & Grounds						
1 Campus Underground Infrastructure	$ 5,637,500	$ 1,127,500	$ 281,875	$ 56,375	$ 169,125	$ 7,272,375
2 Adams Parking Lot Reconstruction	$ 1,276,200	$ 255,240	$ 63,810	$ 12,762	$ 38,286	$ 1,646,298
3 Misc Site Enhancements	$ 942,700	$ 188,540	$ 47,135	$ 9,427	$ 28,281	$ 1,215,083
Subtotal Roads & Grounds	$ 7,856,400	$ 1,571,280	$ 392,820	$ 78,564	$ 235,692	$ 10,134,756
Facility Demolition						
4 Adams Hall	$ 80,000	$ 16,000	$ 4,000	$ 800	$ -	$ 100,800
5 Roosevelt Hall	$ 170,000	$ 34,000	$ 8,500	$ 1,700	$ -	$ 214,200
6 Wilson Center, East, West	$ 700,000	$ 140,000	$ 35,000	$ 7,000	$ -	$ 882,000
7 Temporary Trailers	$ 50,000	$ 10,000	$ 2,500	$ 500	$ -	$ 63,000
Subtotal Facility Demolition	$ 1,000,000	$ 200,000	$ 50,000	$ 10,000	$ -	$ 1,260,000
New Construction						$ -
8 Rohrer Addition	$ 5,864,100	$ 1,172,820	$ 293,205	$ 58,641	$ 175,923	$ 7,564,689
9 Physical Addition	$ 205,950	$ 41,190	$ 10,298	$ 2,060	$ 6,179	$ 265,676
10 Retail/Residential Bldg. (Urban Villa)	$ 12,808,000	$ 2,561,600	$ 640,400	$ 128,080	$ 768,480	$ 16,905,560
11 Workforce Technology Development	$ 13,600,000	$ 2,720,000	$ 680,000	$ 136,000	$ 1,224,000	$ 18,360,000
12 Transportation Technology	$ 4,161,000	$ 832,200	$ 208,050	$ 41,610	$ 374,490	$ 5,617,350
13 Cooperative Partnership	$ 25,710,000	$ 5,142,000	$ 1,285,500	$ 257,100	$ 1,542,600	$ 33,937,200
14 Parking Deck	$ 15,750,000	$ 3,150,000	$ 787,500	$ 157,500	$ 1,890,000	$ 22,735,000
15 Transitional Studies Building (Camden)	$ 11,546,000	$ 2,309,200	$ 577,300	$ 115,460	$ 692,760	$ 15,240,720
16 Transitional Studies Building (Blackwood)	$ 3,625,000	$ 725,000	$ 181,250	$ 36,250	$ 217,500	$ 4,785,000
Subtotal New Construction	$ 93,270,050	$ 18,654,010	$ 4,663,503	$ 932,701	$ 6,891,932	$ 124,412,195
Building Renovations						
17 Taft Hall	$ 9,691,490	$ 1,938,298	$ 484,575	$ 96,915	$ 290,745	$ 12,502,022
18 Helene Fuld Building	$ 2,899,072	$ 579,814	$ 144,954	$ 28,991	$ 86,972	$ 3,739,803
19 Wolverton Library	$ 1,000,540	$ 200,108	$ 50,027	$ 10,005	$ 30,016	$ 1,290,697
20 Truman Hall	$ 2,530,420	$ 506,084	$ 126,521	$ 25,304	$ 75,913	$ 3,264,242
21 Lincoln Hall	$ 3,266,654	$ 653,331	$ 163,333	$ 32,667	$ 196,999	$ 4,311,983
22 Washington Hall	$ 874,428	$ 174,886	$ 43,721	$ 8,744	$ 52,450	$ 1,154,245
23 Paolano Gym	$ 5,284,898	$ 1,056,980	$ 264,245	$ 52,849	$ 317,094	$ 6,975,065
24 CIM Building	$ 1,118,800	$ 223,760	$ 55,940	$ 11,188	$ 67,128	$ 1,476,816
25 Community Center	$ 464,410	$ 92,882	$ 23,221	$ 4,644	$ 27,865	$ 613,021
26 Connector Building	$ 83,100	$ 16,620	$ 4,155	$ 831	$ 4,986	$ 109,692
27 Child Care Building	$ 135,050	$ 27,010	$ 6,753	$ 1,351	$ 8,102	$ 178,266
28 Boiler Plant	$ 764,400	$ 152,880	$ 38,220	$ 7,644	$ 68,796	$ 1,031,940
29 Facilities Operations Office	$ 210,000	$ 42,000	$ 10,500	$ 2,100	$ 18,900	$ 283,500
30 Madison Building	$ 141,848	$ 28,370	$ 7,092	$ 1,418	$ 12,766	$ 191,495
31 Jefferson Hall	$ 474,914	$ 94,983	$ 23,746	$ 4,749	$ 42,742	$ 641,134
32 Campus Building Infrastructure	$ 5,034,790	$ 1,006,958	$ 251,740	$ 50,348	$ 604,175	$ 6,948,010
33 College Hall	$ 5,418,540	$ 1,083,708	$ 270,927	$ 54,185	$ 650,225	$ 7,477,585
34 Camden Parking Garage	$ 1,124,970	$ 224,994	$ 56,249	$ 11,250	$ 134,996	$ 1,552,459
35 Laser Building	$ 465,200	$ 93,040	$ 23,260	$ 4,652	$ 55,824	$ 641,976
Subtotal Building Renovations	$ 40,983,524	$ 8,196,705	$ 2,049,176	$ 409,835	$ 2,745,711	$ 54,384,951
Total Cost	$ 143,109,974	$ 28,621,995	$ 7,155,499	$ 1,431,100	$ 9,873,334	$ 180,057,145

CAMDEN COUNTY COLLEGE

Camden County College

OIT 5 Year Technology Plan
2012-2017

September 2012

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Executive Overview

College Mission

Camden County College, a comprehensive public community college in New Jersey, provides accessible and affordable education including associate degree programs, occupational certificates programs, noncredit courses and customized job training. The College welcomes all who can benefit and provides the support services students need to transfer for further studies, prepare for a career and continue their education. The College responds to the changing needs of its community and students and continuously improves its programs and services to support the economic development of Camden County and the personal development of its goal.

Office of Information Technology (OIT) Mission and Purpose

Camden County College Office of Information Technology (OIT) Department provides comprehensive technological resources to the students, faculty and staff of the college. OIT continually provides a stable and reliable network infrastructure, applications and technical resources for quality and timely service to its users.

The purpose of this plan is to provide the framework from a technology-based perspective for meeting the college mission “to provide dynamic, student-centered, comprehensive and accessible educational opportunities that address the diverse needs of the community”. Each department within OIT has a mission to support the academic and administrative needs and goals of the College.

Camden County College OIT Mission

Administrative Services

The mission of the Administrative Services within the Office of Information Technology is to provide leadership and technical assistance in the programming, consultation, system design, new applications review, security and maintenance of the College's enterprise resource planning systems. These systems include Datatel Colleague (Student Information System), Web Advisor (the web interface to the student information system), SunGard One Solution (Financials, Human Resources, and Payroll system), Operation Data Store Reports System and Web-Advisor.

Academic Services

The mission of the Academic Services area within the Office of Information Technology is to provide leadership and support of academic technology for the academic community. This includes the design, installation and support services for instructional facilities, support for courseware development, and project planning for academic technology initiatives.

User Services

The mission of the User Services area within the Office of Information Technology is to provide operational support, development and maintenance for the academic and administrative computing environments at the College. This support is provided to faculty, staff and students and is centralized through the Office of Information Technology Help Desk. Services include technical support and services for desktop computers, printers and associated peripheral equipment, application software, email, computer classrooms, open access labs, and technology education.

Network Services

The mission of Network Services within the Office of Information Technology is to provide the development of Camden County's network infrastructure and network applications. These services include the installation, management and operational support of the College's local and wide area networks, Internet connectivity, network security, network servers, email systems and virus protection.

Telecommunications Services

The mission of Telecommunications Services within the Office of Information Technology is to provide voice communication services to the College community. This includes the support, maintenance and development of the telephone and voice mail system and equipment, management of the physical infrastructure that supports voice services, and the College's relationship with our local and long distance communications providers.

Instructional Support Department

The mission of the Instructional Support Department within the Office of Information Technology is to provide faculty instruction, equipment maintenance and repair and operation of all audio and visual equipment on all three Camden County College campuses. These services include support for both academic and non-academic events and meetings. Technical oversight of the college radio station, WDBK, and the Dennis Flyer Theater are included in the scope of operations.

OIT Technology Plan Overview

The goals within the OIT Technology Plan are linked to the Camden County College Strategic Plan 2012, Middle States Commission on Higher Education and the Mission Statement of OIT to create a comprehensive, accessible and affordable college experience for students. The goals for OIT are to provide excellent teaching and learning environments, reliable network connectivity, a complete disaster recovery plan and state of the art applications and technologies that creates a competitive and engaging environment to support students, faculty and staff. These goals represent the technology plan outlined by OIT to create a desirable and affordable institution of choice for students of all ages seeking a college degree.

The goals and objectives of OIT are achieved through the various departments, including User Services, ISD, and Administrative Systems. Each department focuses on strategic technical long term and short term goals to improve the technological environment for students, faculty and the college community. The goals and objectives incorporated in this document begin with the current fiscal year July 1, 2012 to June 30, 2013 through fiscal year July 1, 2012 to June 30, 2017.

Goals: July 1, 2012 - June 30, 2013

Goal 1 - Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure
OIT will implement Self-Service Technologies, a Web Portal, applications for Droid and IPhone and Document Imaging devices to increase data accessibility to all users. OIT will also upgrade the Campus Network, and Voice and Messaging systems to provide a secure and reliable environment that promotes academic and professional success.

Business Justification: Provide quick, secure, convenient and efficient data accessibility to college data from multiple devices and locations enhancing the users overall productivity, academic and administrative experience.

Constituents: Students, Staff, Administrators, OIT, Faculty and Potential Students

Goal 2 - Implement Leading Edge Technologies
OIT will implement leading edge technologies to create a competitive institution and improve the overall academic and administrative experience within the college community.

Business Justification: Implement State-of-the-Art technology within classrooms, lecture facilities and administrative areas to stay ahead of the competition by promoting an academically stimulating, competitive and supportive environment.

Constituents: Students, Staff, Administrators, Faculty and Potential Students

Goal 3 - Provide Classroom and Operational Technical Support
OIT will continue to provide campus wide support for all technical aspects of the college.

Business Justification: As new classrooms are created or modified, OIT will design, implement, install and support technical software and hardware to help the college continue a high academic and administrative standard.

Constituents: Students, Faculty, Staff and Administrators

Goal 4 - Improve OIT Planning Processes
OIT will create a Master OIT Project Plan to organize and schedule projects for the current a five (5) year period.

Business Justification: Create a Master OIT Project Plan to help OIT manage growth within the department and college as well as to help other departments understand OIT obligations, resources, priorities and availability.

Constituents: President's Staff, OIT CIO, OIT Managers

Goal 5- Development of Personnel
OIT will develop a clearly defined comprehensive career training path for all employees and disciplines encompassed within OIT.

Business Justification: Strategically define technical career training paths to help standardize trouble shooting, implementation procedures, development and other important components of learning and staying current within OIT.

Constituents: Managers, OIT Staff, Administrative Staff and Help Desk Personnel

Goal 6 - Develop a Risk Mitigation Strategy
OIT will enhance their current Technology Disaster Recovery Plan and execute a Security Audit to identify and analyze different types of emergencies and responses required by OIT. They will also test the plan to ensure that the business resiliency remains intact.

Business Justification: An integral component of data accessibility is the ability to readily duplicate a full system recovery, provide business resiliency in case of a disaster and save costs associated with loss data. OIT will implement a cohesive disaster recovery plan and perform mock tests to ensure the College continues to operate in the event of a disaster. This is a multiple year goal and the plan will cover the ability to retain and recover years of data needed for each department.

Constituents: Students, OIT, Administrative Staff and Administrators.

OIT Technology Goals and Projects	Year				
	1	2	3	4	5
Goal 1: Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure					
Restructure and Redesign College Network Configuration	√	√	√		
College Campus Web Portal	√	√	√		
Self-Service Technology - Kiosks	√	√	√	√	√
Document Imaging	√	√	√	√	√
Fixed Assets Inventory Control	√	√			
Improve and Secure Virtual Private Network (VPN)	√				
Integrate Email Exchange Services with SharePoint		√			
Self-Service Help-Desk		√			
Implement Mobile Applications for Datatel		√	√		
Goal 2: Implement Leading Edge Technologies					
Investigate New Technologies to Integrate with College Community	√	√	√	√	√
Datatel SQL Conversion	√	√			
Microsoft Exchange Email 2010	√				
SharePoint 2010 implementation and Integration	√				
Server Virtualization	√				
Increase Wireless Footprint	√	√	√		
Virtual Desktop Infrastructure (VDI)		√			
Virtual Tour of the College Community		√	√		
Implement Digital Signage Project		√			
Introduce Tablet Classroom		√			
Introduce Hosted Cloud Solutions			√	√	√
Goal 3: Provide Operational Technical Support					
Design and Implement New Classroom Technology	√	√	√	√	√
Provide Technical Classroom Support	√	√	√	√	√
Provide Software Management for College Community	√	√	√	√	√
Implement MS Windows Live™	√				
PC Life Cycle Management	√	√	√	√	√
Provide Technical Event Planning	√	√	√	√	√
Update Dimmer Lighting System	√	√			
Implement Proactive Help Desk Walk-Through Support		√	√	√	√
Goal 4: Improve OIT Planning Processes					
Campus Wide OIT Governance	√	√	√	√	√
Annual Review of OIT Contracts	√	√	√	√	√
Student information System (SIS) Planning Session	√	√	√	√	√
Incorporate a Process Management Discipline		√			
Campus Wide Software and Equipment Purchasing Policy	√	√	√	√	√
Goal 5: Development of Personnel					
Develop an Overall OIT Training Plan	√				
Technical Training for Students, Faculty and Staff	√	√	√	√	√
Goal 6: Develop a Risk Mitigation Strategy					
Update Current Disaster Recovery and Business Continuity Plans	√	√			
Test Current Disaster Recovery and Business Continuity Plans	√	√			
Execute Security Audit	√	√			

Camden County College

OIT 5 Year Technology Plan
2012-2017

Appendix A

APPENDIX A

	Year 1		
	2012-2013	**Estimated Annual Cost**	**Funding Source: Capital (C) or Operating (O) Budget**
	The OIT Technology Plan identifies the goals and objectives of the OIT department as it incorporates the larger vision of the college. It is a plan that identifies the roadmap the college must travel to achieve their goals by providing a view of the current technological environment as well as the future direction of technology at the college. In addition, this plan analyzes the current state of the technological environment and identifies projects necessary to meet the technological goals of the college. Each goal within the plan has a purpose and identifies the benefit it provides the college in enhancing the classroom experience, increasing efficiency, accessibility and mobility for our students, staff and faculty. In our ever changing world of technology, changes create challenges but our purpose in creating this plan is for growth, reliability, security and stability within technologies that support the college community. As we continue to support existing and implement new technologies, our plan identifies how OIT also provides committed service, user satisfaction and a competitive environment for the college community.		
Goal1	**Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure**		

	Restructure and Redesign College Network Configuration OIT will redesign the current Network to improve intra and inter campus communications ensuring that all campuses have multiple internet connections and ample bandwidth for administrators, students and faculty to perform daily operations with a high capacity and quick response time. **Business Justification:** The current network configuration converges into one central point of transport causing a major bottleneck during peak performance hours. To help eliminate this issue, OIT will reconfigure the college network to increase capacity and redesign the network to have multiple routes for communication traffic. The new design of the network will ensure that each campus has multiple ways to route the communication and data intensive traffic to and from campuses with minimal effort increasing employee, student and faculty productivity	**$120,000**	**O**
	College Campus Web Portal Single location, Single Sign-On Access for college resources. **Business Justification:** The Single Sign-On Access provides an easier way to manage the users experience, it consolidates all (or as many as the college desire) web login services, decoupling the authentication for each independent applications, and adding one login for multiple applications. The login is linked to the identification and security of the user. Adding this capability will save the users time and help with our goal to make the user experience more efficient and 'user friendly'.	**$29,500**	**O**
	Self-Service Technology Increase efficiency and accessibility by deploying of self-service technology throughout the college campuses. **Business Justification:** **Kiosks** Self-service technology helps the college achieve its goal to increase efficiency, accessibility and customer satisfaction with the deployment of Self-Service kiosks. Touch-screen information kiosks will provide students, staff and visitors with automated check-in for high-volume areas. This technology helps the college staff more efficiently service students and staff. In later phases, the kiosks will provide students, staff and visitors with campus	**$18,000**	**C**

	directories and general information about the College.		
	Document Imaging Scan archived records for Financial Aid and Human Resources into digital format. **Business Justification:** Document Imaging is another project that helps the college reach their goal to increase productivity and efficiency within the administrative departments at the college. Many departments are required by State and Federal agencies to store records for long periods of time, creating a need to manage a large number of records, storage cabinets and space. Storing documents electronically saves costs on paper, filing cabinets, floor space, and provides easy accessibility to archived records in a timely manner. The ability to electronically retrieve data quickly opposed to wading through volumes of files is a major improvement in efficiency and provides a means of data retrieval in a the case of a disaster.	**$120,000**	**C**
	Fixed Assets Inventory Control Implement an inventory control system with Radio Frequency Identification (RFI) to track fixed assets within the college facility. **Business Justification:** Inventory management in recent years, has become extremely important in identifying and tracking the college assets, particularly technological assets. Millions of dollars are spent on recovering lost, stolen or damaged inventory. As we move forward to a RFI Inventory control solution many assets can be tracked, managed and located if stolen. Therefore, the selected system must provide a secure and reliable means to track each product owned by the college. This will help with the retrieval of stolen property which will save the college on inventory purchases and other costs. An inventory management system will to also provide a means to track assets for insurance amortization purposes in case of severe damage or a disaster.	**$0***	**O**
	Improve and Secure Virtual Private Network (VPN) Replace current VPN backend system to provide a more secure environment. **Business Justification:** OIT is replacing the current VPN backend system (Juniper) and replacing it with a less expensive, equally comparable Cisco system to tighten user security and ensure that only approved users have access to the system. This change allows approved users to access the network resources outside of the college domain but keeps out unauthorized users to the system. It also increases the student ability to access any	**$20,000**	**O**

	college data from home, school or any remote location. The new Cisco backend process has a complicated 'unfriendly' User Interface (UI) and OIT will investigate software companies that could implement an improved website displaying a 'friendly' User Interface for the user.		
Goal2	**Implement Leading Edge Technologies**		
	Investigate New Technologies to Integrate with College Community Investigate and review new technologies to determine if the technology will integrate with our network infrastructure and enhance our ability to provide a quality education in a competitive college environment. **Business Justification:** As OIT continues to review and evaluate leading edge technologies to implement for academic and professional excellence, it is also necessary to perform the appropriate evaluation to ensure the technologies of choice are the 'best' solutions for our daily operations opposed to being the 'latest' technology. The technology desired must add value to the overall college experience without restructuring the entire infrastructure.	**$0***	**O**
	Datatel SQL Conversion Improve the Student Information Systems (Colleague) architecture by migrating to a SQL environment. **Business Justification:** Converting Datatel to Windows SQL moves the college to a manageable and flexible architecture that supports the future direction of the vendor as well as the college in their quest to provide competitive and reliable access to students, faculty and staff. This architecture provides the ability to integrate easier with newer applications and technologies. In addition to the architectural improvements, there is also a cost savings benefit on hardware. The current system is supported on a HP server that costs approximately $85,000. The new architecture is supported in a Windows environment and Window servers are a fraction of the cost.	**$0***	**O**
	Microsoft Exchange Email 2010 Install, implement and integrate Exchange Email 2010 into the OIT infrastructure. **Business Justification:** The college is currently on an obsolete version of Exchange Email system that will soon reach End-of-Life (EOL) and End of Support (EOS). Standard support for the 2003 version ended more than a year ago, and there has been great technological progress made since then. Implementing 2010 Email Exchange will provide many benefits including improved email capabilities and functions allowing the integration	**$0***	**O**

	with and the ability to stay current with Microsoft standards. Exchange also supports server virtualization, cost savings on storage, larger mailboxes, continuous replication of email and the "Universal Inbox'. Of the many advantages, the 'Universal Inbox' is one of the most popular benefits in that email and voice mail are available from a single location and can be accessed from multiple locations. This increases efficiency amongst our user community.		
	SharePoint 2010 implementation Install, implement and integrate SharePoint 2010. **Business Justification:** The 2010 SharePoint implementation establishes a centralized location to store, retrieve, access and update shared stored documents and resources. The user will now have the ability to access OIT shared documents, reports and resources from both the intranet (the office) and the internet (anywhere).	**$0***	**O**
	Server Virtualization: Consolidate physical hardware (servers) with VM software. **Business Justification:** Server Virtualization maximizes the return on the server hardware investment by allowing several server "images" to run on one physical computer. Because of this, enterprises that have adopted virtualization have been able to consolidate multiple servers onto fewer physical devices, which can dramatically reduce space, power and administrative requirements. Virtualization also allows for rapid deployment of new servers as needed, since additional hardware is normally not required when creating additional servers in the organization. Since virtual server images can be easily backed up, copied and moved to other locations, virtualization can serve as the backbone of a business continuity strategy, so companies can achieve continuous application availability and automated disaster recovery across physical sites. This can reduce or eliminate the need to outsource these services.	**$25,500**	**C**

	Increase Wireless Footprint Increase wireless accessibility throughout the college. **Business Justification:** Statistics suggest that college aged student use their cell phones 94-96% for internet access. Increasing the wireless coverage on the campus will improve the overall user experience, providing continuous internet coverage from building to building without interruption.	**$38,000**	**C/O**
Goal3	**Provide Classroom and Operational Technical Support**		
	Design and Implement New Classroom Technology Design, purchase and install Audio and Video (AV) technology needed for new classrooms in new and existing buildings on campus. **Business Justification:** Implementing Audio and Video (AV) technology within the classroom creates an exciting and competitive educational experience for both the student and the instructor. Many students come to college expecting to be taught with leading edge technology such as Smart Boards, Smart Cards, etc. OIT uses in-house employees to implement AV technology in new classrooms to save on costs. Approximately, 4-6 classrooms are scheduled for new technology during a year, generating a huge saving while also meeting the student's expectation of attending a leading edge institution with technological and educational advancements. Further savings are realized because the Perkins Grant supports any permanent technical equipment installed in new classrooms.	**$40,000**	**C**
	Provide Technical Classroom Support Provide accessible technical support and maintenance for all classrooms **Business Justification:** Continue to provide On-site instant technical support and maintenance for faculty, staff and administration. Provide in-house technical repairs for all technology, TVS, PCS, lap tops, audio equipment, etc. Continue to provide audio, video, technical and wiring assistance for all for all events at the college. Provide equipment, support and operations for all events, including concerts, rallies, meetings, etc.	**$0***	**O**
		$0*	**O**

	Provide Software Management for College Community Design, develop, review, evaluate, implement and manage software needed for the college community. **Business Justification:** Continue to be the single point of contact to manage software. Having OIT as the single point of contact for all software purchases and management saves the college funding on support services, redundancy in applications capabilities and hardware purchases.		
	Implement MS Windows Live™ Increase the user experience with multiple methods of communication. **Business Justification:** Launching MS Windows Live™ provides a web base version of MS Office to all users in the cloud. Guest students can now access Word, Power Point (PP), Excel, and other MS Office applications to do class work. This provides students accessibility to applications that make them successful in the classroom which is an important goal for the college. Many students do not own a PC or have access to MS Office; the implementation of MS Window Live will give them access through our network. Additional benefits to implementing MS Windows Live™ include instant messaging capabilities and access to Skydive, which provides cloud-based storage, a system for creating, sharing and managing Microsoft Office documents, as well as a photo management and sharing environment.	**$0***	**O**
	PC Life Cycle Management Increase efficiency of PC support and deployment. **Business Justification:** OIT will continuously work with computer vendors to ensure that the college contractually has the latest equipment and software for the best possible price.	**$0***	**O**
	Provide Technical Event Planning Provide technical event planning for both internal and external customers who use the college facilities **Business Justification:** Currently, the ISD group provides technical support for all events planned at the college. Their duties include setting up and breaking down technical equipment used at the event. Making sure that all technical devices operate correctly and without problems. Having a group within the college to perform this role saves the college from the cost incurred using outside resources for the same job.	**$0***	**O**

	Update Dimmer Lighting System Upgrade existing dimmer lighting system in the Dennis Flyer Theater to an auto programmable light system. **Business Justification**: The current lighting system and other room preparations for an event are manually intensive usually taking more than 8 hours to prepare for an event. As a result, no other event can be held in the facility 24 prior to an event because of the painstaking technical setup now in place. The updated Dimmer system will significantly reduce the man hours needed for lighting and other room setup. It also potentially creates additional revenue for the college because the new dimmer system takes minutes to configure and frees up the room for rental 24 hours prior to the event.	**$100,000***	**C**
	Implement Proactive Help Desk Walk Through Support OIT will continue to provide Help Desk Support to the entire college community with an in person visit. **Business Justification:** OIT Helpdesk will continue to provide on demand support to the college community as needed but will also extend their services proactively by doing weekly in person visits to various departments.	**$0***	**O**
Goal4	**Improve OIT Planning Processes**		
	Campus Wide OIT Governance Establish a committee consisting of OIT, SME, and Person(s) from involved department(s) to create a process to assist with purchasing of technology software and hardware. **Business Justification:** Currently, any department in the college community can purchase software to use without consulting OIT. Creating a process for the purchase of software ensures that any software or hardware purchased for the college will integrate with the current systems without the need for additional hardware, software or other costly items. The process should also detail support required by OIT, giving OIT the opportunity to create support processes and allocate resources.	**$0***	**O**
	Annual Review of OIT Contracts Perform annual reviews of Contracts/Bids/RFPs within OIT to maximize their value. **Business Justification:** Annually review OIT contracts to help understand and leverage contents of existing contracts. Establishing this practice within the department will determine what is currently available versus what is technically required for the college.	**$0***	**O**

	Student information System Planning Session Conduct campus wide monthly meetings to discuss and plan student activity as it pertains to OIT and other departments. **Business Justification:** The Student information Systems Planning meetings are conducted on a monthly basis to proactively discuss any changes that impact of the student or the college processes.	**$0***	**O**
	Campus Wide Software and Equipment Purchasing Policy Create a campus wide Software and Equipment policy to help manage purchasing and support costs for software and hardware used by the college. **Business Justification:** Create a campus wide Software and Equipment policy to help manage purchasing and support costs for software and hardware used by the college	**$0***	**O**
Goal5	**Development of Personnel**		
	Develop an Overall OIT Training Plan Develop comprehensive career training paths for OIT staff. **Business Justification:** Increase knowledge of OIT staff by offering training to develop and enhance skill set and knowledge base ensuring that we continue to provide great support to all of customers.	**$0***	**O**
	Technical Training for Students, Faculty and Staff Train faculty, adjuncts and staff to operate technical and AV equipment and applications in each classroom. **Business Justification:** There is growing need and expectation from students and faculty to have access to the latest media and educational technology available in the industry. With this expectation, OIT has the responsibility to train the users on all equipment to ensure proper use and care of the equipment. Educating users on how to properly use equipment reduces repair and replacement costs which can often exceed the initial cost of the equipment.	**$0***	**O**

Goal 6	Develop a Risk Mitigation Strategy		
	Update Current Disaster Recovery and Business Continuity Plans Update the current Disaster Recovery and Business Continuity Plans. **Business Justification:** Disaster Recovery and Business Continuity Plans are critical for any business or school because of the many facets to consider. The Plan for the college will be created in phases, spanning several years to realize the full coverage needed for an educational institution. In order to develop the right plan, it is imperative that the cost of the data used within the college is understood and measured. A plan should also cover all aspects of the college by determining scenarios for minor disaster infractions like a fire in a building as well as natural disasters that impacts the region. The plan will cover the steps required to recover the system and keep the college operating. Is will also determine what data is required by each department in a recovery process as stipulated by Federal, State and County Government for each department. For example, Financial Aid may require that the college retain 10 years of data and another department might have a different need. Whatever the need, OIT will document the request in the plan ensuring that all data is restorable. This will save the college the cost of recreating lost data in case of a disaster.	**$0***	**O**
	Test Current Disaster Recovery and Business Continuity Plans Test the current Disaster Recovery and Business Continuity Plans to ensure its validity. **Business Justification:** Once the Disaster Recovery and Business Continuity Plans are complete, OIT will test the plans by facilitating mock disaster scenarios. This will help determine if the plans work as designed.	**$0***	**O**

Camden County College

OIT 5 Year Technology Plan
2012-2017

Year 2 Plan

	Year 2		
	2013-2014	Estimated Annual Cost	Funding Source: Capital (C) or Operating (O) Budget
Goal1	**Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure**		
	Self-Service Help-Desk Develop an application/method to assist users on the phone with frequently asked questions and Help-Desk requests, such as resetting passwords for their student accounts. **Business Justification:** Introducing Self-service applications to the college community would allow students, faculty and staff to get frequently asked questions (FAQs) addressed without interaction from a Help-Desk representative. This gives the user 24 hour a day support and immediate access to college information.	**$0***	**O**
	Implement Mobile Applications for Datatel Establish mobile applications to access Datatel from the Apple IPhone and Droid. **Business Justification:** Research proves that 94% of the community college students use their cell phone to search the internet. Adding a mobile application to access CCC student data supports this leading trend as well as the college mission "to provide dynamic, student-centered, comprehensive and accessible educational opportunities that address the diverse needs of the community". See data below.	**TBD**	**O**

College students and their gadgets

Percentage of all adults in each group who own different devices

	All adults	Non-students, 18-24	Undergrads	Grad students	Community College
Cell phone	82%	89%	96%	99%	94%
Desktop computer	60	58	59	73	67
Laptop computer	52	64	88	93	70
iPod or mp3 player	45	69	84	86	72
Game console	41	64	58	49	61
e-book reader	5	4	9	7	4
Tablet computer	4	4	5	5	4

Source: Pew Research Center's Internet & American Life Project 2010 tracking surveys. All include landline and cell phone interviews. N for all adults=9,769; n for 18-24 year old non-students=717; n for four-year undergrads=246, n for grad students=112, n for community college students=164.

	Increase Wireless Footprint Increase wireless accessibility throughout the college. **Business Justification:** Statistics suggest that college aged student use their cell phones 92% for internet access. Increasing the wireless coverage on the campus will improve the user experience.	**$20,000**	**C/O**
Goal2	**Implement Leading Edge Technologies**		
	Virtual Desktop Infrastructure (VDI) OIT will design and implement VDI for the college community. **Business Justification:** VDI removes applications and programs from the client (PC) and places them onto centralized server(s) allowing the user to run operating systems and execute programs from any virtual desktop. VDI promotes user mobility and accessibility from any PC, Smart Phone or Thin Client with access to the network. Moving programs and applications to a centralized server creates a cost savings by reducing the number of licenses needed per user. In the VDI model, users share access to the software on the server instead of on each user having licensed software locally on their local PCs. The reduction of licenses per campus is a significant cost savings to the college. Other cost savings benefits include PC life cycles being extended 70-80%. Currently, we refresh PCs on average in 3-4 years after purchase. VDI could extend the life of a PC to 6 to 7 years.	**TBD**	**TBD**

	Virtual Tour of the College Community (Avatar) Web Alive OIT will design and implement an On-line Virtual Campus Tour **Business Justification:** OIT is focused on helping the college achieve their goals of attracting students and increasing enrollment. Providing an on-line virtual tour of the college campus facilities, programs, events and classes will help achieve this goal. The Virtual tour will benefit various users. The initial user is the prospectus student, who would have the ability to tour and view the college community in cyberspace in addition to allow them to virtually interact with college administration and staff. The next type of user is the current student who through the use of this environment will have virtual access to the cafeteria for lunch options, classrooms, study groups, and interaction with the college community. The last type of user is the College Staff who could use the tool as means to Virtual Administrator. The Staff would be able to extend their current access and enroll more students, specifically International Advisors who have a need to enroll students overseas using this tool.	**TBD**	**TBD**
	Implement Digital Signage Project Strategically implement digital sign boards and monitors throughout the college campus to display college information and announcements. **Business Justification:** OIT will implement digital signs boards and monitors strategically in high volume areas to increase the ability to keep the college community informed in an instant. The information will vary from day to day but can be changed instantaneously in the event of an emergency.	**TBD**	**TBD**
	Introduce Tablet Classroom Replace traditional PC desktop equipment in classrooms with tablet technology. **Business Justification:** As the college moves to a virtual environment, a technology refresh within a classroom will not require the repurchase of Personal Computers (PCs), instead, a tablet computer could be purchased to perform the same activities with a significant saving to the college.	**TBD**	**C**
Goal3	**Provide Operational Technical Support**		
	Implement Proactive Help Desk Walk-Through Support OIT will provide Help Desk Support to entire college community. **Business Justification:**	**$0***	**O**

	OIT Helpdesk will continue to provide on demand support to the college community as needed but will also extend their services proactively by doing weekly walk-arounds to various departments.		
Goal4	**Improve OIT Planning Processes**		
	Incorporate a Process Management Discipline Develop a Process Management Discipline to help standardize specific procedures and activities and increase efficiency within the OIT staff. **Business Justification:** As the OIT department expands to support the every growing college community, it is imperative that policy and procedures for day to day activities are documented and standardized as much as possible. We want to ensure the college community is receiving consistent and reliable OIT products and services	**$0***	**O**
Goal 5	**Development of Personnel**		
Goal 6	**Develop a Risk Mitigation Strategy**		
	Execute Security Audit Develop and execute an independent Security Audit Plan to access and validate the technical aspects of the system and applications. **Business Justification:** OIT will find an independent Security Audit Plan to use to obtain a measurable technical assessment of their systems or applications. The Audit will create a baseline for any government mandated data or processes. Executing this process eliminates fees and costs incurred by specific government programs and instructions.	$40,000	O

Camden County College

OIT 5 Year Technology Plan
2012-2017

Year 3-5 Plan

	Year 3		
	2014-2015	Estimated Annual Cost	Funding Source: Capital (C) or Operating (O) Budget
Goal1	Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure		
Goal2	Implement Leading Edge Technologies		
	Hosted Cloud Solutions Evaluate and Determine the implementation of a Hosted Cloud Solution **Business Justification:** Cloud services have many varieties including public and private clouds, as well as the option to leverage your current IT environment to build a hybrid cloud. Cloud services impact organizations competitiveness, flexibility, and IT economics for several years. Camden County will continue to provide a stable and competitive environment for students and administration by analyzing how a hosted cloud implementation will benefit the college and implement the solution.	$7,000	O
Goal3	Provide Operational Technical Support		
Goal4	Improve OIT Planning Processes		
Goal 5	Development of Personnel		
Goal 6	Develop a Risk Mitigation Strategy		

	Year 4		
	2015-2016	Estimated Annual Cost	Funding Source: Capital (C) or Operating (O) Budget
Goal1	Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure		
Goal2	Implement Leading Edge Technologies		
Goal3	Provide Operational Technical Support		
Goal4	Improve OIT Planning Processes		
Goal 5	Development of Personnel		
Goal 6	Develop a Risk Mitigation Strategy		

	Year 5		
	2016-2017	Estimated Annual Cost	Funding Source: Capital (C) or Operating (O) Budget
Goal1	Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure		
Goal2	Implement Leading Edge Technologies		
Goal3	Provide Operational Technical Support		
Goal4	Improve OIT Planning Processes		
Goal 5	Development of Personnel		
Goal 6	Develop a Risk Mitigation Strategy		

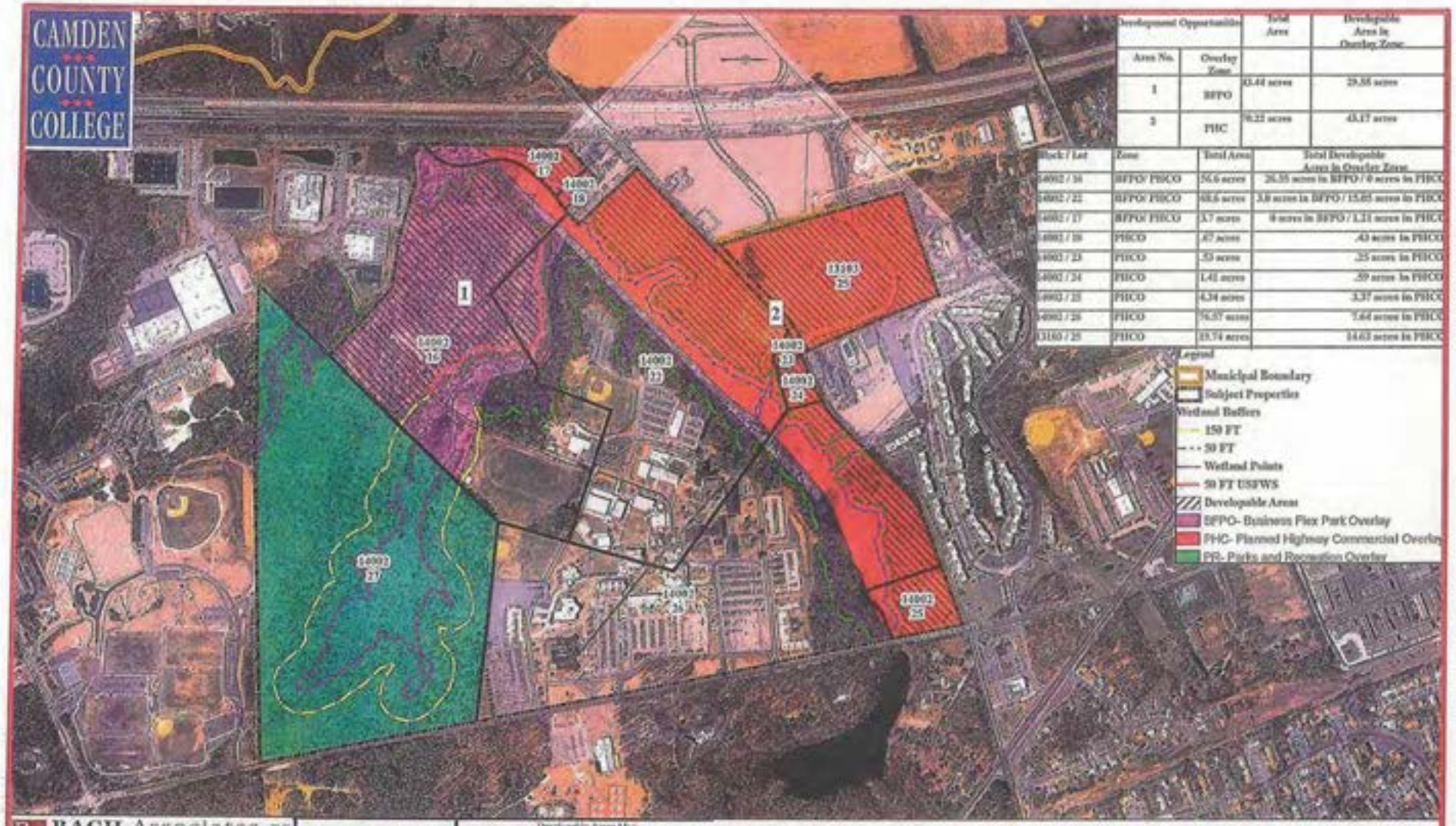
Note: * = Project completed by internal staff.

Master Plan Update
2013

CAMDEN COUNTY COLLEGE

Appendix

- Proposed Blackwood Campus Site Plan
- Blackwood Campus Developable Area Map
- ROHER Campus Conceptual Plan Showing future Addition and Access Driveway
- Taft Hall Renovations Schematic Concept
- Cooperative Partnership Building Concept
- Urban Villa Building Concept
- 2001 Potential Image of CCC at Peter Cheeseman Rd.



Development Opportunities		Total Area	Developable Area in Overlay Zone
Area No.	Overlay Zone		
1	BFPO	43.44 acres	29.58 acres
2	PHC	78.22 acres	43.17 acres

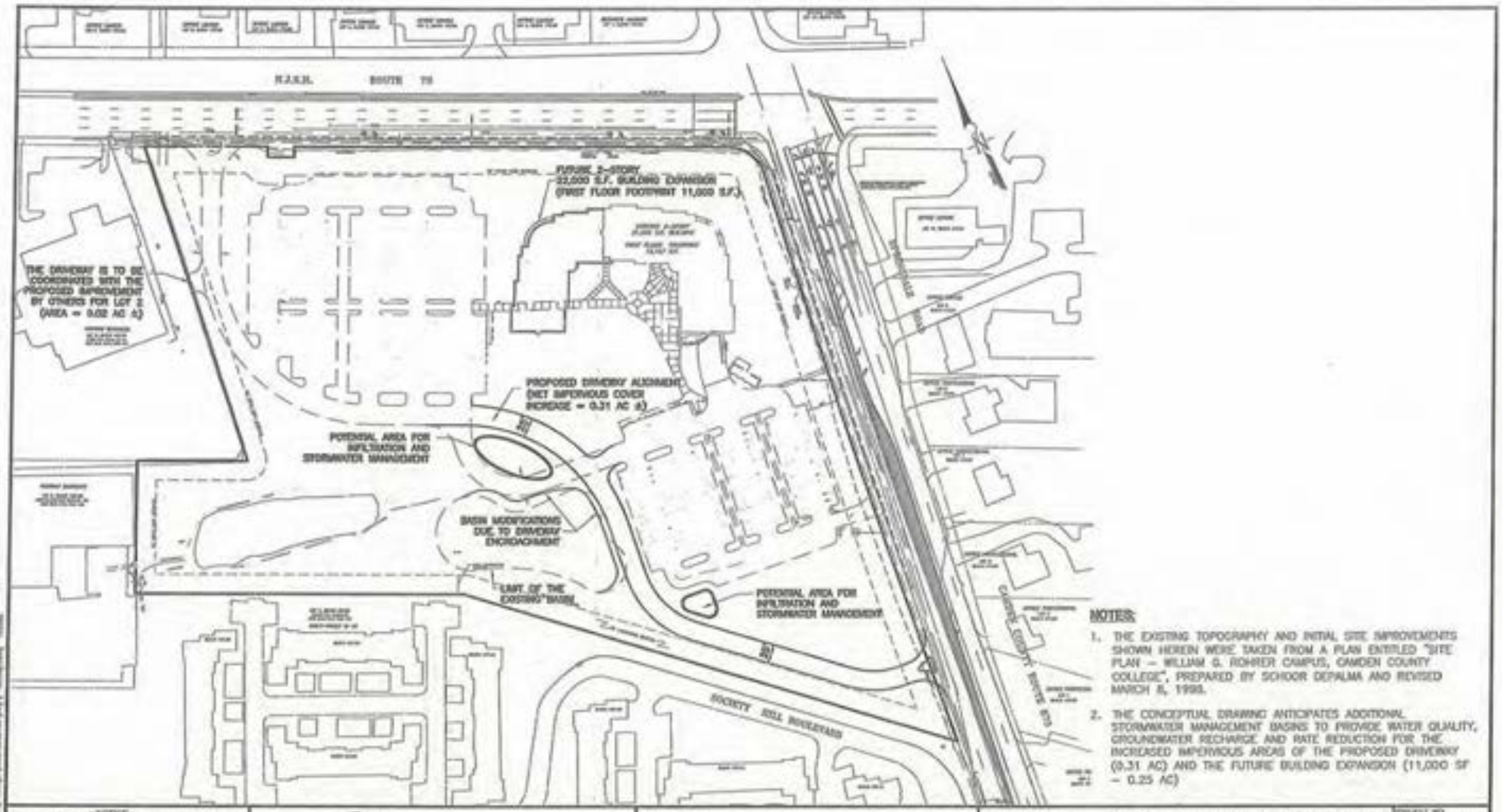
Block / Lot	Zone	Total Area	Total Developable Area in Overlay Zone
14002 / 16	BFPO/ PHCO	56.6 acres	26.55 acres in BFPO / 4 acres in PHCO
14002 / 22	BFPO/ PHCO	68.8 acres	3.8 acres in BFPO / 15.85 acres in PHCO
14002 / 17	BFPO/ PHCO	3.7 acres	0 acres in BFPO / 1.21 acres in PHCO
14002 / 18	PHCO	.67 acres	.43 acres in PHCO
14002 / 23	PHCO	.53 acres	.25 acres in PHCO
14002 / 24	PHCO	1.41 acres	.59 acres in PHCO
14002 / 21	PHCO	4.34 acres	3.37 acres in PHCO
14002 / 26	PHCO	16.57 acres	7.64 acres in PHCO
13103 / 25	PHCO	19.74 acres	14.63 acres in PHCO

BACH Associates, PC
ENGINEERS • ARCHITECTS • PLANNERS

Gloucester Township
Camden County, NJ

Developable Areas Map
Sources:
Parcel Data: Camden County Planning Department
GPCC Digital Orthoimagery
Scale: 1"=600'
Date: October 23, 2008

Camden County College
Blackwood Campus



NOTES:

1. THE EXISTING TOPOGRAPHY AND INITIAL SITE IMPROVEMENTS SHOWN HEREIN WERE TAKEN FROM A PLAN ENTITLED "SITE PLAN – WILLIAM G. ROHRER CAMPUS, CAMDEN COUNTY COLLEGE", PREPARED BY SCHOOR DEPALMA AND REVISED MARCH 8, 1993.
2. THE CONCEPTUAL DRAWING ANTICIPATES ADDITIONAL STORMWATER MANAGEMENT BASINS TO PROVIDE WATER QUALITY, GROUNDWATER RECHARGE AND RATE REDUCTION FOR THE INCREASED IMPERVIOUS AREAS OF THE PROPOSED DRIVEWAY (0.31 AC) AND THE FUTURE BUILDING EXPANSION (11,000 SF – 0.25 AC)

DAVID J. FLEMING
PROFESSIONAL ENGINEER, N.J. LIC. No. GE33216

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CONCEPTUAL DRIVEWAY & ACCESS REALIGNMENT

WILLIAM G. ROHRER CAMPUS
CAMDEN COUNTY COLLEGE

BLOCK 437.13, LOT 3
TOWNSHIP OF CHERRY HILL, CAMDEN COUNTY, NEW JERSEY

PROJECT NO	500318000100
SCALE	1" = 120'
DATE	10/08/2010
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Potential Image of Camden County College Campus and Peter Cheeseman Road

CAMPUS MASTER PLAN

AUGUST 2001

camden county

Making It Better, Together.

CAMDEN COUNTY COLLEGE

ELLERBE BECKET

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CAMDEN COUNTY COLLEGE

EXECUTIVE SUMMARY

Camden County College serves as a higher educational resource for Camden County in southern New Jersey. As the sole community College within Camden County, the College embraces its role as an educational leader for the surrounding community through its programs and services. The three campuses making up Camden County College are distinctive, yet have a common mission. The Blackwood campus sits within a traditional collegiate setting and provides the majority of the College's programs. The Camden campus focuses on an urban mission to support the economic development of the City and County through workforce education and training. The Cherry Hill Center is a hub for business and industry training and support. At all three locations sufficient physical capacity is needed to support the comprehensive mission of the College and the distinct role of the individual campus.

In order to create a strategy for future renewal, replacement and development of facilities at each campus, Camden County College has initiated this master planning process.

Why Do a Master Plan?
Campus planning is a flexible tool for defining the needs of a campus and how these needs may be resolved. The campus master plan becomes a "roadmap" for future improvements, expansion, and development of buildings and grounds. The Camden County College master plan is intended to confirm Campus Planning Strategies; ensure their Practical & Realistic Implementation; and strengthen the College's Identity & Image.

What Was the Planning Process?
The Camden County College master plan was developed through a highly interactive process involving all the College stakeholders: faculty, students, staff, administration, trustees, and local planners.

Master planning began with a review of the existing condition of the College. Of the three campuses, the Blackwood campus has the most need for improvements. The Camden campus (with the new academic/parking structure under design) and the Cherry Hill campus consist of fairly new structures and are currently able to support the goals of the College.

The existing conditions for the campuses are described in the following categories:

- Existing Campus Settings
- Existing Facility Use
- Existing Facility Condition
- Vehicular Circulation
- Open Space Network
- Issues & Opportunities

All three campuses are projected for growth. However, the Blackwood campus currently lacks space for the number of students enrolled. In addition, twelve out of twenty-two buildings at the Blackwood campus are recommended for demolition.

The campuses were also evaluated in terms of potential development zones, which highlight opportunities for:

- Building renovation
- New buildings & infill
- New campus roads
- Building demolition
- Reconfiguration of athletic fields and courts
- Partnership opportunities for development of College property outside of the core campus and other perimeter properties

What Does the Master Plan Include?
Campus development needs to reflect and resonate with the mission and goals of the institution. One of the driving forces in program development and Blackwood campus development is the goal of building an academic community. The two core concepts both attempt to show how this aspect of the College's mission may be achieved. They differ in that one has a compact campus core and the other has a more expanded campus core.

1. **Compact Campus Core Plan**
   - The Compact Campus Core Land Use plan includes a compact arrangement of buildings and internally focused green space.
   - The major goals of this plan include improving character and identity of the campus, student/faculty resources, and efficiency and safety of pedestrian and vehicular circulation.
   - The plan includes three phases for projects to prioritize the campus needs and to recognize the realities of related costs for improvements.
   - Phase 1 criteria include projects achievable within the next five years and projects that have a high return on the original expenditure.

CAMDEN COUNTY COLLEGE

2. **Expanded Core Plan**
   - The Expanded Core Campus Land Use plan includes an expanded arrangement of buildings and externally focused green space.
   - The major goals and the phasing criteria for the Expanded Core Campus Land Use are the same as for the Compact Core Campus Land Use plan.
   - Differences between the Compact concept and the Expanded concept include the arrangement of buildings, campus greens, road and parking layouts, campus entry points, and athletic/recreation facility configuration.
3. **Other Potential Development Opportunities**
   - Future development of the Camden Campus could be a joint venture with Rutgers University, providing shared resources for students and faculty. Development opportunities for support land uses such as housing and retail exist in perimeter properties.
   - Two campus land use plans were developed for the Cherry Hill campus. Cherry Hill Campus Land Use Option1 has a compact building, parking lot, and open space configuration. Cherry Hill Campus Land Use Option 2 has a linear building, parking lot, and open space configuration.
   - Development and partnership opportunities exist for the properties adjacent to the Blackwood campus:
     - The *Urban Village Perimeter Plan* shows a combination of an age-restricted village, retail, and a conference center directly east of the Blackwood campus.
     - The *Athletic Village Perimeter Plan* highlights future athletic and recreational opportunities as well as an age-restricted residential village.
     - The *Sports and Recreation Perimeter Plan* focuses on the development of a sports center to serve both the college and the community.

How Is the Narrative Organized?

Organized into the following sections, the narrative for the Camden County College Master Plan describes these development concepts and opportunities in greater detail.

SECTION 1: Introduction

SECTION 2: Existing Conditions

SECTION 3: Campus Plans

SECTION 4: Potential Perimeter Development Options

While all three campuses are discussed, this narrative focuses mainly on the Blackwood campus due to the extensive facilities needs at this location. Existing conditions are further detailed in **Section 2**.

Campus plans for all three campuses are included in **Section 3**. The two core land use options for the Blackwood campus are included in **Section 3,** as well as plans for the Camden and Cherry Hill campuses. The recommended phasing for the Blackwood campus plans is also included in **Section 3**. In conclusion, the perimeter land use options for the Blackwood campus are described in **Section 4**.

CAMDEN COUNTY COLLEGE

SECTION 1: INTRODUCTION

1.1 College Program & Goals

Camden County College serves as a higher educational resource for Camden County in southern New Jersey. As the sole community College within Camden County, the College embraces its role as an educational leader for the surrounding community through its programs and services.

The College has a mission to:

- Provide excellent and affordable education
- Prepare students to be continuous learners
- Accept and support students where ever they are in their learning process to achieve their educational goals
- Provide educational leadership
- Shape its programs to meet the changing needs of students and society

In order to meet this mission, the College must have the physical capacity to do so. This is the point of developing a campus master plan. Camden County College has initiated a campus master plan to create a strategy for future renewal, replacement and development of facilities at each campus. The primary objective of the master plan is to help the College support its mission with appropriate physical resources.

The three campuses of Camden County College perform three distinct functions. The Blackwood campus sits within a "traditional" collegiate setting and provides the majority of the College's programs. The Camden campus focuses on the urban mission of developing the workforce of the City. It provides opportunities for associate and baccalaureate degrees in business, health, and liberal arts, and houses programs for Rowan University. The Cherry Hill campus serves as the hub for business and industry training.

In order for the College to meet its goal of providing a quality and up-to-date learning environment, it needs the proper buildings and grounds to support it's academic programs and services. This collegiate environment includes:

- Up-to-date physical space and of learning environments
- Assembly areas for students and the community
- Technological resources and support
- Parking facilities
- Accessibility
- Programmed and non-programmed open space

The Camden campus (with the new academic/parking structure under design) and the Cherry Hill campus consist of fairly new structures and are currently able to meet the goals of the College.

The Blackwood campus, however, has many deficiencies related to the lack of space and quality of space for students. It is insufficient for the current enrollment and as the student body grows, the existing spaces will become even less sufficient.

For example, several buildings on the Blackwood campus have accumulated deferred maintenance costs. This has resulted in outdated buildings in terms of access, technological resources, and overall campus program integration. In order to meet the mission of the College, significant improvements to the campus buildings and grounds will be necessary.

In addition to the programmatic needs for more buildings, parking, and defined open space, the College projects the further development of this campus as a resource for students and community members alike.

These campus needs and goals were identified, analyzed and refined as part of the master planning process for Camden County College. The following section details the elements included in the master planning process and explain how this process is essential for making improvements at Camden County College. These improvements benefit not only the College, but the surrounding communities as well.

Key Points of Section 1.1:

- The Camden County College mission can be directly supported and strengthened by creating a campus master plan.
- The Blackwood campus has identified space deficiencies compared to the current enrollment of students.
- The Camden campus (with the new academic/parking structure under design) and the Cherry Hill campus consist of fairly new structures and are currently able to meet the goals of the College.
- In order to better address the College's goals and mission, this campus master plan has been initiated.

1.2 Campus Planning Process

Why Do a Master Plan?
Campus planning is a tool for defining the needs of a campus and how these needs may be resolved. The campus master plan becomes a "roadmap" for future improvements, expansion, and development of buildings and grounds. The master plan can also be used as a tool for evaluating development proposals. For example, once a master plan has been created the College may ask these questions as new projects are proposed:

- Does the proposed project serve the mission of the College?
- Does the project meet the needs of the College?
- How does the project fit with the master plan?
- What are the associated costs & funding sources?

The beauty of a campus master plan is its flexible nature. Campus plans are created based on current needs and realities of funding sources. With the appropriate support, especially financial, an individual project may come to the forefront. Of course, the individual project must still meet the overall goals and mission of the College.

The three key reasons for developing a campus master plan for the Camden County College are summarized below:

1) Confirm Campus Planning Strategies
2) Ensure a Practical & Realistic Implementation of Strategies
3) Strengthen Identity & Image

Master Planning Process
Master planning for the Camden County College began a year ago during a discussion held on June 9, 2000. The potential development of a South Jersey civic center was the focus of a discussion attended by Camden County College officials and community planners. Although the proposed civic center has moved to another location, it was during this discussion that the idea of creating an overall development plan for the College was planted.

The campus planning process used a consensus building approach that involved the stakeholders that are part of the campus. This involvement included conducting student, faculty and administration surveys, holding focus group sessions, and organizing a steering committee.

The campus planning process for Camden County College was highly-interactive and included the year-long involvement of four focus groups and a steering committee, both of which included faculty and administrative staff. The focus group session held on December 12-13, 2000 included the activity of "Envisioning Success" for Camden County College. During this activity each focus group concentrated on its area of concern:

- Student Success
- Learning Spaces
- Open Space/ Signage/ Parking
- Student and Business Services

The focus group members described the campus elements that they believed would make the College a success in the following ten to twelve years. From this brainstorming session, the College issues, opportunities and constraints for the Blackwood campus were identified and refined. The Camden and the Cherry Hill campuses were also included in the "Envisioning Session". Emphasis was placed on defining the identity of each campus as it related to the respective academic programs and surrounding communities.

The initial stages of the campus planning process for Camden County College also included the organization of a steering committee. The steering committee provided an anchor for the overall vision of the campus. This was partly achieved by a "Visual Listening" session conducted on January 31, 2001. During this session, steering committee and Board members viewed images of collegiate buildings and open spaces. Steering committee members selected the images they believed best fit the future physical vision for Camden County College.

This technique provided a visual definition of the facilities that will help fulfill the mission of the College. The images that were selected by the steering committee are included in Appendix A.

Community planners were also involved in the campus master planning. Planners from the Gloucester Township and Camden County attended meetings held in January 2001 to discuss the Camden County College campus plan concepts and provide feedback.

Student involvement in the planning process included focus group sessions with students. Open houses were also held in the Blackwood campus Community Center to get student feedback on the campus master plan concepts.

Over ten campus plan design concepts were developed during the planning process. These concepts were altered, combined, and refined based on feedback from the focus groups and the steering committee. This feedback was essential for creating the final concepts that reflect programmatic and maintenance needs of the College and the needs of those interacting with the College on a day-to-day basis. This process fortified a common understanding between the faculty, staff, and students involved in the planning process, empowering these groups to strengthen their connection to campus master plan recommendations

Key Points from Section 1.2:

- Three reasons for the Camden County College Campus Master Plan:

  1) Confirm Campus Planning Strategies
  2) Ensure a Practical & Realistic Implementation of Strategies
  3) Strengthen Identity & Image

- The Camden County College Campus plan has been a highly interactive process and inclusive of all the College constituencies.

SECTION 2: EXISTING CONDITIONS

2.1 Existing Campus Settings

Camden County College consists of three separate campuses:

- Blackwood
- Camden
- Cherry Hill

Blackwood Campus
The main campus, situated in the southeast edge of Gloucester Township, New Jersey is located approximately 12 miles south of Camden, New Jersey. The Blackwood campus property consists of approximately 350 acres. This large tract of land includes natural features such as a creek, a lake, woods, and wetlands. The Blackwood campus setting and configuration is shown on Figure 2.1A.

The Blackwood campus itself comprises groupings of freestanding, one to three-story structures, built over a time period ranging from the 1910's to the present. This group of buildings sits upon relatively flat and open high ground that is ringed by natural areas to the north, south, and west. The campus property is bounded to the east by Peter Cheeseman Road, to the north by College Drive (Route 673), and to the west by Highway 42. Residences and the Hickstown Community Park bound the campus property to the south along Turnersville-Hickstown Road. Some light industry and residential areas are situated adjacent to the campus property to the west.

The natural areas within the Blackwood campus property include a ravine formed by Holly Run Creek. Holly Run Lake lies in the ravine near the north edge of the property. Typically, the low-lying areas to the west and south contain freshwater wetlands, bounded by the wooded slopes of the ravine. These wetlands have been designated with a 50-foot buffer as part of the Freshwater Wetland Area. Development is not permitted within this zone. Additional buffer beyond the wetland buffer is recommended for aesthetic purposes.

An area of approximately 15 acres in the southeastern portion of the Blackwood campus has been identified by the Camden County Environmental Commission (CCEC) as a protected area. The swamp pink (*Helonias bullata*) plant, listed as an endangered species, was found within this area and is to be protected against detrimental conditions due to recreational activities and development, including the introduction of increased stormwater runoff into this designated area as a result of upland development.

In addition, Camden County College owns approximately 20 acres of land located northwest of College Drive, adjacent to the Blackwood campus. This tract of land is currently undeveloped and is characterized by second growth forest.

Camden Campus
The Camden campus consists of a five-story building located at the intersection of Cooper Street and Broadway Street within the city of Camden, New Jersey. A second building, directly across Broadway Street from the existing facility, is currently being designed. This new addition to the downtown campus will include an eight-story building that incorporates academic, retail, and a parking facility. The downtown facility is located a few blocks east of the campus for Rutgers University and the city waterfront. Figure 2.1B shows the existing configuration of the downtown campus.

Cherry Hill Campus
The most recently developed portion of Camden County College consists of the William J. Rohrer Building constructed in Cherry Hill, New Jersey during the spring of 2000. This campus is located in a suburb of Philadelphia. The community of Cherry Hill is located approximately 4.5 miles east of the Camden campus in northern Camden County. The Cherry Hill campus currently consists of a single building at the intersection of Route 70 and Springdale Road with potential for future expansion. This campus is situated within a mostly suburban setting with surrounding land uses including office, retail, and multi-family to single-family residential. The campus setting for the Cherry Hill campus facility is shown in Figure 2.1C.

The majority of the discussion in the following sections and on the corresponding diagrams focuses on the Blackwood campus. The Camden and Cherry Hill campuses, although a part of the master planning process, were less emphasized due the contemporary nature of the facilities. Planning issues for the smaller campuses were directed towards potential growth and expansion opportunities, and creating better connections between the three campuses while maintaining each of the campus's distinct character.

Key Points from Section 2.1:

- The three campuses of Camden County College are distinctive, yet have a common mission.
- The Blackwood campus has the most need for improvements.

2.2 Existing Facility Use

The facility resources of Camden Community College are organized into three separate campuses that are distinctly different from one another in use and character.

Blackwood Campus

- Blackwood is the College's largest and most comprehensive campus in terms of educational offerings, available services and range of facilities. This comprehensive educational setting is accented with such areas of focus as the liberal arts academy, the home for the College's community health services programs, fine arts and performing arts programs, engineering and technology, and sports and athletics. The Blackwood campus has twenty-five significant buildings of varying age and quality that provide 405,570 assignable square feet (asf) in an estimated 675,000 gross square feet (gsf) of total building area.

The existing facility use diagram (Figure 2.2) shows the distribution of the facility and building uses and athletic/recreational uses. These are categorized as the following:

- Athletic/Recreation
- Administrative/ Office/ Student Services
- Maintenance/ Support
- Assembly/ Dining/ Retail
- Academic
- Library
- Residential
- Public Use/ Clinics

Both the campus diagrams and the tabular data highlight perhaps the most critical existing facilities use issue:

- Most facilities uses, particularly academic resources and administrative/office/student services resources, are scattered into multiple buildings and locations across campus.

In general, more than half of the buildings accommodates more than one program use as shown on the chart on Figure 2.2. These are highlighted below:

- College Community Center, the Learning Center Resource Center, the CIM Center, and Lincoln Hall provide two to three uses such as academic, administrative, assembly, and public access within a single structure.

- Public and/or clinic usage is integrated with academics for Taft Hall, the Papiano Gymnasium, Lincoln Hall, and the Optical Clinic.

- Administrative services and academic services are grouped within the Wilson Hall complex, Jefferson Hall, the College Community Center, and the Learning Resource Center.

- Madison Hall is mainly used as a classroom and academic resource space; however, this space is used by several programs across the campus.

While there may be some positive aspects to this dispersal, the key objections are that the scattering of one division's personnel, office and instructional spaces across as many as eight separate buildings results in negative outcomes:

- Creates confusion for students
- Makes management of departmental resources very difficult
- Presents greater staff management difficulties
- Isolates staff and discourages interaction within departments and divisions
- Dilutes the combined strength of organizational units
- Deprives units of a strong geographical association with a particular physical location
- Obstructs work processes and the unencumbered free flow of information between workers within operating units and between separate operating units that have a strong need to be together
- Prevents the creation of synergistic physical clusters of common activities and shared interests

The current configuration of administrative and student service buildings and the spaces within the existing buildings are not adequate to house the total amount of space needed for student services and other major academic groupings. The specific space needs for the major academic groupings are discussed in **Section 3.2**.

The majority of the remaining buildings contain academic functions such as classrooms and academic support services for individual programs offered at the College. Athletic and recreational uses are limited to the Papiano Gymnasium and the outdoor athletic/recreational fields located in the southern portion of the campus. Maintenance and support uses, such as the power plant, the physical plant, and the Child Care Center, are distributed in separate buildings across the campus.

A few buildings, such as the CIM and Laser Institute, were designed for a specific program that has seen limited success and/or growth. These buildings are currently not suitable as replacement space and will need extensive work or expansion to house different program uses or student services.

Camden Campus

- The Camden campus is one urban, five-story classroom and office building that occupies about half a city block. Occupied by the College and Rowan University under a long-term joint-use agreement, this building provides 30,246 asf of usable space in an estimated 50,000 gsf building. Camden County College's mission in this facility is to provide access to affordable higher education programs for city residents, particularly in the curricular sectors

of allied health careers, business and liberal arts. New areas of focus are being developed in the areas of health information technologies (medical coding), e-business and information technology careers. These new areas of focus will be accommodated with the planned construction of a second Camden building (in conjunction with a 600-car parking lot), of 20,265 asf / 33,775 gsf. The primary academic floor in the planned new facility will be built with a technology-rich environment comparable to the new Rohrer Building in Cherry Hill. Other program areas include education, human services and early childhood education. The long-term goal for this facility is to develop a more robust, full-service educational program for City residents.

Cherry Hill Campus

- The Cherry Hill campus was established in the spring of 2000 with the opening of the new, technology-rich William J. Rohrer Building. The 20,201 asf / 33,688 gsf building contains state-of-the-art instructional technology equipped classrooms and technology instruction facilities. The stated mission of the Cherry Hill campus is to support corporate-focused, service-oriented, cutting-edge, information technology training. The campus also supports a limited selection of entry-level for-credit curriculum offerings to better serve Cherry Hill community needs. The Cherry Hill campus includes a limited amount of classroom / laboratory leased space in the nearby Heritage Square building (five classroom / lab spaces). The long-term objective for Cherry Hill is to more fully develop and expand its corporate / business focus over time and to expand the facility as opportunities present themselves.

Key Points from Section 2.2:

- The wide distribution of program uses across the Blackwood campus decreases efficiency and increases inconvenience for students, staff, and faculty.

- Existing facilities at the Blackwood campus do not meet current program needs.

2.3 Existing Facility Condition

Existing Facility Conditions – Blackwood Campus
The existing campus facilities were evaluated in terms of physical condition and assigned a rating based on a scale ranging from excellent (no substantial needs for improvement) to poor (unsuitable for long term use). The distribution of the existing facility conditions is shown on Figure 2.3A.

In addition, noting when the buildings were constructed is important for recognizing patterns of growth and expansion at the campus in the past. The chronology also indicates how the building conditions relate to the era within which the buildings were constructed. The campus buildings have been divided into three categories:

- 1950's and earlier
- 1970's
- 1986-present

The chronology of the buildings is shown on Figure 2.3B. The distribution of these categories indicates three distinct zones of the campus. The older campus buildings are grouped in the northern portion of the core campus. The 1970's buildings are grouped as an extension to the south from the original campus core. And finally, the 1986 to current buildings were built beyond the 1970's buildings, extending the core campus to the southeast.

In general, the facility conditions reflect the building chronology. For example, the majority of the older buildings were designated as being in poor condition. The 1970's buildings were designated as ranging from good to fair in condition, indicating that significant improvements may be necessary for long term use. The buildings constructed after the mid-1980's were designated as good to excellent with exception to the Criminal Justice Center which was designated as fair to good and Lincoln Hall which was rated as poor to good.

The evaluation of the existing Blackwood facility is summarized below:

- **Physical & Infrastructure:**

  - Many organizational units occupy facilities that were not designed for their current functions and therefore do not optimally or effectively support the unit's mission and programs. The spatial configuration of these facilities may not adequately support the structure of the unit or a specific unit's client-service needs (Wilson Center, for example, provides poor student waiting space for registration activities). Nearly all occupants of the original seminary buildings noted particular difficulties in providing service from their current location in Wilson West / Center / East and Roosevelt.

  - Effective facility use of classrooms is hampered by the absence of sufficient instructional technology resources, the absence of sufficient electrical / telecommunications infrastructure to install video projection equipment and all-class Internet connections. The quality of classroom resources suffers from the presence of cosmetic deficiencies (frayed carpet, stained ceiling tiles, discolored lighting lens, overdue need for new paint, etc.).

  - Many of the campus facilities are well over forty years old, and are still furnished with original (now obsolete) instructional equipment.

  - Several facilities provide poor quality resources for particular academic programs. Instructional lab facilities for theater and visual arts in Lincoln, for example carved out of former gymnasium / locker room facilities were never fully retrofitted or equipped for their current uses.

  - Many programs operate with insufficient space or improperly configured space for their current program or for their current enrollment levels. Some program participation is restricted by facilities - imposed limits.

  - Substantial deferred maintenance needs have accrued over the last few years, as a result of insufficient attention to the facility's maintenance needs. Damage done by leaky roofs, inoperable valves and moldy ducts can result in limiting the usability of certain spaces.

  - Basic science and health careers laboratories are equipped with old and obsolete equipment. Renovation, reconfiguration and upgrade of installed equipment are needed to revitalize the attractiveness and functionality of critical resources.

  - Additional computer labs and computer instructional facilities are needed to meet current demand.

  - Existing facilities, particularly those built before 1986, were built with either no facilities for faculty - student interaction or very limited and spartan facilities. With increased educational emphasis on collaborative and interdisciplinary efforts, it is important to have a variety of spaces to support small group interaction.

  - The relatively spartan nature of the 1970s buildings resulted in few amenities to support the commuter student. Additional programmatic spaces needed to support students include study lounges, non-study areas and locker facilities.

  - The limited number of faculty offices requires that many full-time faculty must share office space.

- It is estimated that the current shortage of space to meet satisfactorily the needs of current programs with current enrollment levels may represent between ten and fifteen percent of existing space (approximately 53,000 asf).

- The marginal condition and limited future capabilities of certain facilities suggest their replacement with new facilities (Wilson East / West / Center , Roosevelt, Adams, Trailers, Washington, Optical Clinic, Lincoln and Physical Plant), constituting a total replacement area of approximately 117,000 asf.

- Numerous programs (e.g., ophthalmology, criminal justice, dental hygiene) are strong professional programs that currently are inhibited in their growth potential and even constrained in program size today by the size of their respective facilities and quality of their equipment.

- Many allied health, technology and science-related programs are limited by the facilities need for modern, state-of-the-art, properly equipped training laboratories.

- Continuing education / occupational skills training is limited substantially by the comparative lack of dedicated continuing education training facilities and the extreme difficulty of coordinating scheduling the same spaces over time for both for-credit and continuing education programs.

- **Accessibility:**

  - The pre-1980's campus buildings fail to provide adequate accessibility. Several buildings were constructed with split level entry, requiring accessible entries to be retrofitted into the buildings in locations separate from the main entries. Older buildings, such as the Wilson Hall complex, Jefferson Hall, Holly Run Manor, and the Animal Science Barn, have significant limited accessibility.

  - Effective facility use is significantly restricted by the presence of accessibility barriers (inaccessible entryways, circuitous paths of entry, poorly located elevators, stepped lecture halls, etc.). Elimination of half-level entryways to buildings - and the creation of at-grade access will be beneficial for everyone.

- **Athletic/ Recreational Areas:**

  - The track, soccer fields, basketball courts, and tennis courts were designated as unsuitable for long term use. The baseball field was designated as poor to fair in condition. These ratings indicate that the outdoor athletic/recreational facilities are in need of renovation or reconfiguration to support long term use.

Fit to Program

- The facility was also evaluated for fit to program issues. Fit to program issues relate to how the physical layout or structure of the facility meets the needs of the program housed within that facility. Buildings or facilities that have fit to program issues are summarized below:

  - Lincoln Hall: The auditorium is too large of a space compared to the number of projected occupants. Also, the space fails to provide adequate lobby or spill area during performance events.

  - Wilson Hall Complex: Buildings not designed for current program uses.

  - Madison Hall: Buildings not designed for current program uses.

  - College Community Center: Not enough space for programs.

  - Learning Resource Center: Not enough space for library resources.

  - Criminal Justice Center: Not enough space for program.

  - Laser Institute: Underutilized space.

  The fit to program issues for the newer Criminal Justice Center and the Laser Institute relate to inadequate space for the program function. For example, the programs within the Criminal Justice Center are growing as a response to new areas in broader public safety training. The current building space is not adequate for meeting the physical needs of this growing area. In contrast, the Laser Institute is underutilized as a space since it was designed for specialized program functions that are not in a growing area.

Existing Facility Conditions - Camden Campus

The existing Camden Campus building presents the following issues, all of which should be capable of correction with renovation and reconfiguration following the completion of the planned new facility:

- Computer and laboratory facilities are small in size and should be capable of supporting larger section sizes. Additional computer instruction and open lab facilities are needed.
- Administrative office facilities are inconveniently scattered on all floors of the building.
- There is insufficient parking to support current levels of building use.
- Occasional conflicts arise with Rowan University concerning use of shared classroom resources.

Existing Facility Conditions - Cherry Hill Campus

Since its opening about one year ago, the William Rohrer Building has been well received and facilities have been in strong demand. The technology resources, the size and configuration of classrooms and the resource support provided within the building have become a new standard of quality for Camden County College, to be emulated in the development of new or upgraded instructional facilities at the other two campuses.

- Strong competition for computer instruction space between for-credit courses and non-credit corporate-focused training has required an assignment of classrooms for one program or the other because of scheduling incompatibilities between programs. Classroom scheduling has reached capacity for the key demand times (morning and late afternoon / evening). It is estimated there currently is additional demand for programs that suggest adding four additional labs to the end of the west wing (as originally planned).
- The arrangement of hoteling office space for adjunct faculty in a single office suite appears to be a successful solution that also should be applied to the other two campuses.
- The unanticipated housing of longer-term contract employees on site has reduced the flexibility in use of the student services one-stop center.

Original intentions for building use did not include seeking site accreditation for the campus. Should for-credit offerings expand, however, it may be necessary to develop on-site library facilities that will meet accreditation requirements, requiring the commitment of more space.

Key Points from Section 2.3:

- Buildings were evaluated for condition of infrastructure, accessibility, and fit to program issues.
- Buildings constructed prior to 1970's were designated to be in poor condition compared with buildings constructed post-1970's.
- Buildings evaluated as poor to fair and with fit to program issues are summarized in the following table:

Building Name	Condition	Problem/ Issue	Recommended Action
Adams Hall	Poor	Outdated resources	Demolish & replace
Animal Science Barn	Poor	Outdated resources	Demolish & replace
Holly Run Manor	Poor	No accessibility	Demolish & replace
Lincoln Hall	Poor-good	Accessibility/ Fit to program	Demolish & replace
Optical Clinic	Poor	Outdated resources	Demolish & replace
Physical Plant	Poor	Outdated resources	Demolish & replace
Roosevelt Hall	Poor	Outdated resources/ Fit to program	Demolish & replace
Trailers	Temporary	Outdated resources/ Fit to program	Demolish & replace
Washington Hall	Poor	Outdated resources	Demolish & replace
Wilson Hall	Poor	Outdated resources/ accessibility	Demolish & replace
CIM Center	Good-excellent	Accessibility	Renovate
College Community Center	Good	Limited space	Renovate & Expand
Criminal Justice Center	Fair-good	Limited space	Renovate & Expand
Laser Institute	Good	Underutilized space	Renovate & Expand
Learning Resource Center	Fair-good	Limited space	Renovate & Expand
Madison Hall	Fair	Limited space	Renovate & Expand
Taft Hall	Fair	Limited space	Renovate & Expand
Outdoor Athletic/ Recreation Areas	Poor	Outdated resources	Renovate & Expand

2.4 Vehicular Circulation

The vehicular circulation at the Blackwood campus was analyzed in terms of:

- Gateways
- Main entry drives
- Internal campus circulation patterns
- Transit routes
- Drop-off and service points
- Parking areas

The Blackwood campus currently has two main entry drives as shown on Figure 2.4. The entry from College Drive crosses the ravine and Holly Run Lake, creating a park-like introduction to the campus. The other main entry drive originates from Peter Cheeseman Road on the eastern side of campus. This entry point occurs within a sea of parking lots, diminishes the sense of campus arrival, and creates an undesirable image of the campus.

There are two minor entrances to the campus along Peter Cheeseman Road. Two separate entrances for a parking area in the southeastern portion of the campus services the Laser Institute, Nursing School, and the CIM Center. The presence of several entrances to the College along Peter Cheeseman Road creates vehicular conflict during high-use times. The existing entries, parking configuration, and circulation patterns contribute to this conflict, fostering confusion and frustration among drivers. This promotes unsafe driving conditions.

Internal campus circulation includes a half-circle route that circles around the majority of the buildings to the north, east, and west. The existing internal circulation does not continue through the southern portion of the campus. The road dead-ends at Papiano, forcing vehicles to turn around and backtrack to exit the campus. Service routes extend from the main interior circulation route to the corresponding building service points.

Parking areas generally ring the campus buildings and are located adjacent to the existing campus road. The majority of the parking is currently provided along Peter Cheeseman Road. One large isolated parking lot adjacent to Lincoln Hall provides some parking for the western portion of the campus. Parking and vehicular access for buildings in the southern portion of the campus is limited or non-existent. The isolation of buildings, such as the Laser Institute, makes accessibility from designated handicapped parking areas difficult.

Providing a continuous internal campus road and more evenly distributed parking around the campus will allow for better accessibility. A redistribution of parking will also provide opportunities to break up the existing massive parking areas and creating a more welcoming entry into the campus from the east.

Other issues, such as sight distances, pedestrian safety, turning lanes, transit routes and illegal parking zones are addressed in the Vehicular Circulation diagram included in Figure 2.4.

Key Points from Section 2.4:

- Campus entries along Peter Cheeseman Road are too numerous and create unsafe driving conditions.
- Campus character is weakened by placement of large parking areas along entries.
- Arrangement of campus road and parking areas is inefficient.

2.5 Open Space Network

The Blackwood campus was evaluated in terms of the campus core open space network in addition to the natural features of the ravine, woods, and lake. The open space network diagram shown on Figure 2.5 includes:

- Major and minor pedestrian corridors
- Campus open spaces such as courtyards
- Quadrangles
- Open fields
- Existing and potential campus nodes
- Pedestrian/ vehicular conflict points.

The existing campus nodes represent locations where students currently gather. Currently, these locations are typically at building entrances. Informal student gathering could be enhanced by providing spaces designed for this non-programmed activity. The opportunity for this type of gathering activity is important to the culture of any College campus. The sense of College community is fortified by providing outdoor gathering spaces for activities such as individual or group studying, social networking, or simple relaxation between classes. It is this sense of College community that encourages student connectedness to the College and in the long term, retention of the student body.

The Blackwood campus has the potential to improve the open space character and network of the campus core. Currently, a major pedestrian corridor exists diagonally from Jefferson Hall in the northwest to the CIM Center in the southeast. This corridor is intersected by series of open campus quadrangle, front lawns, and maintained open space between buildings. Another major corridor extends north to south from the College Community Center to Taft Hall. Minor corridors designated in the open spaces between buildings help create a pedestrian network for the entire campus.

These corridors are important for recognizing the potential to create a contiguous campus environment by looking beyond the walls of the individual buildings. For example, a direct, linear, tree-lined promenade across the campus may provide a large-scale feature that knits together the campus fabric. Designed open spaces like these may also include elements that unify the campus. These unifying elements include the following:

- Plantings
- Lighting
- Walkways
- Bollards
- Walls
- Water features

Repetitive and rhythmic use of materials and patterns in the landscape could further express the overall theme and mission of Camden County College.

Pedestrian and vehicular conflict areas are typically found where pedestrian and vehicular circulation patterns are not well defined in relation to each other. For example at the Blackwood campus, pedestrians attempting to cross from the large parking lot east of the Wilson Hall complex to Wilson Hall may encounter conflicts with vehicles at the Wilson Hall East drop-off point. Also of concern, is the location of a parking lot between Madison Hall and the CIM Center. Other locations with similar conflicts are noted on Figure 2.5 for the Blackwood campus.

Pedestrian and vehicular conflict points may be minimized by reconfiguration of vehicular routes, drop-off locations, and parking areas in relationship to pedestrian ways. Also, conflicts may be minimized by marking pedestrian crossing zones with special features such as signs or changes in pavement materials and patterns. In addition, integrating the pedestrian ways with the overall open space network for the campus will reinforce a pedestrian-friendly campus environment.

Key Points from Section 2.5:

- Pedestrian corridors and student gathering spaces improve the quality of a campus community.
- Landscape elements (planting, light fixtures, walkways, walls, bollards, and water features) can improve the quality of campus open space.
- Conflicts between vehicles and pedestrians can be minimized by clear and efficient layouts of walkways, parking, and roadways.

2.6 Issues & Opportunities

The following four categories were detailed for the Blackwood campus and its perimeter:

- Campus Asset
- Campus Opportunity
- Campus Issues
- Community Opportunity

Elements that were designated under these categories and a further description of the issue or opportunity are noted on Figure 2.6.

Within the campus core, key issues and opportunities relate to:

- Improving visibility of campus entries
- Creating a positive image of the campus
- Expanding potential program areas
- Creating student gathering places
- Improving circulation for vehicles and pedestrians

Other perimeter issues that relate to the campus include:

- Water quality of Holly Run Lake
- Protection of natural areas
- Partnership opportunities to lease or purchase Camden County College property
- Potential highway interchange at Highway 42 and College Drive

These issues may affect access to and the perception of Camden County College. The College desires to have some influence on adjacent land uses to maintain the quality of the campus environment. Compatible development opportunities may be revenue generators as well as create a land use synergy between the campus and the surrounding community.

Key Points from Section 2.6:

- The campus assets, weaknesses, opportunities, constraints and community-related issues have been identified.

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

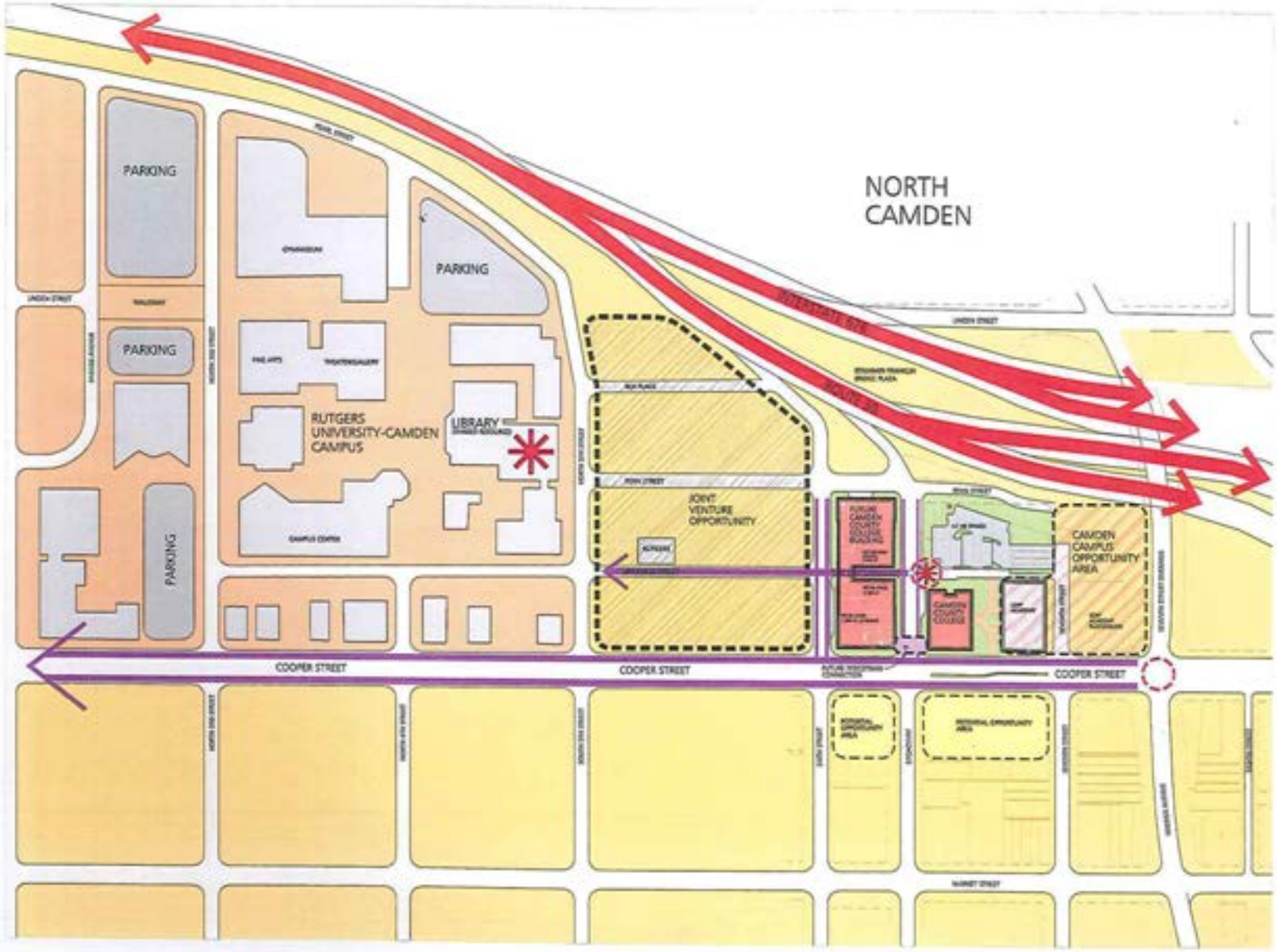
DRAFT

NATURAL AREAS

- CAMPUS PROPERTY LINE
- MAINTAINED OPEN SPACE
- PARKING
- FRESHWATER WETLANDS
- 50' WETLAND BUFFER
- SWAMP PINK AREA
- SCIENCE/OPEN SPACE USE
- VISUAL DEVELOPMENT BUFFER
- FLOODPRONE AREAS
- LAKE
- WOODS

ELLERBE BECKET

FIGURE 2.1A



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

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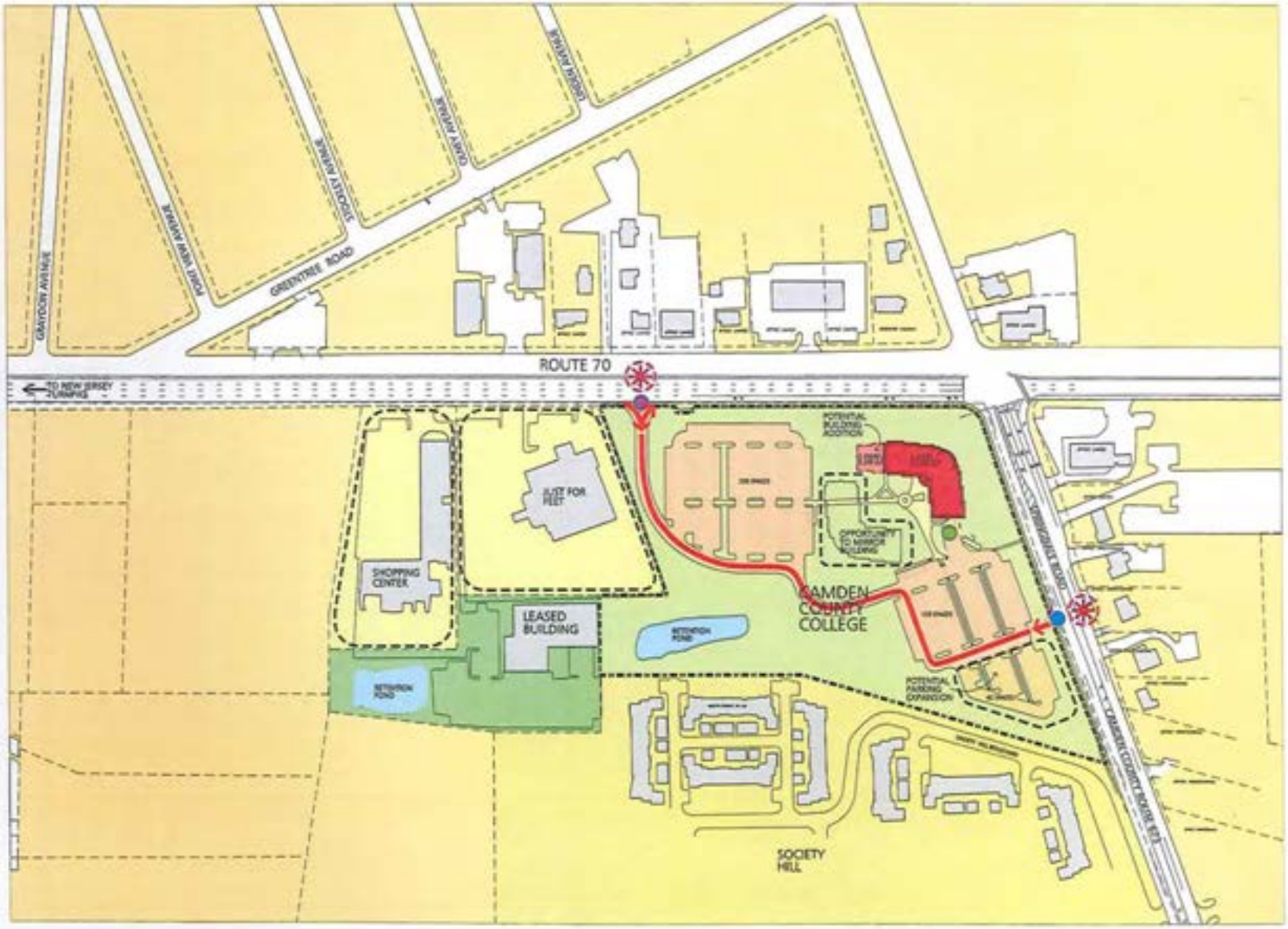
CAMDEN CAMPUS

- EXISTING GATEWAY
- POTENTIAL GATEWAY
- PRIMARY ROAD
- STREETSCAPE DEVELOPMENT
- PARKING
- CAMDEN CAMPUS
- CAMDEN CAMPUS OPPORTUNITY AREA
- RUTGERS UNIVERSITY CAMPUS
- JOINT VENTURE OPPORTUNITY
- SHARED RESOURCES

ELLERBE BECKET

FIGURE 2.1B



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

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CHERRY HILL CAMPUS

- EXISTING GATEWAY
- MAIN ENTRY DRIVES
- CAMDEN CAMPUS
- LEASED PROPERTY
- CAMPUS PARKING
- POTENTIAL ACQUISITION
- OFFICES/BUSINESSES
- MULTI-FAMILY HOUSING
- ENTRY ONLY
- RIGHT IN RIGHT OUT
- SERVICE AREA

ELLERBE BECKET

FIGURE 2.1C

Building	Division / Component	Division Total ASF	Building Total ASF
Adams	Classrooms / Shared Instructional Resources	3,800	7,871
	Academic & Student Support Services	4,071	
Animal Science Barn	MSHC Math Science & Health Careers	2,835	2,835
Central Boiler Plant	Other / Maintenance / Support	7,052	7,052
Child Care Center	Other / Maintenance / Support	4,649	4,649
CIM Bldg	BCTS Business Computer & Technical Studies	30,982	47,603
	Continuing Education	8,587	
	Library	1,599	
	Conference & Meeting Space	6,435	
College Community Center	Academic & Student Affairs (Admin)	6,479	32,495
	Institutional Advancement & Enrollment Services	3,418	
	Assembly / Dining / Retail	22,598	
Criminal Justice Bldg	AHSS Arts Humanities & Social Sciences	7,498	7,498
Helene Fuld Nursing Bldg	Other (Academic-Privately Owned)	17,533	17,533
Holly Run Manor	Residential	2,000	2,000
Jefferson	Academic & Student Affairs	4,469	7,989
	Institutional Advancement & Enrollment Services	720	
	Storage / Unassigned Space	2,799	
Laner Bldg	BCTS Business Computer & Technical Studies	6,476	6,476
Lincoln Hall	AHSS Arts Humanities & Social Sciences	21,020	30,912
	MSHC Math Science & Health Careers	363	
	Assembly / Dining / Retail	9,529	
Madison Hall	AHSS Arts Humanities & Social Sciences	10,037	28,713
	MSHC Math Science & Health Careers	4,212	
	BCTS Business Computer & Technical Studies	14,464	
Optical Clinic	MSHC Math Science & Health Careers	994	994
Pisgiene Gym	Athletics / Recreational	9,875	32,009
	MSHC Math Science & Health Careers	22,134	
Physical Plant	Other / Maintenance / Support	18,135	18,135
Roosevelt Hall	Academic & Student Support Services	2,263	12,157
	Academic & Student Affairs (Admin)	785	
	Administrative Services	5,465	
	Institutional Advancement & Enrollment Services	3,644	
Taft Hall	MSHC Math Science & Health Careers	18,683	24,977
	BCTS Business Computer & Technical Studies	2,808	
	Classrooms / Shared Instructional Resources	2,717	
	Academic & Student Support Services	209	
Trailers A,B,C	Classrooms / Shared Instructional Resources	5,135	5,135
Truman Hall	AHSS Arts Humanities & Social Sciences	1,282	22,422
	MSHC Math Science & Health Careers	4,314	
	BCTS Business Computer & Technical Studies	11,484	
	Academic & Student Affairs (Admin)	3,473	
	Institutional Advancement & Enrollment Services	2,869	
Washington Hall	MSHC Math Science & Health Careers	3,566	3,566
Wilson Center	Administrative Services	1,505	6,910
	Institutional Advancement & Enrollment Services	5,405	
Wilson East	AHSS Arts Humanities & Social Sciences	3,631	7,760
	MSHC Math Science & Health Careers	701	
	Academic & Student Support Services	2,612	
	Institutional Advancement & Enrollment Services	815	
Wilson West	AHSS Arts Humanities & Social Sciences	6,183	17,731
	Administrative Services	3,808	
	Institutional Advancement & Enrollment Services	4,740	
Wolverton LRC	Library	45,758	48,264
	Classrooms / Shared Instructional Resources	956	
	Open Laboratories	1,340	
	Academic & Student Support Services	1,330	

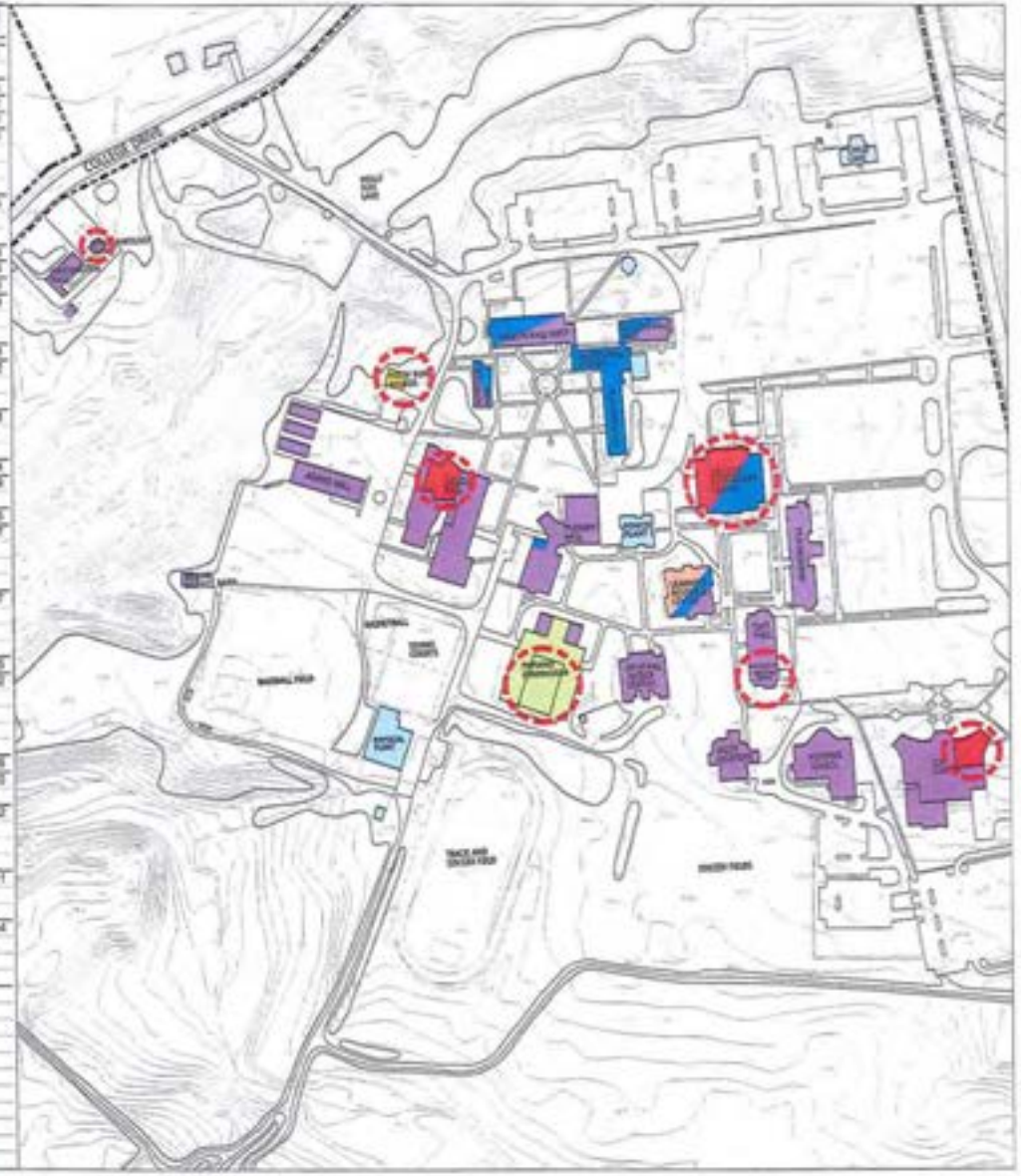
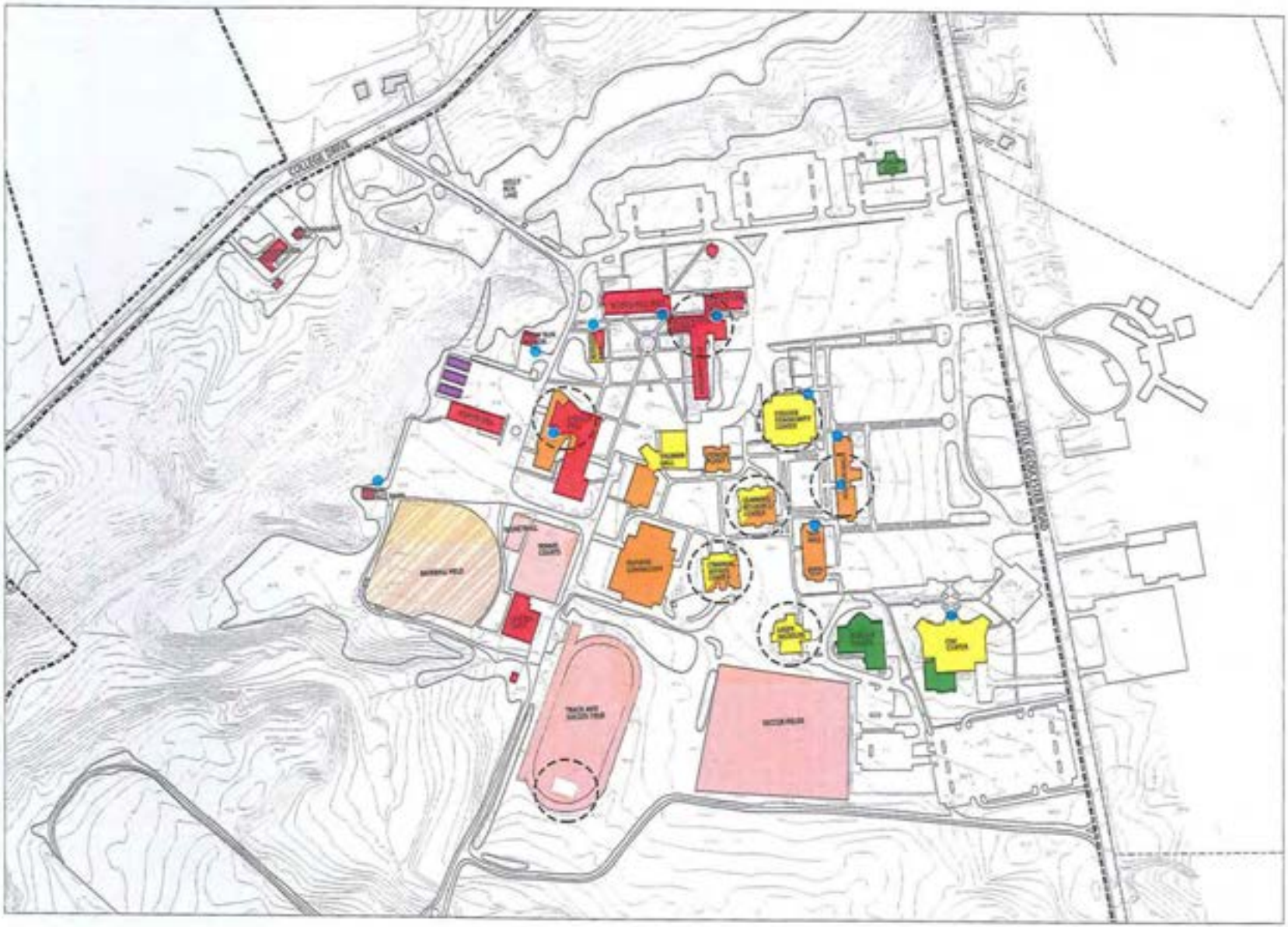


FIGURE 2.2



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

DRAFT

EXISTING FACILITY CONDITION

- EXCELLENT — No substantial needs
- GOOD — Sound building, some improvements needed
- FAIR — Significant improvement needed
- POOR — Unsuitable for long term use
- TEMPORARY STRUCTURES
- ACCESSIBILITY ISSUES
- FIT TO PROGRAM ISSUES

ELLERBE BECKET

FIGURE 2.3A

CCC Building Condition Highlights

General

Buildings have not received proper maintenance over last 20 years - significant deferred maintenance costs built up (refer to R Bavi, "Physical Plant Evaluation")

1950s Buildings

Buildings: WILSONS, ROOSEVELT, JEFFERSON, WASHINGTON, LINCOLN, ANIMAL SCIENCE BARN

- Old, deteriorated facilities, not designed for the current functions / occupants being housed
- Not code-compliant, difficult and costly to upgrade to desired results
- Poor ventilation / air handling / temperature contol systems
- Old, limited capacity electrical systems
- Limited, non-compliant alarm and monitoring systems
- No elevators - significantly limited accessibility

1970s Buildings

Buildings: MADISON, TAFT, COMMUNITY CENTER, WOLVERTON, TRUMAN, PAPIANO, CENTRAL HEATING PLANT, PHYSICAL PLANT BUILDING

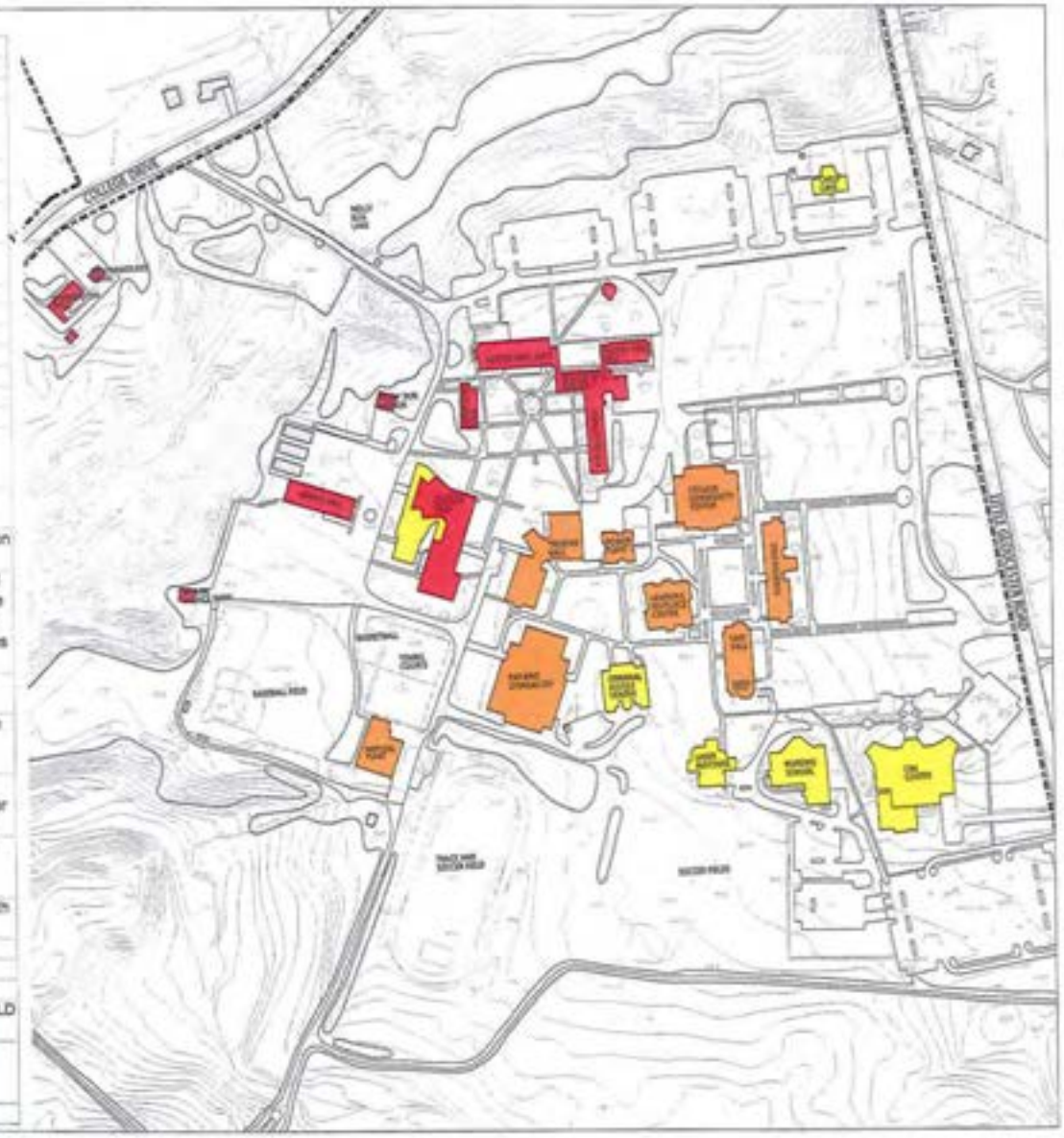
- 30 year-old community-college institutional buildings still being used for essentially the same planned functions
- Most have not received any significant renovation / upgrade / reconfiguration

- Accessibility into and through these buildings is low. The typical half-level entries into many of these buildings necessitated creating a new accessible entrance, often away from the main entry. While multi-story buildings have elevatores, entry and movement through these buildings by accessible paths is circuitous.
- Prior building maintenance and repair was insufficient. Current deferred maintenance needs are high
- Although buildings are still being used for their original design intent, there has been only limited reconfiguration and upgrade of these buildings to maintain their currency.
- Interior appearance of buildings that have not been renovated / recently modified are in very poor physical and aesthetic condition. Carpet and other finishes are worn, look dirty or stained and leave a poor visual impression.
- Building mechanical and electrical systems have not been upgraded, still operate well beyond a typical equipment life cycle mostly with original equipment.
- Buildings has not received any comprehensive upgrade for compliance with recent building / fire safety codes.
- Asbestos abatement is a significant issue for all of these buildings.

1986 - Present Buildings

Buildings: CIM, CIM ADDITION, FULD, CRIMINAL JUSTICE, LASER, CHILD CARE, LINCOLN ADDITION, ROHRER, CAMDEN

- Contemporary, single or multi-story buildings, built to current building standards, fully accessible, with significant instructional technology infrastructure in place



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

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BUILDING CHRONOLOGY

- 1950'S AND EARLIER
- 1970'S
- 1986-PRESENT

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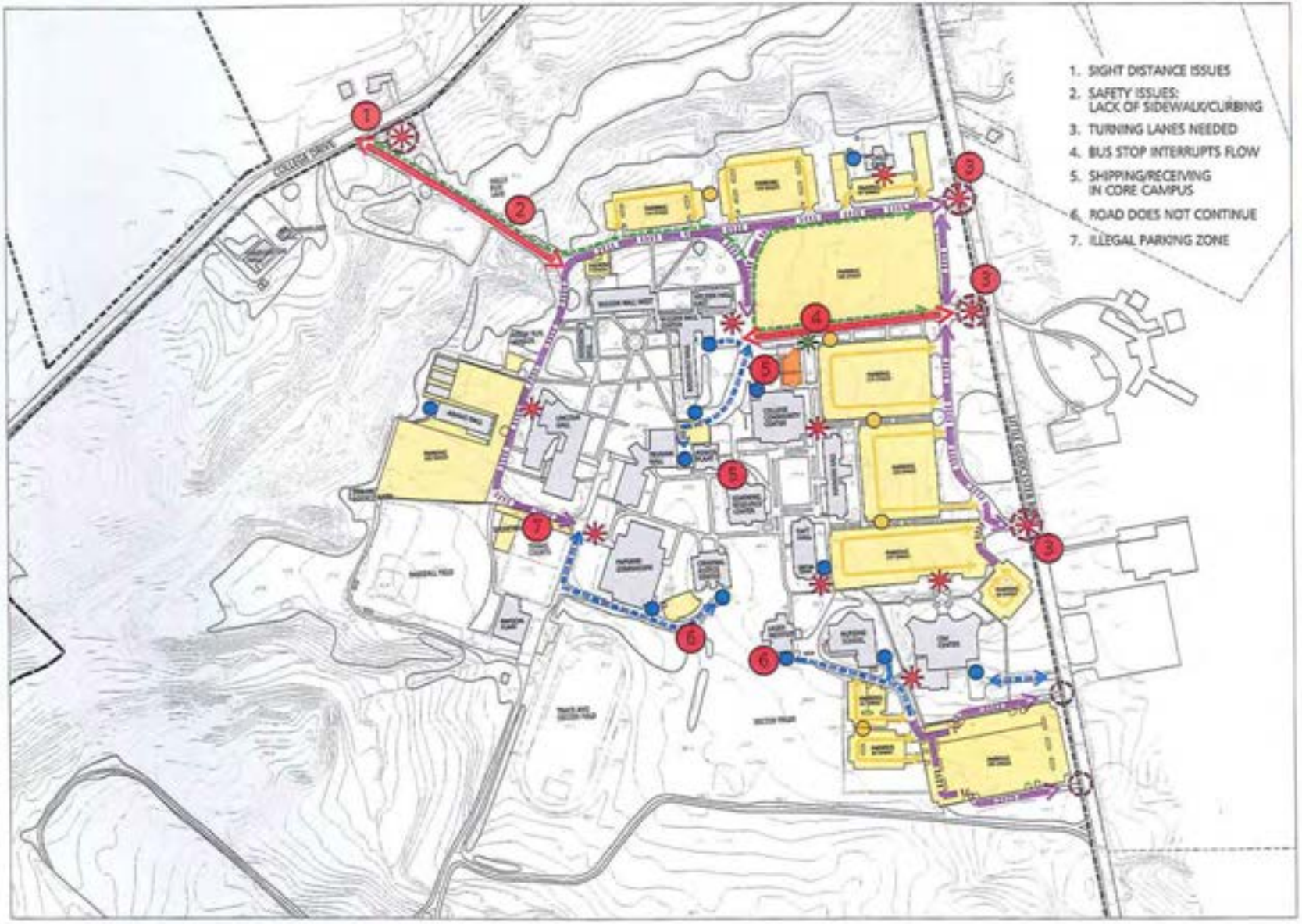
FIGURE 2.3B



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

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VEHICULAR CIRCULATION

- EXISTING GATEWAY
- POTENTIAL GATEWAY
- MAIN ENTRY DRIVES
- MAIN INTERIOR CIRCULATION
- INTERNAL PARKING CIRCULATION
- POTENTIAL PARKING CONNECTION
- DROP-OFF POINT
- TRANSIT STOP
- BUS ROUTE
- SERVICE ROUTE
- SERVICE POINT
- STUDENT PARKING
- FACULTY PARKING
- SHORT TERM PARKING
- HANDICAP PARKING

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FIGURE 2.4

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

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OPEN SPACE NETWORK

- EXISTING CAMPUS NODE
- POTENTIAL CAMPUS NODE
- PEDESTRIAN/VEHICULAR CONFLICT
- MAJOR CORRIDOR
- MINOR CORRIDOR
- MAINTAINED OPEN SPACE
- CAMPUS QUADRANGLE
- FRONT LAWN
- OPEN FIELDS AND COURTS
- COURTYARD/GARDENS
- LAKE
- NATURAL AREAS

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FIGURE 2.5

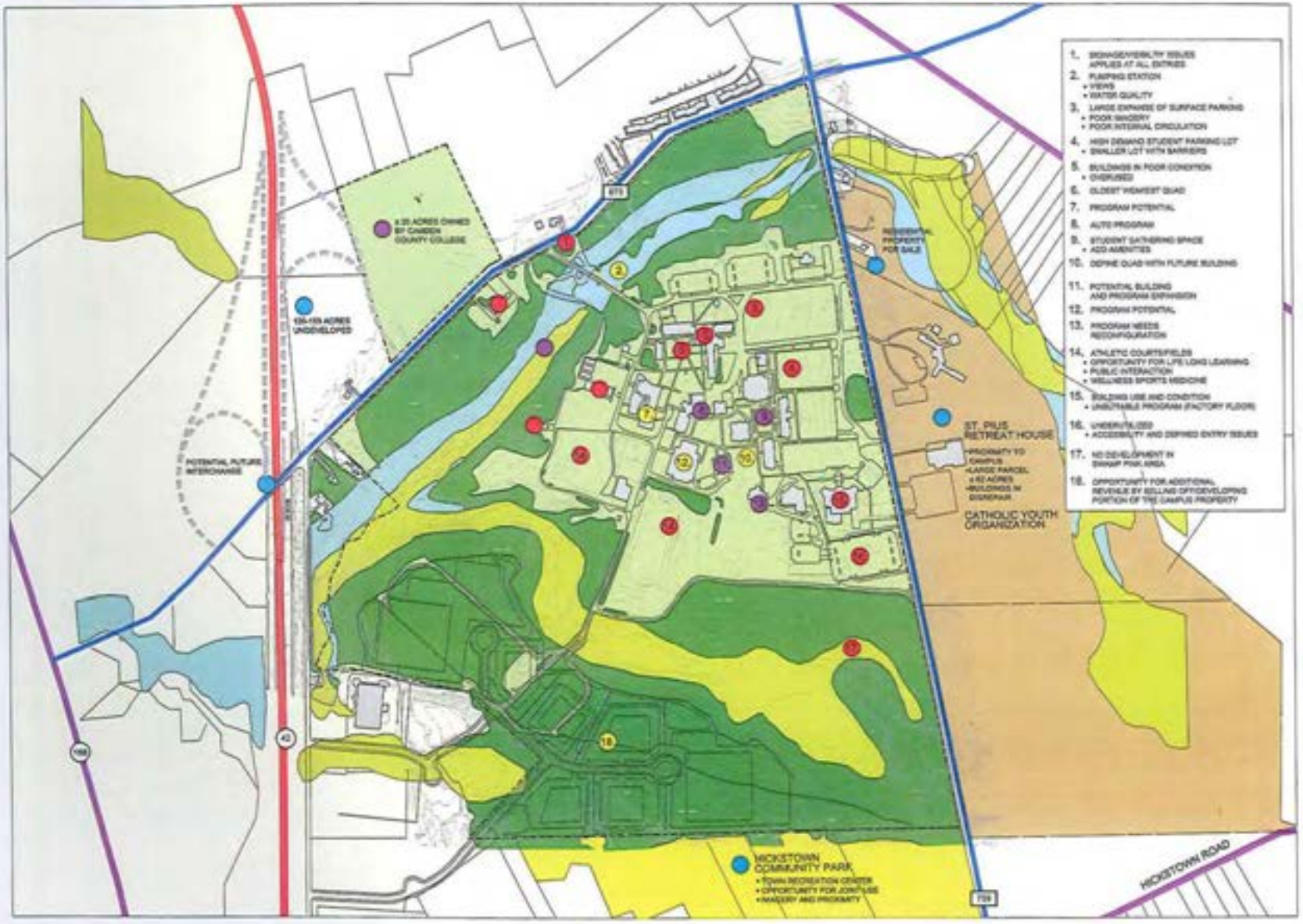

1. SIGNAGE/VISIBILITY ISSUES APPLIES AT ALL ENTRIES
2. PUMPING STATION
• VIEWS
• WATER QUALITY
3. LARGE EXPANSE OF SURFACE PARKING
• POOR IMAGERY
• POOR INTERNAL CIRCULATION
4. HIGH DEMAND STUDENT PARKING LOT
• SMALLER LOT WITH BARRIERS
5. BUILDINGS IN POOR CONDITION
• OVERUSED
6. OLDEST WEAKEST QUAD
7. PROGRAM POTENTIAL
8. AUTO PROGRAM
9. STUDENT GATHERING SPACE
• ADD AMENITIES
10. DEFINE QUAD WITH FUTURE BUILDING
11. POTENTIAL BUILDING AND PROGRAM EXPANSION
12. PROGRAM POTENTIAL
13. PROGRAM NEEDS RECONFIGURATION
14. ATHLETIC COURTS/FIELDS
• OPPORTUNITY FOR LIFE LONG LEARNING
• PUBLIC INTERACTION
• WELLNESS SPORTS MEDICINE
15. BUILDING USE AND CONDITION
• UNSUITABLE PROGRAM (FACTORY FLOOR)
16. UNDERUTILIZED
• ACCESSIBILITY AND DEFINED ENTRY ISSUES
17. NO DEVELOPMENT IN SWAMP PINK AREA
18. OPPORTUNITY FOR ADDITIONAL REVENUE BY SELLING OFF/DEVELOPING PORTION OF THE CAMPUS PROPERTY
• 20 ACRES OWNED BY CAMDEN COUNTY COLLEGE
100-150 ACRES UNDEVELOPED
POTENTIAL FUTURE INTERCHANGE
RESIDENTIAL PROPERTY FOR SALE
ST. PIUS RETREAT HOUSE
•PROXIMITY TO CAMPUS
•LARGE PARCEL
• 62 ACRES
•BUILDINGS IN DISREPAIR
CATHOLIC YOUTH ORGANIZATION
HICKSTOWN COMMUNITY PARK
• TOWN RECREATION CENTER
• OPPORTUNITY FOR JOINT USE
• IMAGERY AND PROXIMITY
HICKSTOWN ROAD
CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
ISSUES AND OPPORTUNITIES
CAMPUS PROPERTY LINE
CAMPUS ASSET
CAMPUS OPPORTUNITY
CAMPUS ISSUES
COMMUNITY OPPORTUNITY
PARK
ST PIUS RETREAT HOUSE
FRESHWATER WETLANDS
FLOODPRONE AREAS
LAKE
WOODS
PRINCIPAL ARTERIAL
MAJOR ARTERIAL
MINOR ARTERIAL
ELLERBE BECKET

FIGURE 2.6

SECTION 3: CAMPUS PLAN

3.1 Potential Development Zones

The potential development zones at and surrounding the Blackwood campus were identified as the following categories:

- Preservation area
- Potential redevelopment area
- Building demolition
- Building renovation
- Building addition
- Building infill

In general, the wooded slopes, creek, lake, and wetland areas are recommended to remain as a preservation area. However, portions of the Blackwood campus property to the south could be potentially developed for other uses, under partnerships with the College. These areas are shown on Figure 3.1.

Potential redevelopment areas included most of the campus core, as well as the 20-acre parcel to the northwest, and the property east of the campus property. Redevelopment opportunities would potentially include the following:

- New buildings
- New facility uses
- New land uses
- Improved campus circulation with a new loop road
- Improved campus identity with reconfiguration of the east parking lots
- Strengthened campus programs with new campus buildings

Specific improvements to campus facilities include building renovation, addition, infill, and demolition. Demolition is recommended for the older facility structures such as the Wilson complex, the Animal Barn, Washington Hall, Lincoln Hall, and Adams Hall. The deficiencies encountered in these buildings outweigh the cost-effectiveness of renovation versus the alternative of demolition and rebuilding.

Campus structures that are candidates for renovation and expansion include the Learning Resource Center, Madison Hall, and Taft Hall. Building additions, as well as renovation, is recommended for the College Community Center, Papiano Gymnasium, and the CIM Center in order to meet the space requirement needs encountered by the programs housed in these structures.

Building infill addresses the issue of strengthening the character of the campus as well providing additional space. Improvements to campus character may be accomplished by increasing the overall mass of a structure by linking two structures. Creating clear entry points or street front edges also improve building character.

Building infill may also reinforce outdoor spaces. For example, constructing a link between the Criminal Justice Center and the Papiano Gymnasium would provide an interior connection between these facilities, expand program space, and further enclose the courtyard space directly north.

Development opportunities exist for the areas beyond the core campus. Partnerships between the College and other organizations are possible for developing property owned by the College that is not within the campus core.

Key Points from Section 3.1:

- Potential development for the campus includes:
  - Building renovation
  - New buildings & infill
  - New campus road
  - Building demolition
  - Reconfiguration of athletic fields and courts
- Partnership opportunities exist for development of College property outside of the core campus.

3.2 Facility Requirements Projections

The facility requirement projections focus on the assignable area for the existing space. Projections were determined for the following categories for each campus:

- Space deficiencies
- Projected growth
- Replacement space

The assignable areas concern the actual space being used for certain program functions. These areas may include classrooms, resource areas (libraries), studios, workshops, and faculty and administrative offices. Non-assignable spaces include areas that serve non-programmed functions, such as hallways, spillways, and building entries. The facility requirement projections in assignable area in square feet (ASF) are shown on Table B-1 included in Appendix B. The total building areas in gross square feet (GSF) are also included in Table B-1. The existing allocated space for each of the facility buildings is included on Table B-2.

Space Deficiencies
Space deficiencies or existing shortfalls of space occur for facilities at the Blackwood campus only. Major groups that are encountering shortfalls of space include the following:

- Academic areas
- Library
- Student services
- Assembly/dining/retail
- Athletics and maintenance

Within the academic areas, the greatest deficiency of space occurs within Arts Humanities & Social Services. Other areas having a deficiency of 20 percent or greater include classroom space, student services, assembly/dining, and the physical plant.

Projected Growth
Facilities requirement projections for all three of the campuses were used in the development of campus master plan concepts. They were developed from an evaluation of existing facilities and from a review of potential growth for each campus and College.

- **Camden Campus.** Projected growth of 40 percent based on the proposed new building and parking ramp.

- **Cherry Hill.** Projected growth of 30 percent based on the proposed building addition, a proposed second building, and additional expansion opportunities.

- **Blackwood.** Evaluation of existing facility condition on the Blackwood Campus (refer to Section 2.4) identified twelve facilities that should be replaced because of their age, condition, and capability to support the College's academic mission (Adams, Animal Science Barn, Holly Run Manor, Lincoln Hall, Physical Plant, Roosevelt Hall, Trailers A,B,C, Washington Hall, Optical Clinic, Wilson Center, Wilson East and Wilson West). The assessment of existing facilities and their ability to support the current program and current enrollment resulted in identifying an estimated current space need of between 10 to 15 percent of the total existing facility space. A review of the growth potential of each of the four academic divisions yielded an additional overall average growth of ten percent. Other auxiliary projects were also added to this projected growth:

  - New conference center - 25,000 asf / 41,667 gsf
  - New fieldhouse - 51,000 asf / 60,000 gsf
  - New welcome center - 6,000 asf / 10,000 gsf

Projected Growth Space Needs
Projections of space needs to accommodate anticipated growth over the next ten years assume there will be an increase in enrollment of about ten percent, distributed across all academic divisions. Recently developed enrollment projections for the years 2001 through 2011 for Camden County College, prepared by Institutional Research projected a four-year growth of 10.5 percent and a gradual decline from that high to a ten-year 3.5 percent increase over FY2001 enrollment. These increases reflect an observed increase in high school graduation rates in the Camden County College area and the assumption that Camden will continue to serve a 20 percent share of these high schools graduates.

Camden County College's potential growth and related space needs, however, can exceed these modest increases, driven primarily by the College's own entrepreneurial success achieved through its own actions in the following areas:

- recruiting students,
- promoting its programs,
- anticipating and pro-actively responding to the dynamic marketplace for vocational / professional employment,
- inventing market-responsive programs for identified educational needs,
- maintaining a competitive edge with its neighboring peer institutions,
- positioning itself to be the area and regional provider of choice,
- increasing the low education penetration rates in selective areas of the county,
- defining and promoting its image and identity in the marketplace,
- continuously improving the educational product and the marketplace perception of that product, and
- identifying and pursuing new educational markets.

Promising program development efforts that will affect the potential growth of the College and the Blackwood campus include the following program areas:

- Technology/digital applications in the visual, performing and communications arts represent a strong potential for program growth.
- Growth can be expected in most areas of science and technology.
- Program growth opportunities in the bio-technologies, particularly genetics and pharmaceuticals.
- Information technology applied to English composition.
- Laser/physics programs following the developments in optics in communications
- Moving some of the popular core program offerings to continuing education to leverage their strong connections with local employers and medical institutions.
- Fire Science program development can take advantage of impending changes in job training requirements.
- Distance education course offerings will continue to grow as much as 20% in the near term, and most likely not at the expense of on-campus program participation.
- Growth in integrated public safety programs (police academy program expansion, introduction of a corrections officer training program).
- Continuing education programs focused on occupational skills, customized corporate training programs, etc., represent a continuing strong growth area.
- The development of life-long sports / recreation programs represents a unique program growth opportunity
- The core liberal arts and degree transfer programs will remain strong and stable.
- Math, science, and health career program growth is limited - in part - by a shortage of properly qualified students.

Another potential growth impact may result simply from the additional students attracted by virtue of the improvements made to physical facilities, campus amenities, and the quality of campus environment that result from the implementation of this master plan effort.

The following table summarizes the facility requirement projections for the Blackwood Campus.

Camden County College
Blackwood Campus
Facility Requirements Projections

Description	Assignable Area	Gross Building Area
Existing Space		
Existing Space	405,507 asf	675,950 gsf
Space recommended for demolition/ replacement	117,095 asf	195,200 gsf
Additional Space Needs		
Estimated Current Space Deficiencies	53,429 asf	89,048 gsf
Projected Growth Space Needs	39,928 asf	66,546 gsf
New Identified Projects	82,000 asf	111,667 gsf
New Replacement Space for Demolished Bldgs	117,095 asf	195,200 gsf
Total Additional Space	292,451 asf	462,461 gsf
TOTAL SPACE REQUIREMENTS	580,926 asf	943,211 gsf

The chart included in Figure 3.2 divides the projected facility requirements in terms of the number of recommended building levels. For example, the maintenance support, and visitor center could be built as one-story buildings. Academics, library, and student services would be built as three-story buildings to concentrate program uses within a single building. In addition, the three-story buildings would enhance outdoor student gathering spaces, encouraging the character of a College quadrangle.

Replacement Space
Replacement space is recommended for several of the program categories. Replacement would consist of demolition of a building and a reallocation of the space in a new building or building expansion. The buildings recommended for reallocation are shown on Table B-3 included in Appendix B. Twelve out of twenty-two buildings at the Blackwood campus are recommended for demolition and a reallocation of the programs into new facilities in order to meet the projected facility requirements.

Other Needs: Parking & Sports Facilities
There are recognized projected needs for additional parking and additional recreation/athletic fields at the Blackwood campus. A minimum additional 200 parking spaces is recommended. Recreational fields are projected for replacement to improve the conditions and to maximize the land-use configuration of the campus. An expanded recreational program is also included in the facility projections. These projections are included on Figure 3.2.

Key Points from Section 3.2:

- All three campuses are projected for growth.
- Blackwood campus currently has space deficiencies.
- Twelve out of twenty-two buildings at the Blackwood campus are recommended for demolition and replacement.

3.3 Campus Core Plan

Campus Development Rationale
Campus development needs to reflect and resonate with the mission and goals of the institution. Camden County College's mission focuses on being an educational service provider in the community in six distinct but inter-related roles:

- Preparation of Life-Long Learners
- Preparation for Transfer
- Preparation for the Work Force
- Personal and Professional Enrichment
- Cultural, Community, Social and Recreational Enrichment
- Customized Training for Business and Industry

The College offers a range of comprehensive remedial education programs to prepare students for learning. The College presents a career-ladder spectrum of program choices. The College represents a natural community gathering place. The College is an educational support services resource for individuals and for businesses and corporations. The College can be the place for training or the College can bring the training programs into the community with site-based educational programs.

These diverse roles present a wide range of opportunities for College growth and development. The campus master plan must be a flexible framework for exploring these opportunities.

One of the driving forces in campus and program development at Camden is the concept of *building community*. This is accomplished with several types of actions:

- Eliminate isolation by making small buildings an identifiable part of a larger whole.
- Group units into logical clusters of programs that have strong affinity with one another. Create at least three major units with identifiable campus buildings: arts & science, health sciences, business, computers and technology,
- Create identifiable blocks of space that bring identity and sense of place to smaller units.
- Connect pairs of buildings together that will create helpful larger groupings. Use these connections to better define and organize building entries, to provide facilities for interaction and dialogue.
- Group faculty offices in clustered areas to facilitate discussion and access for students and faculty. Cluster resources to bring people together. Provide suite-style office environment and support adjunct faculty with shared officing resources.
- Focus on enhancing the Blackwood campus setting as a setting for learning in the park. One of the campus strengths is its natural setting with definable boundaries and separation from adjoining land uses.
- Provide reasons for students to come and stay, and for the community to gather. Find ways to engage the community in campus life.
- Focus on building settings for study and for social interaction.
- Technology needs to be pervasive, transparent and ubiquitous.
- Create a strong, identifiable central node on campus that is a gathering place and resource area for students.
- Locate near this center the aggregation of student, administrative and academic services
- Create a variety of types and sizes of instructional spaces, collaborative spaces and seminar size spaces adjacent to larger lecture type spaces.
- Build more, non-specific, general-purpose laboratory facilities to encourage improved usage for entry-level coursework.
- Group non-credit programming within clusters, but assign dedicated space to eliminate scheduling conflict.
- Upgrade the public image of campus such as eliminating the sea of parking vistas and improving visitor amenities for service-oriented allied health programs and clinics.

Campus Core Concepts
A total of two campus core plan concepts were developed as part of this master plan as listed below:

- Compact Campus Core Plan
- Expanded Campus Core Plan

The campus core comprises the central and eastern portions of the Blackwood campus that were previously developed as part of the campus facility and excludes the undeveloped portions of the property to the south and west. Suggestions for land use opportunities for these areas and the properties surrounding the Camden County College property are discussed further in **Section 4**.

Both campus core land use plans contain the following elements:

- Expanding the academic resources
- Reconfiguration of the building use
- New road layout
- Additional parking areas
- New recreational fields.

However, the two concepts differ in the basic concept of the building and campus green configurations. The Compact Core Campus Plan consists of a more internal and compact arrangement of buildings and campus greens as discussed in **Section 3.4**. The Expanded Core Campus Plan, which is discussed further in **Section 3.5**, consists of a more external or expanded arrangement of the buildings and campus greens.

Character sketches showing that landscape improvements can be made independent of extensive building improvements and construction are shown in Figures 3.3A, 3.3B, and 3.3C. Photographs showing existing conditions are included for comparison purposes.

These types of landscape improvements are cost-effective methods of improving the character of the campus that could be done at any point in time. These improvements help reinforce the campus sense of community. They are also not dependent on any of the options presented in this narrative. Examples of landscape details include vegetation as buffers between parking and roads, pedestrian walkways, special lighting fixtures, and special planting features.

The first sketch in Figure 3.3A illustrates the potential character of the gateways along College Drive. Signage placed closer to the intersection and special plantings enhance and create a recognizable identity for the College. Potential improved character of Peter Cheeseman Road is illustrated in the second sketch Figure 3.3B. This sketch shows a tree-lined pedestrian walkway running parallel to the road, special lighting and the vegetated buffer between the road and the campus buildings. The repetitive use of similar landscape elements such as plantings and lighting help fortify the continuity of the campus character and fosters a sense of campus community. In addition, this creates an aesthetic interface between the campus and the surrounding community that expresses the unique identity of the campus to the community.

The third sketch in Figure 3.3C expresses the character of the campus core along a proposed diagonal campus walk. This diagonal campus walk would unify the campus by tying together the campus core open space. Once again, the landscape elements included in this sketch are used to reinforce the concept of creating campus character and identity.

Key Points from Section 3.3:

- Campus development needs to reflect and resonate with the mission and goals of the institution.

- One of the driving forces in campus and program development at Camden County College is the concept of *building community.*

- Two campus core concepts were developed:
  Compact Campus Core Plan
  Expanded Campus Core Plan

- Site improvements can be made to enhance the campus character and include:
  - Vegetation as buffers between parking and roads
  - Unifying diagonal campus walk
  - Special lighting fixtures
  - Special planting features

3.4 Concept 1: Compact Campus Core Land Use & Phasing

The Compact Campus Core Land Use plan shown on Figure 3.4A includes a more compact arrangement of buildings and internally focused green space. This plan also includes elements that improve character and identity of the campus, student/faculty integration, and efficiency and safety of pedestrian and vehicular circulation. These major elements are described further below:

- *Campus Core Concentration.* Campus buildings are concentrated within the proposed campus loop road (campus buildings along College Drive are removed and programs relocated to the campus core). These buildings typically face or front the loop road to create a greater sense of "front door" to the buildings. Larger parking facilities, athletic fields, and a conference center are placed beyond the loop road to promote a pedestrian-oriented, tight-knit character of community within the campus core.

- *Campus Greens.* Outdoor campus gathering spaces are internally focused within the loop road, defined by buildings placed at the edges, and linked by pedestrian corridors.

- *Athletic Resource Opportunities.* Proximity of the recreational fields to the future fieldhouse south of the proposed loop road promotes synergy and excitement, College cohesion, and a sense of community from these activities.

- *Gateway & Entries.* Major campus gateways at the intersection of College Drive and Peter Cheeseman Road defined the arrival identity of the College. Entries along College Drive and Peter Cheeseman Road create safer and more controlled entrances into the College campus. Each entry provides access to all portions of the campus promoting a more efficient circulation pattern for vehicular traffic.

- *Campus Loop Road.* This road defines the campus core and connects the entire campus, linking previously disconnected portions of the campus.

This land use plan has been divided into three phases to prioritize improvements based on the immediate campus needs and the realities of related costs for improvements. The criteria for defining the Phase 1 projects included the following:

- Projects that could be accomplished within the next five years
- Projects that would incorporate a high return on the original expenditure

In addition, projects that relate directly to the mission of the College and improvements that facilitate the interaction between students and faculty take precedence. Interior renovations to existing buildings are also included within the scope of Phase 1. Interior renovations include upgrades to learning environments, new labs and classrooms, and upgrades to infrastructure (HVAC, fire and safety, electrical systems, etc.).

The specific projects for each phasing are described below:

- **Phase 1.** Phase 1 projects shown on Figure 3.4B include the replacement of the Wilson Complex and Roosevelt Hall. Physical links between existing buildings support program integration such as the Papiano Gymnasium with the Criminal Justice Center and the College Community Center with Taft Hall are also included. New development includes the construction of additional buildings fronting Peter Cheeseman Road for student service and academic purposes. A diagonal campus walk is proposed from Jefferson Hall to the CIM Center, creating a pedestrian link between the existing and proposed greens throughout the campus core.

- **Phase 2**. Phase 2 development includes constructing the loop road as shown on Figure 3.4C. Existing campus roadways and parking lots are used as much as feasible for the proposed improvements. Replacement of Lincoln Hall, Adams Hall, the Animal Science Barn, the temporary classroom structures, and Washington Hall would occur in this phase. The area of the demolished Lincoln Hall would become interim parking as a new Fine Arts center is constructed at the previous location of Wilson East and West. A building expansion of the Criminal Justice Center is proposed to meet the projected program growth.

- **Phase 3**. Phase 3 development includes additional parking areas to the north, west, and south of the loop road as shown in Figure 3.4D. Building development includes a new fieldhouse in the vicinity of the reconfigured athletic/recreational fields located south of the loop road. A future building framing the campus core to the southwest would create the opportunity for an additional campus green. Other development opportunities include a conference center and an outdoor amphitheater north of the loop road, a new support facility to the southwest, and expansion of the CIM Center and the Laser Institute to effectively meet future program needs. An additional entry point from College Drive may improve campus access as a highway interchange at Route 42 and College Drive is constructed.

A cost analysis for projects proposed under Phase 1, Phase 2, and Phase 3 development for the Compact Campus Core Land Use plan are included in Appendix C. Due to a certain amount of unpredictability in future campus needs, funding availability, and construction expenditures, the proposed phasing and associated project costs are subject to change. For specific cost assumptions refer to Appendix C.

Key Points from Section 3.4:

- The Compact Campus Core Land Use plan includes a compact arrangement of buildings and internally focused green space.
- The major goals of this plan include improving character and identity of the campus, student/faculty resources, and efficiency and safety of pedestrian and vehicular circulation.
- The plan includes three phases for projects to prioritize the campus needs and to recognize the realities of related costs for improvements.
- Phase 1 criteria include projects achievable within the next five years and projects that have a high return on the original expenditure.

3.5 Concept 2: Expanded Campus Core Land Use & Phasing

The Expanded Campus Core Land Use plan includes similar elements as the Compact Campus Core Land Use plan as shown in Figure 3.5A. Improved programs spaces, new academic buildings, a loop road, consolidated entries, and new campus green spaces were integrated into this plan. Major differences in this plan are listed below:

- *External focus of campus core.* Buildings and campus greens are oriented so that the green spaces connect the loop road to the inner portions of the campus. This configuration promotes a less compact and more open campus core and invites public view into the campus. As a result, the loop road is longer and access to buildings is enhanced by drop-offs.

- *Campus Greens.* The numerous campus greens create a network of open space within the campus core. Nearly each existing and proposed campus building is adjacent to a green space. The campus greens also provide a buffer between the campus and Peter Cheeseman Road.

- *Consolidated campus entries & gateways.* Minimizing the entries along Peter Cheeseman Road to two turnouts reduces traffic conflicts. A "frontage road" running parallel to Peter Cheeseman Road links the campus loop road and provides access to all parts of the campus. College gateways reflecting the character of the campus would be placed at all campus entries intersecting College Drive.

- *Fieldhouse and recreational facilities.* The fieldhouse placed adjacent to Papiano is a logical integration of these two types of program uses. The recreational fields are sited south of these buildings and the loop road, and are framed by a future conference center, a new support building, and parking.

- *Parking facilities.* Parking is primarily located outside of the loop road with the exception of two mid-sized parking lots in the north portion of the campus to service the proposed new student services/academic building. A potential parking structure in the southeast would serve a new Fine Arts Center and future conference center.

The phasing for the Expanded Core Campus Land Use plan was determined using the same criteria as for the Compact concept. The following summarizes the phasing.

- **Phase 1.** Phase 1 improvements as shown in Figure 3.5B include the replacement of the Wilson Complex and Roosevelt Hall, the construction of academic and student services buildings in the northeast. Building links are proposed for Papiano Gymnasium and the Criminal Justice Center and for Madison Hall and the new academic building. A diagonal campus walk is proposed from the northwest to the southeast, providing a direct link across the core campus. This phase utilizes existing campus roadways and parking lots for the proposed improvements as much as feasible.

- **Phase 2.** Phase 2 improvements, as shown in Figure 3.5C, include linking the south portion and north portions of the loop road and completing the frontage road. Proposed replacement of buildings includes Lincoln Hall, Adams Hall, temporary structures, Washington Hall, and the Animal Science Barn. Proposed buildings include a new art center in the southeast portion of the campus and an addition to the student services building constructed as a Phase 1 project. Subsequent improvements to campus greens would occur as new buildings are constructed and existing buildings renovated.

- **Phase 3.** These improvements include completing drop-offs, parking areas outside of the loop road, finalizing the configuration of the loop road, and construction of the future conference center, fieldhouse, and support building as shown in Figure 3.5D.

The proposed improvements for Phase 1, Phase 2, and Phase 3 were based on current and projected campus needs, program needs, funding opportunities, and criteria that was previously discussed for in **Section 3.3**. Projected costs for the Expanded Core Campus Land Use plan and subsequent phasing is included in Appendix C. Due to a certain amount of unpredictability in future campus needs, funding availability, and construction expenditures, the proposed phasing and associated project costs are subject to change.

Key Points from Section 3.5:

- The Expanded Campus Core Land Use plan includes an open arrangement of buildings and externally focused green space.

- The major goals and the phasing criteria for the Expanded Campus Core Land Use is the same as for the Compact Campus Core Land Use plan.

- Differences between the Compact concept and the Expanded concept include the arrangement of buildings, campus greens, road and parking layouts, campus entry points, and athletic/recreation facility configuration.

3.6 Camden Campus Land Use

The Camden Campus land use plan shown in Figure 3.6 attempts to take advantage of the proximity of Rutgers University. The campus plan for Rutgers University includes proposed expansion between North 5th Street and 6th Street, north of Cooper Street. This parcel is located directly adjacent to the Camden County College property. Development of this area could potentially be a joint venture between Camden County College and Rutgers University, providing shared resources for students and faculty. Both of the Camden and Rutgers facilities have limited expansion opportunities to the north due to the presence of Interstate 676 and Route 30.

Other development opportunities for the Camden campus include expanding the current construction of a new building on a parcel between Broadway and 6th Street. Future expansion opportunities include acquiring and developing the parcel directly east and north of the existing campus. The parcel to the east currently houses the Leap Academy.

Campus development in the potential expansion areas may include new academic buildings, open space facilities, and stronger pedestrian corridors. Development on parcels south of the campus along Cooper Street may include land uses that ultimately support the campus, such as housing and retail.

Key Points from Section 3.6

- Future development of the Camden Campus could be a joint venture with Rutgers University, providing shared resources for students and faculty.
- Development opportunities for uses such as housing and retail exist in surrounding properties.

3.7 Cherry Hill Campus Land Use Options

The Cherry Hill Campus land use plans shown in Figures 3.7A and 3.7B provide two alternatives for land use. Both options show different configurations of buildings, parking, and open space, yet provide the same amount of building space.

In Option 1, shown in Figure 3.7A, the campus configuration is more compact and incorporates a new building that mirrors the existing building. This configuration would create an outdoor gathering space between the buildings. Parking would be located in lots to the east and west, which would front the existing roads. Two main entry points into the campus would be located along Route 70 and Camden County Route 673 at safe distances from the intersection of these two major roads.

The Option 2 campus plan shown in Figure 3.7B shows a more linear configuration of the buildings, parking areas, and open space. In this option, three buildings would be linked to the existing building and front Route 70 and Camden County Route 673. The green space consists of a pedestrian corridor that links the buildings and parking areas.

For both of these options the campus layouts assume complete build-out of the site and attempts to maximize the program facility requirements beyond the projected space needs.

Key Points from Section 3.7:

- Two campus land use plans were developed for the Cherry Hill campus.
- Cherry Hill Campus Land Use Option1 has a compact building, parking lot, and open space configuration.
- Cherry Hill Campus Land Use Option 2 has a linear building, parking lot, and open space configuration.

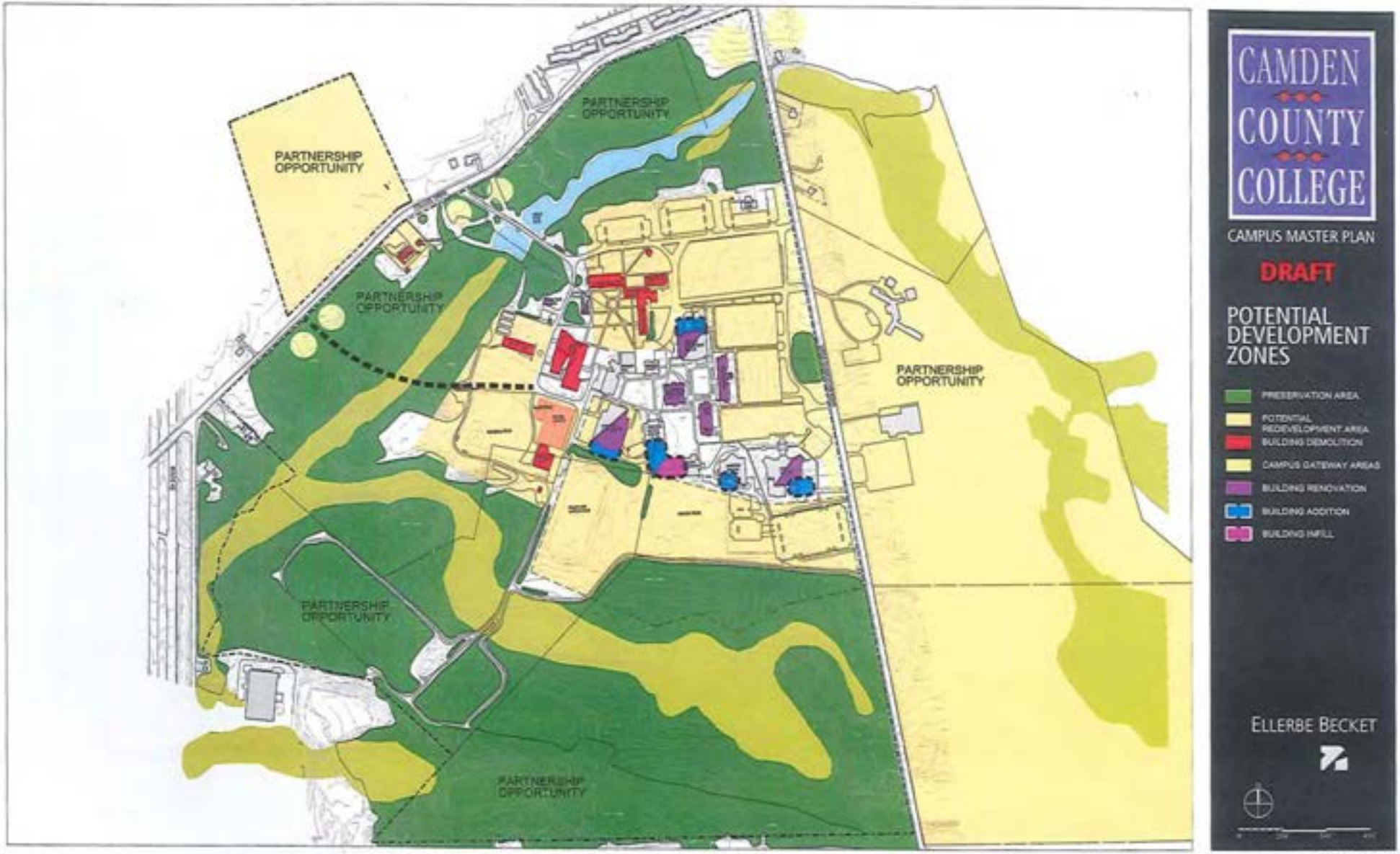

PARTNERSHIP OPPORTUNITY
PARTNERSHIP OPPORTUNITY
PARTNERSHIP OPPORTUNITY
PARTNERSHIP OPPORTUNITY
PARTNERSHIP OPPORTUNITY
PARTNERSHIP OPPORTUNITY
CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
POTENTIAL DEVELOPMENT ZONES
PRESERVATION AREA
POTENTIAL REDEVELOPMENT AREA
BUILDING DEMOLITION
CAMPUS GATEWAY AREAS
BUILDING RENOVATION
BUILDING ADDITION
BUILDING INFILL
ELLERBE BECKET

FIGURE 3.1

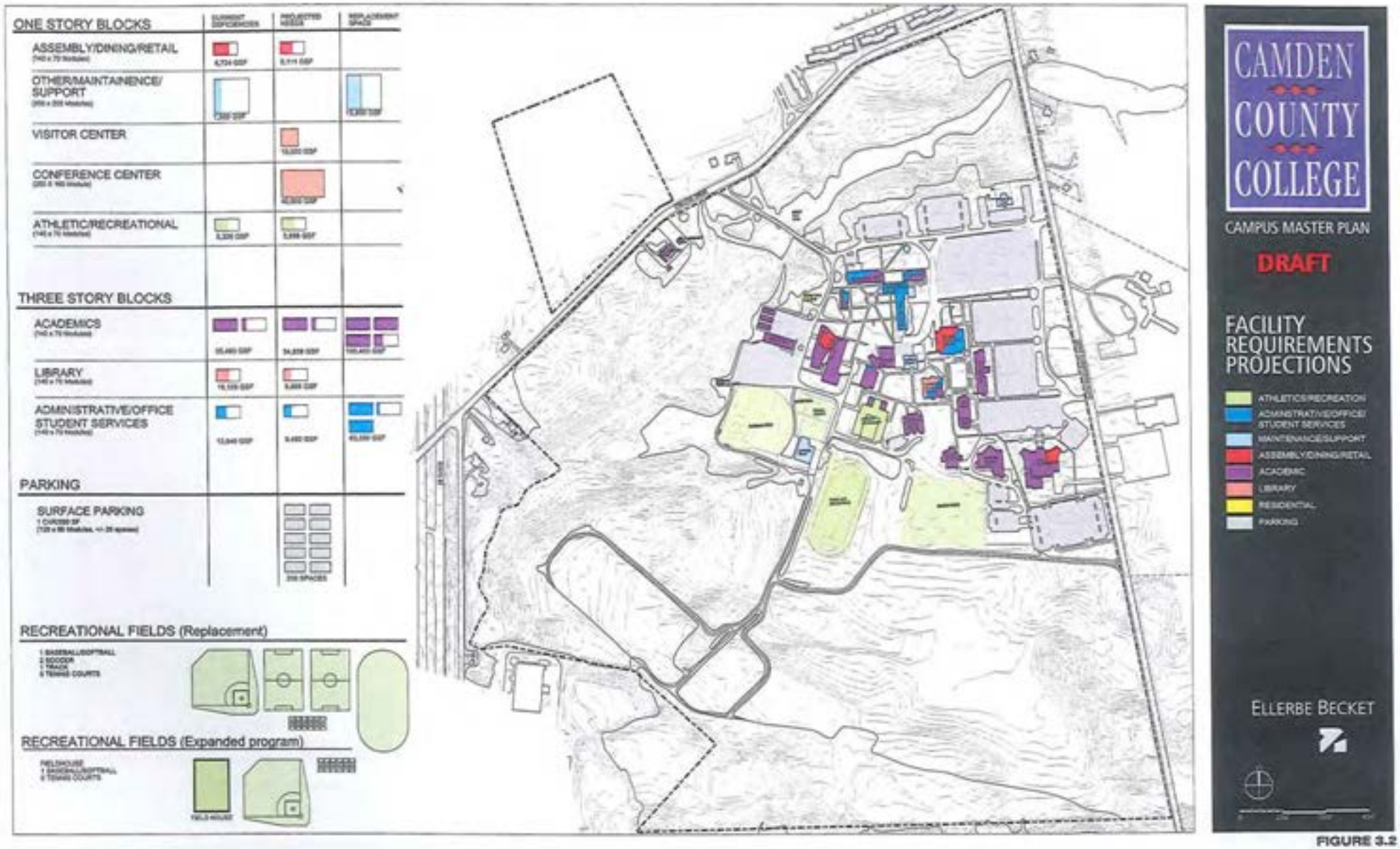

ONE STORY BLOCKS
ASSEMBLY/DINING/RETAIL
OTHER/MAINTAINENCE/ SUPPORT
VISITOR CENTER
CONFERENCE CENTER
ATHLETIC/RECREATIONAL
THREE STORY BLOCKS
ACADEMICS
LIBRARY
ADMINISTRATIVE/OFFICE STUDENT SERVICES
PARKING
SURFACE PARKING
RECREATIONAL FIELDS (Replacement)
RECREATIONAL FIELDS (Expanded program)
CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
FACILITY REQUIREMENTS PROJECTIONS
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
PARKING
ELLERBE BECKET

FIGURE 3.2

Existing entry view from the corner of Peter Cheeseman Road and Campus Drive

Potential entry image from the corner of Peter Cheeseman Road and College Drive

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

CAMPUS GATEWAY IMAGE STUDY

ELLERBE BECKET

FIGURE 3.3A

Existing view of Peter Cheeseman Road toward CIM

Existing view of CIM

Existing view from CIM towards Child Care

Potential Image of Camden County College Campus and Peter Cheeseman Road

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

CAMPUS AND PETER CHEESEMAN IMAGE STUDY

ELLERBE BECKET

FIGURE 3.3B

Existing view from CIM towards Papiano

Existing view from CIM towards Taft and Madison

Existing view from CIM towards Community Center

Potential image from CIM towards Taft and Madison

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

CAMPUS WALK IMAGE STUDY

ELLERBE BECKET

FIGURE 3.3C


ONE STORY BLOCKS
ASSEMBLY/DINING/RETAIL
OTHER/MAINTAINENCE/ SUPPORT
ATHLETIC/RECREATIONAL
VISITOR CENTER
CONFERENCE CENTER
THREE STORY BLOCKS
ACADEMICS
LIBRARY
ADMINISTRATIVE/OFFICE STUDENT SERVICES
PARKING
SURFACE PARKING
RECREATIONAL FIELDS (Replacement)
RECREATIONAL FIELDS (Expanded program)
CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
COMPACT CAMPUS CORE
CONCEPT 1
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
PARKING
ACADEMIC LINK
ELLERBE BECKET

FIGURE 3.4A


CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
COMPACT CAMPUS CORE
PHASE 1
EXISTING STRUCTURES
DEMOLITION
PROPOSED BUILDINGS
EXISTING PARKING
PROPOSED PARKING
PROPOSED ROADS
PEDESTRIAN/SERVICE DRIVE
MAIN PEDESTRIAN WALK
ACADEMIC LINK
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
ELLERBE BECKET

FIGURE 3.4B


CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
COMPACT CAMPUS CORE
PHASE 2
EXISTING STRUCTURES
DEMOLITION
PROPOSED BUILDINGS
EXISTING PARKING
PROPOSED PARKING
PROPOSED ROADS
PEDESTRIAN/SERVICE DRIVE
MAIN PEDESTRIAN WALK
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
ELLERBE BECKET

FIGURE 3.40


CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
COMPACT CAMPUS CORE
PHASE 3
EXISTING STRUCTURES
DEMOLITION
PROPOSED BUILDINGS
EXISTING PARKING
PROPOSED PARKING
PROPOSED ROADS
PEDESTRIAN/SERVICE DRIVE
MAIN PEDESTRIAN WALK
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
ELLERBE BECKET

FIGURE 3.4D


ONE STORY BLOCKS
ASSEMBLY/DINING/RETAIL
OTHER/MAINTAINENCE/ SUPPORT
ATHLETIC/RECREATIONAL
VISITOR CENTER
CONFERENCE CENTER
THREE STORY BLOCKS
ACADEMICS
LIBRARY
ADMINISTRATIVE/OFFICE STUDENT SERVICES
PARKING
SURFACE PARKING
RECREATIONAL FIELDS (Replacement)
RECREATIONAL FIELDS (Expanded program)
CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
EXPANDED CAMPUS CORE
CONCEPT 2
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
PARKING
ACADEMIC LINK
ELLERBE BECKET

FIGURE 3.5A


CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
EXPANDED CAMPUS CORE
PHASE 1
EXISTING STRUCTURES
DEMOLITION
PROPOSED BUILDINGS
EXISTING PARKING
PROPOSED PARKING
PROPOSED ROADS
PEDESTRIAN/SERVICE DRIVE
MAIN PEDESTRIAN WALK
ACADEMIC LINK
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
ELLERBE BECKET

FIGURE 3.5B

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

DRAFT

EXPANDED CAMPUS CORE
PHASE 2

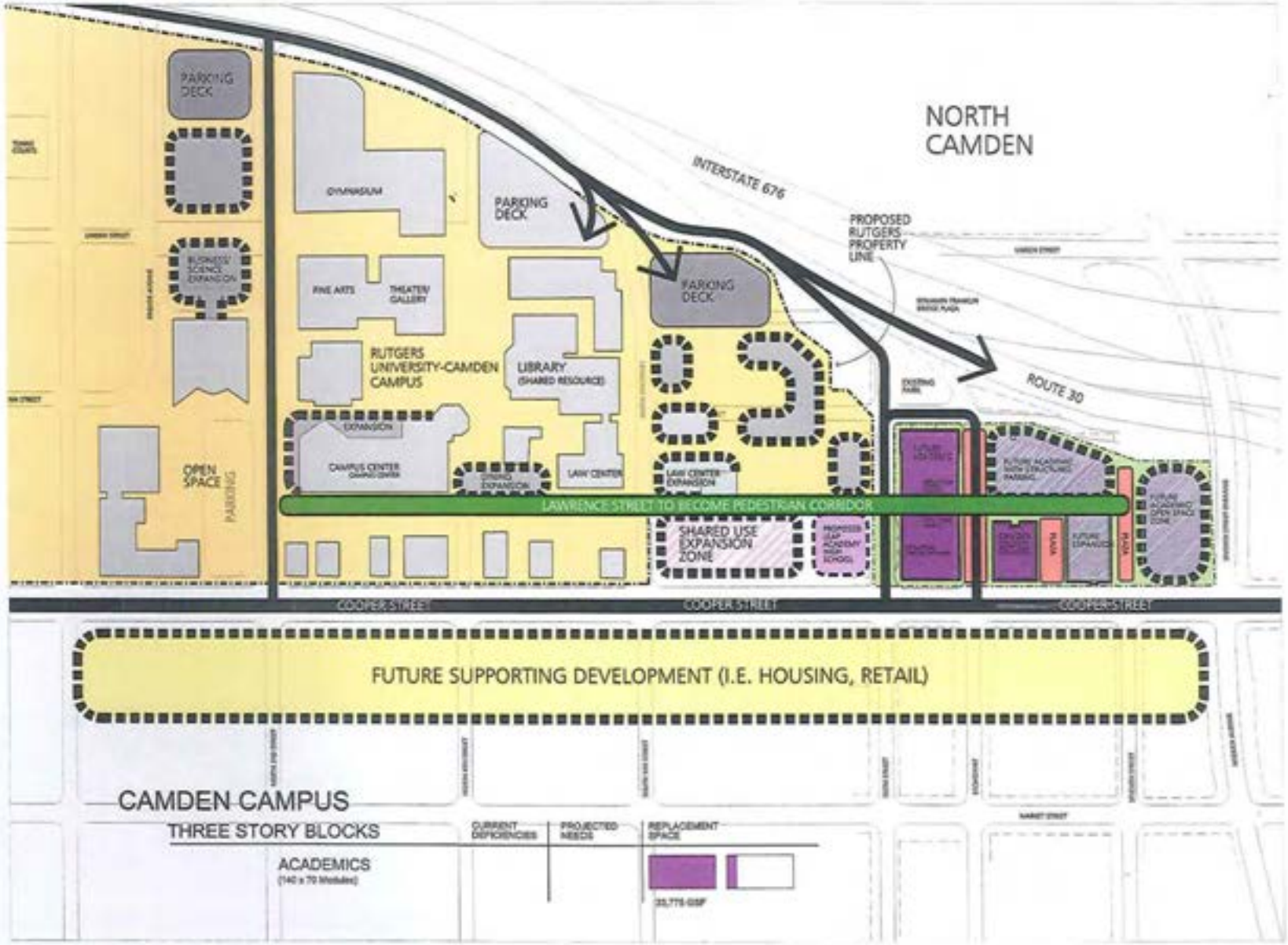
- EXISTING STRUCTURES
- DEMOLITION
- PROPOSED BUILDINGS
- EXISTING PARKING
- PROPOSED PARKING
- PROPOSED ROADS
- PEDESTRIAN/SERVICE DRIVE
- MAIN PEDESTRIAN WALK
- ATHLETICS/RECREATION
- ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
- MAINTENANCE/SUPPORT
- ASSEMBLY/DINING/RETAIL
- ACADEMIC
- LIBRARY
- RESIDENTIAL

ELLERBE BECKET

FIGURE 3.5C


CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
EXPANDED CAMPUS CORE
PHASE 3
EXISTING STRUCTURES
DEMOLITION
PROPOSED BUILDINGS
EXISTING PARKING
PROPOSED PARKING
PROPOSED ROADS
ATHLETICS/RECREATION
ADMINISTRATIVE/OFFICE/ STUDENT SERVICES
MAINTENANCE/SUPPORT
ASSEMBLY/DINING/RETAIL
ACADEMIC
LIBRARY
RESIDENTIAL
ELLERBE BECKET

FIGURE 3.5D



CAMDEN COUNTY COLLEGE

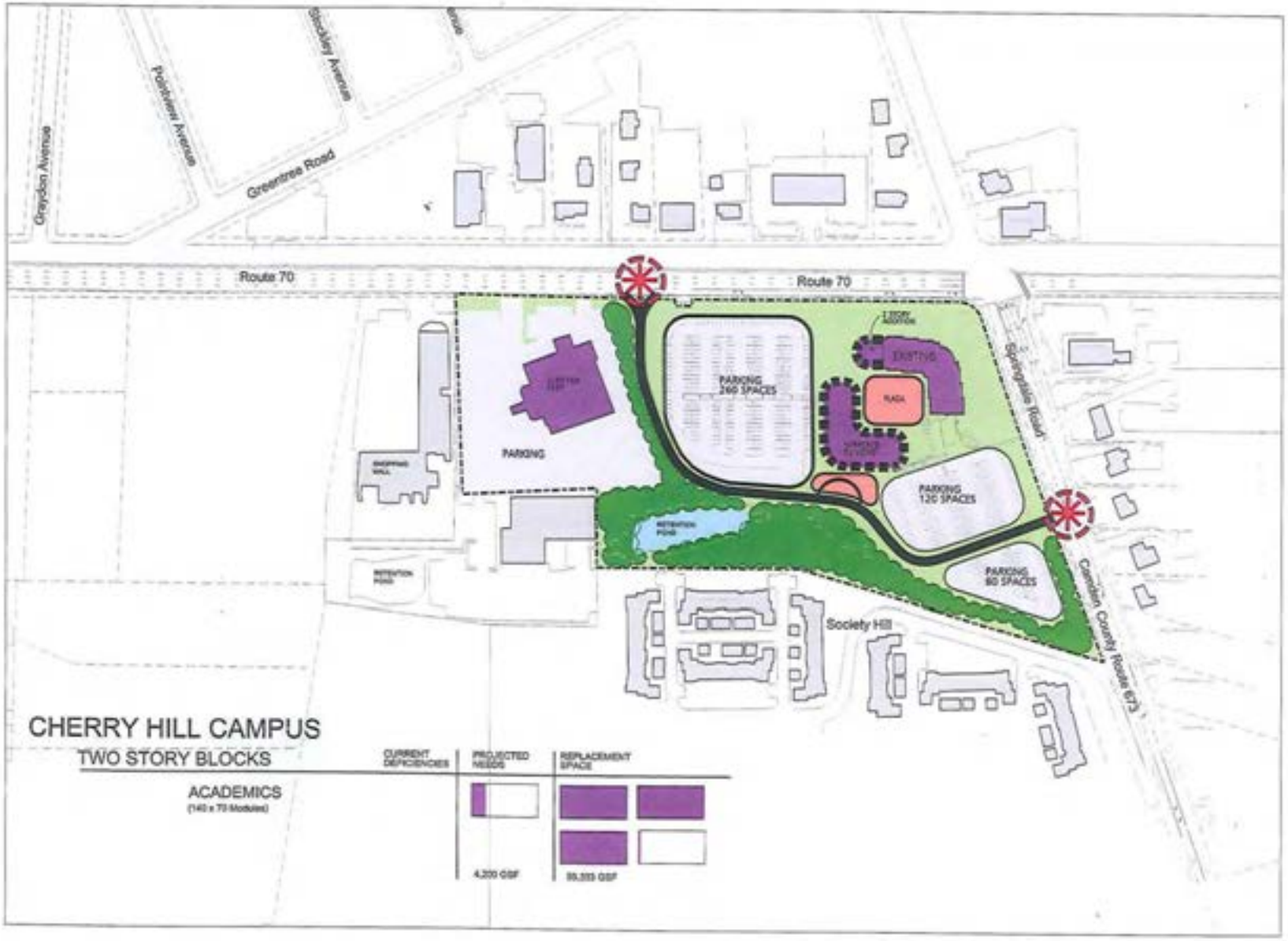
CAMPUS MASTER PLAN

DRAFT

CAMDEN CAMPUS

ELLERBE BECKET

FIGURE 3.6



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

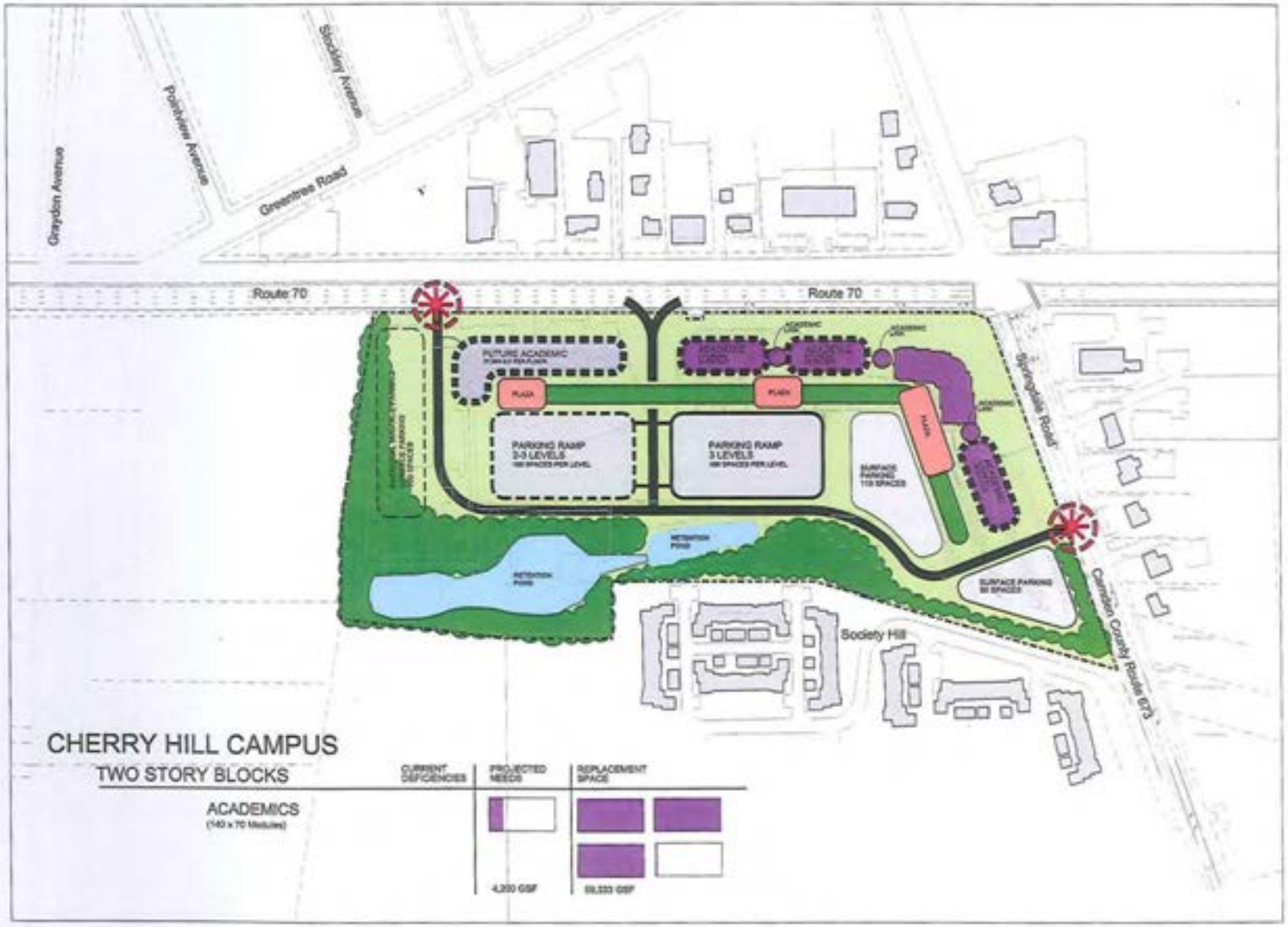
DRAFT

CHERRY HILL CAMPUS

CONCEPT 1

ELLERBE BECKET

FIGURE 3.7A



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

DRAFT

CHERRY HILL CAMPUS
CONCEPT 2

ELLERBE BECKET

FIGURE 3.7B

SECTION 4: POTENTIAL CAMPUS PERIMETER OPTIONS

A total of three land use plans were developed for the areas surrounding the core campus. These areas include an approximate 42-acres of undeveloped land to the southwest on the campus property. This area of land has potential as a first development/partnership opportunity for the College. It is also a potential source of funding for the College.

Other development opportunities exist for the 20-acre parcel owned by the College located north of College Drive and the adjoining properties directly east of the campus and Peter Cheeseman Road.

The three land use plan concepts are listed below:

- Urban Village Perimeter Plan
- Athletic Village Perimeter Plan
- Sports and Recreation Perimeter Plan

In general, development opportunities for the campus perimeter include the following:

- Mixed-use/residential developments
- Multi-family, duplex, single-family homes
- Future Camden County College athletic/recreational facilities
- Potential development partnerships/leasing
- Campus gateways
- Campus entry from Route 42 proposed interchange

The individual components for the perimeter land use plans are described in more detail in the following sections.

4.1 Urban Village Perimeter Plan

The Urban Village Perimeter Plan presents an opportunity for an age-restricted residential village on the property directly east of the campus along Peter Cheeseman Road. A conceptual layout of this residential village is shown in Figure 4.1. This village includes the following elements:

- Mixed-use commercial and multi-family housing is proposed directly along the road.
- Duplex housing is used as a transition from apartments to single-family housing.
- Single-family housing is situated near the existing wetland and creek to the east.
- Parking for the mixed-use and multi-family housing would be placed behind the buildings so that street character between the campus and the development would remain intact.
- A conference center within the residential village.

The conference center creates a focal point for the community and potential anchor for the proposed retail along Peter Cheeseman Road. New age-restricted residential development is also suggested within the College property along College Drive, across from existing residential land uses.

Athletic and recreational expansion opportunities for the College consist of development of the parcel of land directly to the southeast that is currently owned by the city.

Key Points from Section 4.1:

- The Urban Village Perimeter Plan shows a combination of an age-restricted residential village, retail, and a conference center directly east of the Blackwood campus.

4.2 Athletic Village Perimeter Plan

The Athletic Village Perimeter Plan includes future athletic and recreational opportunities for the College. A conceptual layout of an athletic recreation center and athletic fields are shown in the parcel of land directly east of the CIM Center and across Peter Cheeseman Road. Bringing these athletic facilities outside of the existing campus boundaries will provide greater expansion opportunities for the College within the central campus area. In addition, placing these facilities beyond the campus core may potentially open doors for partnership opportunities with other community organizations for use and maintenance of these facilities.

This plan has an age-restricted residential village directly east of the campus along Peter Cheeseman Road as shown in Figure 4.2. Retail would likely be neighborhood focused only. Proposed mixed-use development is concentrated along College Drive, north of the campus. This development is near the 20-acre parcel and proposed new Route 42 interchange.

Key Points from Section 4.2:

- The Athletic Village Perimeter Plan highlights future athletic and recreational opportunities as well as an age-restricted residential village.

4.3 Sports and Recreation Perimeter Plan

The Sports and Recreation Perimeter Plan shows the greatest amount of athletic and recreational facilities as shown in Figure 4.3. These facilities include several soccer fields, a track and field, softball/baseball diamonds, tennis courts, an athletic recreation center, and associated parking. This configuration concentrates the College's athletic and recreational facilities in a location that is accessible separately from the College, which may promote partnership opportunities with community organizations.

Residential land use along Peter Cheeseman Road is limited to a pocket of single family homes. Additional housing, including multi-family to single-family, is concentrated along College Drive and extends the full length of the College property along this road.

Key Points from Section 4.3:

- The Sports and Recreation Perimeter Plan focuses on the development of a sports center to serve both the College and the community

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

DRAFT

URBAN VILLAGE PERIMETER PLAN

- EXISTING BUILDINGS
- MIXED USE/COMMERCIAL DEVELOPMENT
- RETAIL/HOUSING
- TOWNHOME
- DUPLEX
- CONFERENCE
- PARKING

ELLERBE BECKET

FIGURE 4.1

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

DRAFT

ATHLETIC VILLAGE PERIMETER PLAN

- EXISTING BUILDINGS
- MIXED USE/COMMERCIAL DEVELOPMENT
- RETAIL/HOUSING
- TOWNHOME
- DUPLEX
- CONFERENCE
- PARKING

ELLERBE BECKET

FIGURE 4.2


CAMDEN COUNTY COLLEGE
CAMPUS MASTER PLAN
DRAFT
SPORTS AND RECREATION PERIMETER PLAN
EXISTING BUILDINGS
MIXED USE/COMMERCIAL DEVELOPMENT
RETAIL/HOUSING
TOWNHOME
DUPLEX
CONFERENCE
PARKING
ELLERBE BECKET

FIGURE 4.3

- Manicured nature/ View garden appropriate for Blackwood entry drive, campus perimeter
- Ideal concept for existing woodland edges and flood plain areas
- Flowering trees and shrubs provide color for seasonal interest
- Permits views to campus buildings beyond

- Rustic amphitheatre
- Perfect venue for outside concerts and functions at Blackwood Campus
- Stone pavers and crushed aggregate enhance natural setting
- Woodland setting is an excellent backdrop

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Open Space Development 1

NATURAL AREAS

ELLERBE BECKET

- Traditional wooded campus mall
- Rectilinear space defined by perimeter buildings
- Axial views muted by canopy trees
- Trees create park like setting.
- Simple central lawn without small plantings

- Large active public space
- Use of circular planters, stairs, and fountain elements creates a strong sense of rhythm
- Gazebo, planter walls and benches provide flexibility
- Contrasting materials and elevations define walkways

- Sculpture along walkway provides interest, tells story of fine arts program
- Provides consistent materials and rhythm
- Displays urban characteristics: benches, lightpoles, and lawn panels
- Tall trees along walkway: defines traditional pedestrian mall
- Appropriate concept for conversion of roadway to pedestrian space

- Informal layout of trees and walks contrasts well with building geometry
- Columns focus on entry plaza between buildings, bring structures together and replicate vertical pattern of trees
- Stairs provide transition between passive campus mall and active entry plaza

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Open Space Development 2

CAMPUS COMMONS

ELLERBE BECKET

- Planted islands work well
- Ceremonial vehicular drop-offs could have this quality
- Provides appropriate access for service vehicles
- Fits well with existing Camden Campus character

- Walkway plaza
- Dense tree plantings mitigate building scale
- Cloistered seating separated from pedestrian activity
- Open lawn panels create overflow space
- Strong pattern creates pleasing rhythm
- Fits well with existing Blackwood Campus

- Courtyard, plaza
- Defined "town square" appropriate for residential or conference center
- Buildings provide rectilinear enclosure; ornamental metal fencing and single story overhangs structures mitigate surrounding building scale.
- Curvilinear site geometry provides pleasing contrast to architectural geometry
- Fits well with existing Camden Campus plaza

- Intimate walkway
- Appropriate between buildings
- Planters could be replaced by sculpture
- Fits well with existing Blackwood Campus

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Open Space Development 3

COURTYARDS/ GARDENS

ELLERBE BECKET

- Garden dining room
- Rustic paving pattern and open joints create enduring image
- Excellent use of space as building "spill off"
- Appropriate urban character

- Informal grove
- Dense, single planting species creates cloistered space
- Appropriate for transitional spaces between buildings and near natural areas
- Fits well with existing Cherry Hill Campus character around the pond

- Planted alcove/outdoor classroom
- Level changes separate gathering areas
- Lush planting contrasts well with simple paving
- Fountain emphasizes intimacy
- Wooden benches more appropriate

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Open Space Development 4

COURTYARDS/ GARDENS

ELLERBE BECKET

- Sidewalk works well as an extended plaza: provides high use of public open space
- Contrasting pavement colors and patterns are artful
- Western plant materials should be replaced with eastern canopy trees
- Boulders are inappropriate. Seat walls are more desirable

- Interpretive site feature
- Artful paving provides charm
- Should tell a story appropriate for Camden County College

- Plaza and walkway intersected by intimate spaces
- Rhythmic use of walls and cut outs for flowers
- Expanded seatwalls provide flexible seating
- Increase irregular pattern to enhance playfull character

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Open Space Development 5

CAMPUS CORRIDOR

ELLERBE BECKET

- Formal entry way
- Masonry columns, bollards, seatwalls, and fountain elements form gateway
- Light poles and boulevard trees frame walkway

- Ornamental arborway
- Good use as a connector between buildings and spaces
- Extends architectural structure into landscape
- Intimate seating alcoves

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

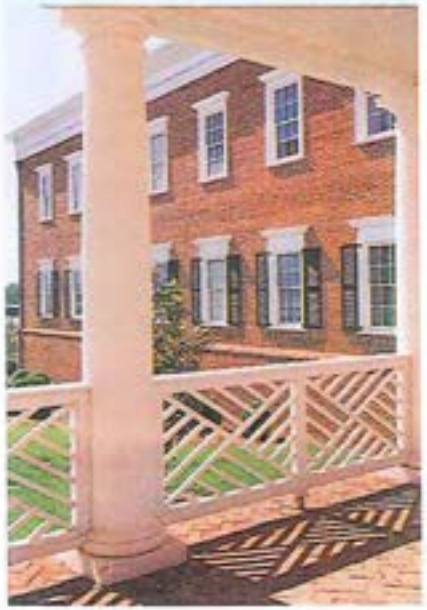
Open Space Development 6

CAMPUS CORRIDOR

ELLERBE BECKET

- Traditional organization, symmetrical layout
- Colonnades, arches, and red brick very appealing
- Stronger entrance element preferred
- Buildings frame and shape space
- Pedestrian scale detailing and building massing

- Traditional materials used to replicate Colonial style
- Classical detailing: muntins, shutters, moldings, columns, railings
- Discreet windows
- Good use of porch



- Traditional use of brick, stone, punched windows
- Pedestrian scale detailing and building massing
- Appropriate for Camden Campus

- Red brick is appropriate
- Appropriate combination of traditional expression and contemporary interpretation
- More interesting windows desirable

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

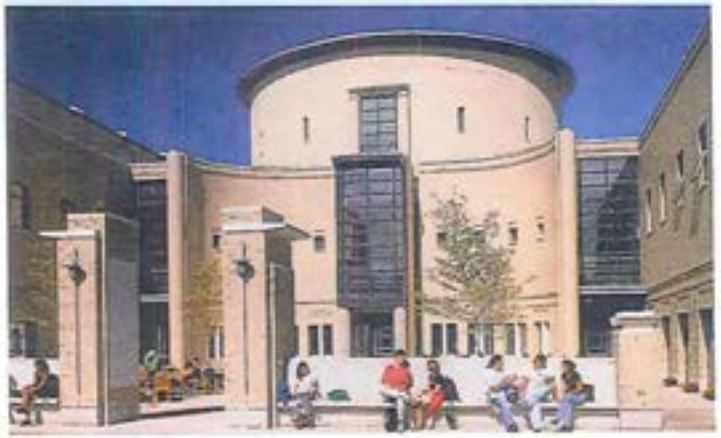
VISUAL LISTENING

Building Development 1

ELLERBE BECKET

- Modern expression with traditional materials: brick, stone, punched windows, arcade
- Detailing at pedestrian level
- Masses broken into pieces
- Good composition of a round roof and round building blended with rectilinear forms
- Appropriate urban feel
- Good statement for Cherry Hill, Camden, maybe certain programs at Blackwood
- Prefer distance image-center portion

- Integration of building with exterior space
- Blend of traditional and contemporary massing
- Welcoming, comfortable
- Like sense of connectedness
- Great attentiveness to pedestrian scale detail and development of sheltered spaces
- Prefer red brick



- Building establishes strong edge of space
- Base, middle, cap of building well defined
- Wide walkways and arcade integrate pedestrians
- Columns focus on entrances and provide rhythm
- Traditional elements appealing
- Prefer red brick

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Building Development 2

ELLERBE BECKET

- Classic and appropriate
- Good use of contrasting brick and entrance materials, traditional appearance
- Strong integration with grounds

- Desirable image for infill at Blackwood: would work well with what's existing
- Contrast in materials appealing
- Appropriate for classroom building

- Modern interpretation of classical building
- Solid building statement
- Traditional use of red brick, stone banding, watertable, cornices, punched windows
- Dramatic expression and commanding entrance, but doors should be improved

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Building Development 3

ELLERBE BECKET

- Like the verticality, recessed entry
- Not appropriate next to CIM

- Like bowed facade and arched window expression
- Appealing integration of building setting
- Roof detailing, slate is attractive
- Appropriate image for Conference Center

- Winter garden atrium
- Lattice-like roof structure and open space
- Buildings and ground plain make formal, urban statement
- Promotes an interior "town square"

- Playfullness of materials
- Blend of brick colors is successful
- Like the entrance; sequence creates a portal
- Variety of shapes is comfortable

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Building Development 4

ELLERBE BECKET

- Good composition of round entrance with traditional rectilinear building massing
- Welcoming entrance with large pedestrian space
- Successful blend of red brick with cream banding

- Appropriate building scale, looks similar to academic buildings
- Good use of detailing along roof line
- Two story fenestration disguises interior

- Arched entrance is architecturally appealing
- Strong commanding entrance
- Appropriate integration of glass, brick and roof detailing

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Athletic Facility 1

ELLERBE BECKET

- Pedestran scale detailing and building massing: doesn't look like a fieldhouse
- Good integration of building into wooded setting
- Appropriate brick color

- Unique and appealing entrance
- Good contrast in materials: brick, glass and banding
- Variety of window sizes and shapes is appropriate and desirable

CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

VISUAL LISTENING

Athletic Facility 2

ELLERBE BECKET

Appendix B-1 Facility Requirements Projections

Camden County College
Facility Requirements Projections Summary
09/13/01

Facility Use Division / Component / Building	Assignable Area - ASF: Existing Space		Existing Shortfall		Projected Growth		Total Rqd Space	Replacmt Space	Total Add Space	Total Building Area - GSF: Existing Space		Existing Shortfall	Projected Growth	Total Rqd Space	Replacmt Space	Total Add Space	Comments / Project Definition
Blackwood Campus	100%	0-0%		10%							60%						
Academics							221,704	51,211	91,983					369,507	85,400	153,304	
Academic & Student Affairs	4,488	10%	447	10%	492	21%	5,407	-	938	7,448		745	819	9,012	-	1,564	
AHSS Arts Humanities & Social Sciences	52,554	20%	10,531	10%	6,318	32%	68,503	33,837	50,586	87,757		17,551	10,531	115,839	58,400	84,482	Growth potential in public safety, visual & performing arts & communications
MSHC Math Science & Health Careers	25,648	10%	3,565	10%	3,921	21%	43,134	8,409	15,925	55,413		5,941	5,535	71,890	14,100	26,577	Modernize & reconfigure science / lab facilities & equipment / technology resources. Growth potential affected by limited availability of quality students.
BCTS Business Computer & Technical Studies	66,346	5%	-	10%	6,635	10%	72,981	-	6,635	110,577		-	11,058	121,634	-	11,058	Reconfiguration of underused space resources needed. Strong growth potential.
Continuing Education	8,567	20%	1,713	10%	1,856	32%	11,368	-	2,741	14,278		2,855	1,713	18,847	-	4,569	Growth potential in computer training. Growth potential also enhanced with conference center (see below).
Classrooms / Shared Instructional Resources	12,608	20%	2,522	10%	1,513	30%	16,643	8,535	12,670	21,013		4,203	2,522	27,738	14,300	21,024	Environmental / technology upgrade required for all instructional spaces.
Open Laboratories	1,240	100%	1,240	10%	248	100%	2,728	-	1,488	2,067		2,067	413	4,547	-	2,480	
Library	47,367	20%	9,471	10%	5,683	32%	62,511	-	15,154	78,929		15,786	9,471	104,185	-	25,257	
Academic & Student Services / Administrative Support							66,781	36,243	49,378					111,302	60,400	82,296	Consolidate & improve convenience & access for students. Improve functionality & quality of work environments / interaction settings.
Academic & Student Support Services	16,994	20%	3,399	10%	2,039	30%	22,432	15,960	22,421	28,323		5,665	3,399	37,387	26,600	37,363	
Academic & Student Affairs	4,258	10%	426	10%	468	21%	5,152	786	1,679	7,097		710	781	8,587	1,300	2,790	
Administrative Services	10,776	10%	1,078	10%	1,185	21%	13,039	5,371	11,634	17,960		1,796	1,976	21,732	16,500	19,272	
Institutional Advancement & Enrollment Services	21,018	10%	2,102	10%	2,379	21%	25,158	9,304	13,744	36,030		3,603	3,963	43,596	16,300	22,868	
Assembly / Dining / Retail							74,476	9,536	45,425					124,130	13,800	75,688	
Assembly / Dining / Retail	32,104	20%	6,421	10%	3,852	30%	42,377	9,536	19,779	53,507		10,701	6,421	70,629	13,800	32,922	Additional student social interaction / informal study areas needed.
Conference & Meeting Space	6,455	0%	-	10%	646	10%	7,101	-	646	10,758		-	1,076	11,834	-	1,076	
Conference Center (new)					25,000		25,000	-	25,000	-		-	41,667	41,667	-	41,667	New conference center will strongly support Continuing Education program & community / corporate outreach.
Athletics / Recreational							89,731	-	37,722					134,561	-	71,203	
Athletics / Recreational	9,875	10%	988	10%	1,086	20%	11,949	-	2,074	16,458		1,646	1,810	19,915	-	3,456	
Field House (new)					51,000		51,000	-	51,000	-		-	60,000	60,000	-	60,000	New field house will support proposed Sports Academy initiative
MSHC Math Science & Health Careers	22,134	10%	2,213	10%	2,436	21%	26,782	-	4,649	36,890		3,689	4,058	44,637	-	7,747	
Other / Maintenance / Support							57,731	18,135	25,369					96,202	30,200	42,299	
Physical Plant	18,135	40%	7,254	0%	-	40%	25,389	18,135	25,369	30,225		12,090	-	42,315	30,200	42,290	
Child Care	4,649	0%	-	0%	-	0%	4,649	-	-	7,748		-	-	7,748	-	-	
Central Boiler Plant	7,052	0%	-	0%	-	0%	7,052	-	-	11,753		-	-	11,753	-	-	
Storage / Unassigned Space	2,798	0%	-	0%	-	0%	2,798	-	-	4,663		-	-	4,663	-	-	
Helene Fuld Nursing Bldg	17,833	0%	-	0%	-	0%	17,833	-	-	29,722		-	-	29,722	-	-	
Welcome Center (new)					6,000		6,000	-	6,000	-		-	10,000	10,000	-	10,000	
Residential	2,000	0%	-	0%	-	0%	2,000	2,000	2,000	3,333		-	-	3,333	3,300	3,300	
Senior Housing (new)					45,000		45,000	-	45,000	-		-	60,000	60,000	-	60,000	Minimum 30-32 unit (~60,000 gsf) requirement for development of senior housing (duplexes & congregate care apartments)
Blackwood Campus Totals	400,370	10%	33,429	41%	166,928	54%	625,926	117,885	337,451	675,950		89,348	238,213	1,003,311	195,300	622,461	

Underlined data represent subtotals

Appendix B-1 Facility Requirements Projections

Camden County College
Facility Requirements Projections Summary

Facility Use / Division / Component / Building	Assignable Area - ASF: Existing Space	Existing Shortfall	Projected Growth	Total Req'd Space	Replacement Space	Total Add'l Space	Total Building Area - GSF: Existing Space	Existing Shortfall	Projected Growth	Total Req'd Space	Replacement Space	Total Add'l Space	Comments / Project Definition
Blackwood Campus Totals	405,570	53,429	166,929	625,926	117,095	337,451				1,003,211	195,200	522,481	
Camden Campus	100%	0%	40%				Prescribed						
Camden Building				-	-	-	-	-	-	-	-	-	
Camden County College	25,055			25,055	-	-	41,758	-	-	41,758	-	-	
Rowan University	5,191			5,191	-	-	8,652	-	-	8,652	-	-	
Proposed Camden Building			20,265	20,265	-	20,265	-	-	33,775	33,775	-	33,775	Currently midway through design stage.
Camden Campus Totals	30,246	0% -	67% 20,265	67% 50,511	-	20,265	50,410	-	33,775	84,185	-	33,775	
Cherry Hill Campus	100%	0%	30%				Prescribed						
Rohrer Building	20,201			20,201	-	-	33,668	-	-	33,668	-	-	
Heritage Square	2,500			2,500	2,500	2,500	4,167	-	-	4,167	4,200	4,200	
Proposed Rohrer Addition			3,600	3,600	-	3,600	-	-	6,000	6,000	-	6,000	Originally planned & approved addition
Proposed Second Building			20,000	20,000	-	20,000	-	-	33,333	33,333	-	33,333	Original master plan option
Renovation of Just For Feet Building			12,000	12,000	-	12,000	-	-	20,000	20,000	-	20,000	Additional proposed expansion option
Cherry Hill Campus Totals	22,701	0% -	107% 35,600	107% 58,301	2,500	38,100	37,835	-	59,333	97,168	4,200	63,533	
College Totals	458,517	12% 53,429	49% 222,793	734,738	119,595	395,816	764,195	89,048	331,221	1,184,564	199,300	619,689	

Appendix B-2 Existing Space Allocation

Camden County College
Existing Space Allocation - By Facility Use & Organizational Division

Facility Use / Division / Component / Building	No. Bldgs	Assignable Area - ASF: Existing Space	Estimated Current Space Shortfall		Replacement Space	Comments / Concerns
Blackwood Campus	25					
Academic	18	181,533		20,016	51,211	
Academic & Student Affairs	1	4,469	10%	447	-	
AHSS Arts Humanities & Social Sciences	6	52,654	20%	10,531	33,837	Multiple buildings, scattered locations, poor quality & poorly equipped classrooms / labs, crowded facilities
MSHC Math Science & Health Careers	8	35,648	10%	3,565	8,439	Multiple buildings, scattered locations, poor quality classrooms / labs, obsolete instructional equipment, crowded facilities
BCTS Business Computer & Technical Studies	5	66,346	0%	-	-	Multiple buildings, scattered locations, poor quality classrooms. Reconfiguration of underused space resources needed.
Continuing Education	1	8,567	20%	1,713	-	Shortage of computer training facilities. Limited instructional resources available.
Classrooms / Shared Instructional Resources	4	12,508	20%	2,502	8,935	Environmental - aesthetic quality / technology upgrade required for all instructional spaces.
Open Laboratories	1	1,240	100%	1,240	-	More student access / capacity needed.
Library	2	47,357	20%	9,471	-	Facility underscores renovation - more space needed.
Academic & Student Services / Administrative Suppor	10	93,846		7,084	36,243	Multiple buildings, scattered locations, poor quality office / service environments, crowded, accessibility problems, dysfunctional spatial organization.
Academic & Student Support Services	6	15,994	20%	3,399	16,983	
Academic & Student Affairs (Admin)	2	4,258	10%	426	785	
Administrative Services	3	13,776	10%	1,078	9,271	
Institutional Advancement & Enrollment Services	7	21,618	10%	2,162	9,204	
Assembly / Dining / Retail	3	38,568		6,421	9,508	Quality improvement / reconfiguration needed to better serve College needs.
Assembly / Dining / Retail	3	32,104	20%	6,421	9,508	Additional student social interaction / informal study areas needed.
Conference & Meeting Space	1	6,455	0%	-	-	Reconfiguration and reallocation needed to better serve College needs.
Athletics / Recreational	1	32,009		3,201	-	Older, deteriorating, facilities do not meet all current program needs for athletics, recreational use, physical education instruction.
Athletics / Recreational	1	9,875	10%	988	-	
MSHC Math Science & Health Careers	1	22,134	10%	2,213	-	
Other / Maintenance / Support	5	50,467		7,264	18,135	
Physical Plant	1	18,135	40%	7,264	18,135	Current needs of facilities services, warehouse, & mail services poorly served by existing facilities
Child Care	1	4,649	0%	-	-	
Central Boiler Plant	1	7,052	0%	-	-	
Storage / Unassigned Space	1	2,798	0%	-	-	
Helene Fuld Nursing Bldg	1	17,833	0%	-	-	
Residential	1	2,000	0%	-	2,000	
Blackwood Campus Totals	25	465,570	12%	33,429	117,095	

Underlined data represent subtotals
No. Bldgs - total number of buildings (partially) occupied by organizational divisions & uses.
Existing Space - current amount of space allocated to identified organizational divisions & uses.
Estimated Current Space Shortfall - an estimate of current shortage of space to meet existing program / enrollment demands.
Replacement Space - amount of space allocated in existing buildings identified for demolition / replacement.

Building	Division / Component	Division Total ASF	Building Total ASF
Adams	Classrooms / Shared Instructional Resources	3,800	7,871
	Academic & Student Support Services	4,071	
Animal Science Barn	MSHC Math Science & Health Careers	2,835	2,835
Central Boiler Plant	Other / Maintenance / Support	7,052	7,052
Child Care Center	Other / Maintenance / Support	4,649	4,649
CIM Bldg	BCTS Business Computer & Technical Studies	30,982	47,603
	Continuing Education	8,567	
	Library	1,599	
	Conference & Meeting Space	6,455	
College Community Center	Academic & Student Affairs (Admin)	6,479	32,495
	Institutional Advancement & Enrollment Services	3,418	
	Assembly / Dining / Retail	22,598	
Criminal Justice Bldg	AHSS Arts Humanities & Social Sciences	7,498	7,498
Helene Fuld Nursing Bldg	Other (Academic-Privately Owned)	17,833	17,833
Holly Run Manor	Residential	2,000	2,000
Jefferson	Academic & Student Affairs	4,469	7,990
	Institutional Advancement & Enrollment Services	722	
	Storage / Unassigned Space	2,798	
Laser Bldg	BCTS Business Computer & Technical Studies	6,478	6,478
Lincoln Hall	AHSS Arts Humanities & Social Sciences	21,023	30,912
	MSHC Math Science & Health Careers	383	
	Assembly / Dining / Retail	9,506	
Madison Hall	AHSS Arts Humanities & Social Sciences	10,037	28,713
	MSHC Math Science & Health Careers	4,212	
	BCTS Business Computer & Technical Studies	14,464	
Optical Clinic	MSHC Math Science & Health Careers	954	954
Papiano Gym	Athletics / Recreational	9,875	32,009
	MSHC Math Science & Health Careers	22,134	
Physical Plant	Other / Maintenance / Support	18,135	18,135
Roosevelt Hall	Academic & Student Support Services	2,263	12,197
	Academic & Student Affairs (Admin)	785	
	Administrative Services	5,485	
	Institutional Advancement & Enrollment Services	3,644	
Taft Hall	MSHC Math Science & Health Careers	18,683	24,577
	BCTS Business Computer & Technical Studies	2,938	
	Classrooms / Shared Instructional Resources	2,717	
	Academic & Student Support Services	239	
Trailers A,B,C	Classrooms / Shared Instructional Resources	5,135	5,135
Truman Hall	AHSS Arts Humanities & Social Sciences	1,262	23,422
	MSHC Math Science & Health Careers	4,314	
	BCTS Business Computer & Technical Studies	11,484	
	Academic & Student Affairs (Admin)	3,473	
	Institutional Advancement & Enrollment Services	2,889	
Washington Hall	MSHC Math Science & Health Careers	3,996	3,996
Wilson Center	Administrative Services	1,505	6,910
	Institutional Advancement & Enrollment Services	5,405	
Wilson East	AHSS Arts Humanities & Social Sciences	3,931	7,762
	MSHC Math Science & Health Careers	701	
	Academic & Student Support Services	2,612	
	Institutional Advancement & Enrollment Services	518	
Wilson West	AHSS Arts Humanities & Social Sciences	9,183	17,731
	Administrative Services	3,806	
	Institutional Advancement & Enrollment Services	4,742	
Wolverton LRC	Library	45,758	49,284
	Classrooms / Shared Instructional Resources	668	
	Open Laboratories	1,240	
	Academic & Student Support Services	1,938	

Camden County College
Existing Space Allocations
[illegible]

Facility Use / Facilities Division / Classroom / Building	Athletic	Animal Science Barn	Central Boiler Plant	CM Bldg	College Community Center	Creative Journey Bldg	Holly Run Manor	Jefferson	Lazar Bldg	Jessie Hall	Madison Hall	Optical Clinic	Papiano Gym	Physical Plant	Rosekrans Hall	Tall Hall	Traders A,B,C	Transpo Hall	Washington Hall	Wilson Center	Wilson East	Wilson West	Wolverton LRC	Other	Totals - gsf	Totals - net	Comments
Blackwood Campus																											
Academic																									181,312	300,440	
Academic & Student Affairs								4,400																	4,400	7,400	
AHSS Arts Humanities & Social Sciences						7,498				21,033	10,887							1,280			3,611	5,199			52,634	87,890	
MSHC Math Science & Health Careers		3,805								593	4,212	354				18,680		4,214	3,288		701				33,848	56,400	
BCTS Business Computer & Technical Studies				70,082					6,479		14,464					3,938		11,484							66,345	110,600	
Continuing Education				8,597																					8,597	14,300	
Classrooms / Shared Instructional Resources	5,600															2,717	5,135						556		13,608	21,600	
Open Laboratories																							1,240		1,240	2,100	
Library				1,300																			45,704		47,007	78,300	
Academic & Student Services / Administrative Support																									33,606	55,600	
Academic & Student Support Services	4,071				9,479										2,263	559					2,612		1,530		16,954	28,300	
Academic & Student Affairs															780			3,473							4,258	7,100	
Administrative Services															3,455					1,505		5,809			10,774	18,000	
Institutional Advancement & Enrollment Services					3,418			722							3,844			2,853		3,405	818	4,742			21,013	35,000	
Assembly / Dining / Retail																									38,592	63,300	
Assembly / Dining / Retail					22,209					9,598															32,164	53,300	
Conference & Meeting Space				6,455																					6,455	10,000	
Athletics / Recreational																									-	-	
Athletics / Recreational													9,875												9,875	16,200	
MSHC Math Science & Health Careers													22,154												22,154	36,300	
Other / Maintenance / Support																									55,497	91,100	
Physical Plant														18,155											18,155	30,200	
Child Care																								4,040	4,849	7,700	
Donna Baker Plant			7,332																						7,332	11,800	
Storage / Unassigned Space								2,798																	2,798	4,700	Unrenovated 3rd floor
Helene Fuld Nursing Bldg																								17,033	17,033	28,700	Building not owned by college
Residence							2,000																		2,000	3,300	
Blackwood Campus Totals	7,671	3,805	7,332	47,003	32,495	7,498	2,000	7,969	6,479	30,912	29,713	354	32,029	18,155	12,167	24,077	5,135	23,431	3,288	4,910	7,782	17,751	49,284	22,493	455,570	678,840	
Camden Campus																											
Camden Building																									-	-	
Camden County College																								25,055	25,055	41,300	
Rowan University																								5,191	5,191	8,700	
Proposed Camden Building																									-	-	
Camden Campus Totals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,246	30,246	50,400	
Cherry Hill Campus																											
Rohner Building																								25,251	25,251	33,700	
Heritage Square																								3,500	3,500	4,200	Leased space
Proposed Rohner Addition																									-	-	
Proposed Second Building																									-	-	
Renovation of Just For Feet Building																									-	-	
Cherry Hill Campus Totals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33,701	33,701	37,900	
College Totals	7,671	3,805	7,332	47,003	32,495	7,498	2,000	7,969	6,479	30,912	29,713	354	32,029	18,155	12,167	24,077	5,135	23,431	3,288	4,910	7,782	17,751	49,284	75,439	488,017	764,240	

Underlined data represents subtotals

Appendix B-3 Replacement Facility Projections

Camden County College
Replacement Facilities Requirements
[illegible]

Facility Use / Facilities to be Removed / Replaced / Division / Component / Building	Adams	Animal Science Barn	Holly Run Manor	Lincoln Hall	Physical Plant	Roosevelt Hall	Trailers A,B,C	Washington Hall / Opt Clinic	Wilson Center	Wilson East	Wilson West	Heritage Square	Totals - sqf	Totals - gsf	Comments
Blackwood Campus															
Academics													91,211	93,400	
Academic & Student Affairs													-	-	
AHSS Arts Humanities & Social Sciences				21,625						2,631	9,183		23,837	56,400	
MSHC Math Science & Health Careers		2,635		582				4,520		701			8,438	14,100	
BCTS Business Computer & Technical Studies													-	-	
Continuing Education													-	-	
Classrooms / Shared instructional Resources	3,800						5,135						8,935	14,500	
Open Laboratories													-	-	
Library													-	-	
Academic & Student Services / Administrative Support													36,243	40,400	
Academic & Student Support Services	4,071					2,263			9,037	2,612			16,983	26,300	
Academic & Student Affairs						785							785	1,300	
Administrative Services						5,465					3,806		9,271	15,500	
Institutional Advancement & Enrollment Services						3,044				818	4,742		9,204	15,300	
Assembly / Dining / Retail													5,906	15,800	
Assembly / Dining / Retail				5,906									5,906	15,800	Option: Replace theater and stage.
Conference & Meeting Space													-	-	
Athletics / Recreational													-	-	
Athletics / Recreational													-	-	
MSHC Math Science & Health Careers													-	-	
Other / Maintenance / Support													18,135	30,200	
Physical Plant					18,135								18,135	30,200	
Child Care													-	-	
Central Boiler Plant													-	-	
Storage / Unassigned Space													-	-	
Helene Fuld Nursing Bldg													-	-	
Residential			2,000										2,000	3,300	
Blackwood Campus Totals	7,871	2,635	2,000	30,512	18,135	12,157	5,135	4,520	8,037	7,762	17,731	-	117,995	195,300	
Camden Campus															
Camden Building													-	-	
Camden County College															
Rowan University															
Proposed Camden Building													-	-	
Camden Campus Totals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Cherry Hill Campus															
Rohrer Building													-	-	
Heritage Square												2,500	2,500	4,200	
Proposed Rohrer Addition													-	-	
Proposed Second Building													-	-	
Renovation of Just For Feet Building													-	-	
Cherry Hill Campus Totals	-	-	-	-	-	-	-	-	-	-	-	2,500	2,500	4,200	
College Totals	7,871	2,635	2,000	30,512	18,135	12,157	5,135	4,520	8,037	7,762	17,731	2,500	119,595	199,300	

Underlined data represent subtotals

Appendix C Cost Study

Cost Analysis - Assumptions

Project costs are presented for two core campus development concepts. Summary sheets for each concepts are included, followed by individual project sheets.

Core campus development includes building improvements (renovation, additions, new construction, demolition) and site improvements (roadways, parking, site / landscape development, infrastructure, etc.).

- Costs represent an order of magnitude analysis – great variation is possible as projects requirements and conditions are refined (program, size, quality, and local conditions). Assume all costs range + / - 20%.
- Project costs presented are based on unit construction costs for recent comparable construction.
- Constructions costs are augmented by a 30% factor for other, non-construction project costs (design / professional fees, furnishings, equipment, administrative costs, contingencies, etc.)
- Current costs are the basis. There are no provisions for escalation of costs to date of construction for future projects. There are no provisions for special / unusual project phasing requirements, interim occupancy, temporary construction, etc.
- Costs and costs assumptions are subject to change.

Costs presented are June 2001 construction costs, based on historical construction cost data for comparable higher education projects.

Revenue opportunities for three separate perimeter development-plan options are summarized on a separate sheet.

Land-sale revenue presumes market-rate sale of acreage, undeveloped and without consideration of a future Rout 42 / College Drive interchange.
Annual revenue potential presumes a minimum acceptable 20% return on investment for land lease, reflected in current dollars

Partnering Development Opportunities with other nearby landowners are not expected to generate any direct revenue for the College.

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Camden County College
Project Cost Analysis Summary

Concept 1 - Core Campus
Date: June 15,2001

Description		Qty	Area / Size	Units	Unit Cost	Construction Costs	Associated Costs	Inflation Costs	Total Project Costs
Phase 1 Projects									
New Academic (Science) Building	New Construction		80,000	GSF	$ 150.00	$ 9,500,000	$ 2,850,000	$ -	$ 12,350,000
Student Services Facility	New Construction		80,000	GSF	$ 140.00	$ 11,200,000	$ 3,360,000	$ -	$ 14,560,000
Bldg Commons Link	New Construction		10,000	GSF	$ 150.00	$ 1,500,000	$ 450,000	$ -	$ 1,950,000
Bldg Commons Link	New Construction		10,000	GSF	$ 150.00	$ 1,500,000	$ 450,000	$ -	$ 1,950,000
Bldg Commons Link	New Construction		10,000	GSF	$ 150.00	$ 1,500,000	$ 450,000	$ -	$ 1,950,000
Bldg Commons Link	New Construction		10,000	GSF	$ 150.00	$ 1,500,000	$ 450,000	$ -	$ 1,950,000
Phase 1 Site Improvements	New Construction			LS		$ 1,800,000	$ 540,000	$ -	$ 2,340,000
Learning Environments Upgrade	Renovation		73,307	ASF	$ 30.00	$ 2,200,000	$ 660,000	$ -	$ 2,860,000
Subtotals - Phase 1 Projects			261,307			$ 32,700,000	$ 9,540,000	$ -	$ 42,240,000
Phase 2 Projects									
New Arts / Culture Center Academic Bldg	New Construction		80,000	GSF	$ 150.00	$ 12,000,000	$ 3,600,000	$ -	$ 15,600,000
New Academic Building	New Construction		50,000	GSF	$ 150.00	$ 7,500,000	$ 2,250,000	$ -	$ 9,750,000
Renovate College Community Center	Renovation		54,000	GSF	$ 75.00	$ 4,050,000	$ 1,215,000	$ -	$ 5,270,000
Liaer Building Renovation	Renovation		10,800	GSF	$ 75.00	$ 810,000	$ 243,000	$ -	$ 1,053,000
CIM Building Renovation / refit	Renovation		75,000	GSF	$ 55.00	$ 4,125,000	$ 1,238,000	$ -	$ 5,363,000
	Mfg Floor In-fill		20,000	GSF	$ 125.00	Incl in Construction Costs above			
Criminal Justice Building	New Construction		12,000	GSF	$ 150.00	$ 1,800,000	$ 540,000	$ -	$ 2,340,000
	Renovation		12,000	GSF	$ 75.00	Incl in Construction Costs above			
Phase 2 Site Improvements	New Construction			LS		$ 5,900,000	$ 1,770,000	$ -	$ 7,670,000
Building Demolitions	Demolition		73,000	GSF	$ 10.00	$ 1,080,000	$ 324,000	$ -	$ 1,404,000
Subtotals - Phase 2 Projects			396,800			$ 41,065,000	$ 12,330,000	$ -	$ 53,370,000
Phase 3 Projects									
Field House	New Construction		80,000	GSF	$ 100.00	$ 6,000,000.00	$ 1,800,000	$ -	$ 7,800,000
Physical Plant Building	New Construction		40,000	GSF	$ 130.00	$ 5,040,000	$ 1,512,000	$ -	$ 6,552,000
Pagano Gymnasium Addition	New Construction		12,000	GSF	$ 100.00	$ 1,200,000	$ 360,000	$ -	$ 1,560,000
Pagano Gymnasium Renovation	Renovation		53,800	GSF	$ 50.00	$ 2,690,000	$ 807,000	$ -	$ 3,497,000
New Conference Center	New Construction		40,000	GSF	$ 150.00	$ 6,000,000	$ 1,800,000	$ -	$ 7,800,000
Phase 3 Site Improvements	New Construction			LS		$ 6,100,000	$ 1,830,000	$ -	$ 7,930,000
Subtotals - Phase 3 Projects			225,800			$ 27,030,000	$ 8,109,000	$ -	$ 35,139,000
Future Projects									
Liaer Building Addition	New Construction	Ful	12,000	GSF	$ 150.00	$ 1,800,000	$ 540,000	$ -	$ 2,340,000
CIM Building Addition	New Construction	Ful	20,000	GSF	$ 150.00	$ 3,000,000	$ 900,000	$ -	$ 3,900,000
Roadway Connection to Rte 40 Ramp	New Construction	Ful							TBD
Subtotals - Phase 3 Projects			32,000			$ 4,800,000	$ 1,440,000	$ -	$ 6,240,000
Totals			916,107	GSF		$ 105,595,000	$ 31,419,000	$ -	$ 137,014,000

Camden County College
Project Cost Analysis Summary

Concept 2 - Core Campus
Date: June 15,2001

Description		Qty	Area / Size	Units	Unit Cost	Construction Costs	Associated Costs	Inflation Costs	Total Project Costs
Phase 1 Projects									
New Academic Building	New Construction		50,000	GSF	$ 150.00	$ 7,500,000	$ 2,250,000	$ -	$ 9,750,000
Student Services Facility	New Construction		80,000	GSF	$ 140.00	$ 11,200,000	$ 3,360,000	$ -	$ 14,560,000
Academic Buildings Commons / Link	New Construction		35,000	GSF	$ 150.00	$ 5,250,000	$ 1,575,000	$ -	$ 6,825,000
Building Link / Commons	New Construction		10,000	GSF	$ 150.00	$ 1,500,000	$ 450,000	$ -	$ 1,950,000
Building Link / Commons	New Construction		10,000	GSF	$ 150.00	$ 1,500,000	$ 450,000	$ -	$ 1,950,000
Phase 1 Site Improvements	New Construction			LS		$ 2,500,000	$ 750,000	$ -	$ 3,250,000
Learning Environments Upgrade	Renovation		73,307	ASF	$ 30.00	$ 2,200,000	$ 660,000	$ -	$ 2,860,000
Subtotals - Phase 1 Projects			263,307			$ 32,400,000	$ 9,720,000	$ -	$ 42,120,000
Phase 2 Projects									
New Arts / Cultural Center	New Construction		80,000	GSF	$ 150.00	$ 12,000,000	$ 3,600,000	$ -	$ 15,600,000
New Academic Building	New Construction		50,000	GSF	$ 150.00	$ 7,500,000	$ 2,250,000	$ -	$ 9,750,000
New Academic (Science) Building	New Construction		50,000	GSF	$ 150.00	$ 7,500,000	$ 2,250,000	$ -	$ 9,750,000
Renovate College Community Center	Renovation		54,000	GSF	$ 75.00	$ 4,050,000	$ 1,215,000	$ -	$ 5,270,000
CIM Building Addition	New Construction		20,000	GSF	$ 150.00	$ 3,000,000	$ 900,000	$ -	$ 3,900,000
CIM Building Renovation / refit	Renovation		75,000	GSF	$ 55.00	$ 4,125,000	$ 1,238,000	$ -	$ 5,363,000
	Mfg Floor In-fill		20,000	GSF	$ 125.00	Incl in Construction Costs above			
Liaer Building Renovation	Renovation		10,800	GSF	$ 75.00	$ 810,000	$ 243,000	$ -	$ 1,053,000
Criminal Justice Building	New Construction		12,000	GSF	$ 150.00	$ 1,800,000	$ 540,000	$ -	$ 2,340,000
Phase 2 Site Improvements	New Construction			LS		$ 5,445,000	$ 1,633,500	$ -	$ 7,078,500
Building Demolitions	Demolition		73,000	GSF	$ 10.00	$ 1,080,000	$ 324,000	$ -	$ 1,404,000
Subtotals - Phase 2 Projects			447,800			$ 47,310,000	$ 14,193,000	$ -	$ 61,503,000
Phase 3 Projects									
Field House	New Construction		80,000	GSF	$ 100.00	$ 8,000,000	$ 1,800,000	$ -	$ 7,800,000
New Conference Center	New Construction		40,000	GSF	$ 150.00	$ 6,000,000	$ 1,800,000	$ -	$ 7,800,000
Physical Plant Building	New Construction		40,000	GSF	$ 130.00	$ 5,040,000	$ 1,512,000	$ -	$ 6,552,000
Phase 3 Site Improvements	New Construction			LS		$ 4,500,000	$ 1,350,000	$ -	$ 5,850,000
Subtotals - Phase 3 Projects			144,000			$ 23,540,000	$ 6,462,000	$ -	$ 28,002,000
Future Projects									
Liaer Building Addition	New Construction	Ful	12,000	GSF	$ 150.00	$ 1,800,000	$ 540,000	$ -	$ 2,340,000
Subtotals - Future Projects			12,000			$ 1,800,000	$ 540,000	$ -	$ 2,340,000
Totals			904,107	GSF		$ 105,050,000	$ 30,915,000	$ -	$ 135,965,000

Camden County College
Project Cost Analysis Summary
Perimeter Development Plan Options
Date: June 15,2001

Description	Qty	Area / Size	Units	Unit Cost	Construction Costs	Acquisition Costs	Inflation Costs	Total Project Costs
Perimeter Plan 2								
Campus Expansion - Athletic Facilities			LS		$ 10,830,000	$ 3,190,000	$ -	$ 13,820,000
Perimeter Plan 3								
Campus Expansion - Athletic Facilities			LS		$ 12,810,000	$ 3,840,000	$ -	$ 16,650,000

Revenue-Generating Development Opportunities

			Annual Revenue Potential	Land Sale Revenue	Annual Revenue Potential (adjusted/phased)	Land Sale Revenue (adjusted/phased)
Perimeter Plan 1						
Mixed-Use Commercial Development - S/SW	42.0	acres	$ 147,000	$ 735,000	$ 378,000	$ 1,890,000
Mixed-Use Commercial Development - NW of College Drive	19.0	acres	$ 66,500	$ 332,500	$ 171,000	$ 855,000
Residential Development - along College Drive	4.6	acres	$ 16,100	$ 80,500	$ 41,400	$ 207,000
Totals			$ 229,500	$ 1,148,000	$ 590,400	$ 2,952,000
Perimeter Plan 2						
Mixed-Use Commercial Development - S/SW	42.0	acres	$ 147,000	$ 735,000	$ 378,000	$ 1,890,000
Mixed-Use Commercial Development - NW of College Drive	19.0	acres	$ 66,500	$ 332,500	$ 171,000	$ 855,000
Mixed-Use Commercial Development - College Drive	2.9	acres	$ 10,150	$ 50,750	$ 26,100	$ 130,500
Residential Development - along College Drive	4.6	acres	$ 16,100	$ 80,500	$ 41,400	$ 207,000
Totals - Revenue-Generating Development Opportunities			$ 239,750	$ 1,198,750	$ 616,500	$ 3,082,500
Perimeter Plan 3						
Mixed-Use Commercial Development - S/SW	42.0	acres	$ 147,000	$ 735,000	$ 378,000	$ 1,890,000
Mixed-Use Commercial Development - NW of College Drive	19.0	acres	$ 66,500	$ 332,500	$ 171,000	$ 855,000
Mixed-Use Commercial Development - College Drive	2.9	acres	$ 10,150	$ 50,750	$ 26,100	$ 130,500
Mixed-Use Commercial Development - College Drive	1.3	acres	$ 9,250	$ 26,250	$ 13,500	$ 67,500
Residential Development - along College Drive	4.6	acres	$ 16,100	$ 80,500	$ 41,400	$ 207,000
Totals - Revenue-Generating Development Opportunities			$ 249,000	$ 1,225,000	$ 630,000	$ 3,150,000

Partnering Development Opportunities

	Annual Revenue
Perimeter Plan 1	
Residential Development - E of Peter Cheesman 30.3 acres	None
Residential Development - E of Peter Cheesman 3.6 acres	None
Athletic / Recreational Development - S / E of Peter Cheesman 33.4 acres	None
Perimeter Plan 2	
Residential Development - E of Peter Cheesman 3.3 acres	None
Athletic / Recreational Development - S / E of Peter Cheesman 38.7 acres	None
Potential Athletic / Recreational Expansion - S / E of Peter Cheesman 36.4 acres	None
Perimeter Plan 3	
Mixed Use Housing / Retail Development - E of Peter Cheesman 19.3 acres	None
Athletic Recreation Expansion - E of Peter Cheesman 25.8 acres	None

Camden County College
Project Cost Analysis

Project New Academic (Science) Building

Concept: 1
Phase: 1
Date: June 15,2001

Description

Build a new 50,000 gsf academic building that includes replacement science and health care laboratory facilities.

Phasing / Costs			Quantity Units		Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			GSF			$ -
			GSF			$ -
New Construction			50,000	GSF	$ 190	$ 9,500,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			50,000	GSF		$ 9,500,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 2,850,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 2,850,000
Inflation	Midpoint Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 12,350,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 9,500,000
Total Associated Costs (2001 Dollars)	$ 2,850,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 12,350,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project Student Services Facility

Concept: 1
Phase: 1
Date: June 15,2001

Description

Build a new 80,000 gsf student services / administrative support facility to consolidate student services in one central location.

Phasing / Costs			Quantity Units		Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			GSF			$ -
			GSF			$ -
New Construction			80,000	GSF	$ 140	$ 11,200,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			80,000	GSF		$ 11,200,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 3,360,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 3,360,000
Inflation	Midpoint Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 14,560,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 11,200,000
Total Associated Costs (2001 Dollars)	$ 3,360,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 14,560,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project Buildings Commons / Link
Concept: 1 (4)
Phase: 1
Date: June 10,2001

Description

Build a one-two-three story 10-12,000 gsf connecting link between two buildings that creates a natural building entry focus and a new student commons / study area, meeting rooms, and other student / building support functions. Renovate connecting space within existing buildings to resolve linkages.

Phasing / Costs			Quantity Units		Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation	Academic Building 1		L2			$ 100,000
	Academic Building 2		L3			$ 100,000
New Construction	Commons / Link		12,000	GSF	$ 150	$ 1,800,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			12,000	GSF		$ 2,000,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 600,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 600,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 2,600,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 2,000,000
Total Associated Costs (2001 Dollars)						$ 600,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 2,600,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project Phase 1 Site Improvements
Concept: 1
Phase: 1
Date: June 10,2001

Description

Remove parking areas for new buildings. Replace approximately 130 parking spaces. Complete site and landscape development of affected areas. Demolish Wilson East, Wilson Center, Wilson West and Roosevelt Halls once new student services facility is complete.

Phasing / Costs			Quantity Units		Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
New Roadways			LF		$ 750	$ -
New Parking			130	spaces	$ 1,500	$ 200,000
Site / Landscape Development			10	acres	$ 50,000	$ 500,000
Demolition						
Parking lot, roadway, landscape			4	acres	$ 10,000	$ 40,000
Wilson / Roosevelt facilities complex			74,000	GSF	$ 15	$ 1,120,000
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						$ -
Renovation				GSF		$ -
New Construction				GSF		$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			-	GSF		$ 1,860,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 558,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 558,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 2,418,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 1,860,000
Total Associated Costs (2001 Dollars)						$ 558,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 2,418,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project Learning Environments Upgrade
Concept: 1
Phase: 1
Date: June 15,2001

Description

Perform an immediate, short-term and limited-scope upgrade of all existing general-purpose classroom environments. Patch & repair all wall and ceiling finishes. Install carpet / other appropriate floor finish. Upgrade teaching wall. Repair / replace furniture as needed. Address basic accessibility issues, where feasible. Upgrade electrical lighting and switching. Move basic needed technology upgrades to all classrooms, make presentation/technology upgrades to selected classrooms.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			73,307	ASF	$ 30	$ 2,200,000
				GSF		$ -
New Construction				GSF		$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			73,307	GSF		$ 2,200,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 660,000
Furniture, Fixtures & Equipment	Learning Environment Technology			LS	-	$ 1,000,000
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 1,660,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 3,860,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 2,200,000
Total Associated Costs (2001 Dollars)	$ 1,660,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 3,860,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project New Arts / Cultural Center
Concept: 1, 2
Phase: 2
Date: June 15,2001

Description

Build a new 80,000 gsf center for the visual, performing & communication arts.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation				GSF		$ -
				GSF		$ -
New Construction			80,000	GSF	$ 150	$ 12,000,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			80,000	GSF		$ 12,000,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 3,600,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs				-		$ 3,600,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 15,600,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 12,000,000
Total Associated Costs (2001 Dollars)	$ 3,600,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 15,600,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: New Academic Building
Concept: 1
Phase: 2
Date: June 15,2001

Description

Build a new 80,000 gsf academic building.

Phasing / Costs			Quantity Units		Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			GSF			$ -
			GSF			$ -
New Construction			80,000 GSF	$	150	$ 12,000,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			80,000 GSF			$ 12,000,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 3,600,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 3,600,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 15,600,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 12,000,000
Total Associated Costs (2001 Dollars)	$ 3,600,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 15,600,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Renovate College Community Center
Concept: 1, 2
Phase: 2
Date: June 15,2001

Description

Renovate the existing student center to in coordination with the completed new student services (the second phase of the student services / community center improvement program).

Phasing / Costs			Quantity Units		Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			GSF			$ -
			GSF			$ -
New Construction			54,000 GSF	$	75	$ 4,050,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			54,000 GSF			$ 4,050,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 1,215,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 1,215,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 5,265,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 4,050,000
Total Associated Costs (2001 Dollars)	$ 1,215,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 5,265,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project Laser Building Renovation
Concept: 1
Phase: 2
Date: June 15,2001

Description

Renovate and expand and reconfigure the Laser Building to better support engineering / technical studies program demands.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			10,800	GSF	$ 70	$ 810,000
				GSF		$ -
New Construction				GSF		$ -
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			10,800	GSF		$ 810,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 243,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 243,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 1,053,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 810,000
Total Associated Costs (2001 Dollars)	$ 243,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 1,053,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project CIM Building Renovation / Infill
Concept: 1
Phase: 2
Date: June 15,2001

Description

Renovate and reconfigure the CIM Building to better support engineering / technical studies and other program demands. Expand internal usable space by in-filling all or portion of the manufacturing bay volume with more usable academic space.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation	CIM Bldg		79,000	GSF	$ 60	$ 3,960,000
	Mfg floor infill		20,000	GSF	$ 120	$ 2,400,000
New Construction				GSF		$ -
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			99,000	GSF		$ 6,360,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 1,908,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & Inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 1,908,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 8,268,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 6,360,000
Total Associated Costs (2001 Dollars)	$ 1,908,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 8,268,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project Criminal Justice Building
Concept: 1
Phase: 2
Date: June 15,2001

Description

Renovate and expand the Criminal Justice Building to support growing program demands.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			12,000	GSF	$ 75	$ 840,000
				GSF		$ -
New Construction			12,000	GSF	$ 150	$ 1,800,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			24,000	GSF		$ 2,740,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -			$ 822,000
Furniture, Fixtures & Equipment			- -			-
Soil Borings, Testing & Inspection			- -			-
Moving Expenses			- -			-
A/E Fees & Expenses			- -			-
Project Contingency			- -			-
Construction Contingency			- -			-
Total Associated Costs						$ 822,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 3,562,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 2,740,000
Total Associated Costs (2001 Dollars)						$ 822,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 3,562,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project Phase 2 Site Improvements
Concept: 1
Phase: 2
Date: June 15,2001

Description

Construct the new loop roadway. Replace approximately 1100 parking spaces. Complete site and landscape development of affected areas.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
New Roadways			6,100	LF	$ 750	$ 4,580,000
New Parking			1,100	spaces	$ 1,500	$ 1,750,000
Site / Landscape Development			12	acres	$ 50,000	$ 600,000
Demolition			-			-
				GSF		$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation				GSF		$ -
New Construction				GSF		$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			-	GSF		$ 6,910,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -			$ 2,073,000
Furniture, Fixtures & Equipment			- -			-
Soil Borings, Testing & Inspection			- -			-
Moving Expenses			- -			-
A/E Fees & Expenses			- -			-
Project Contingency			- -			-
Construction Contingency			- -			-
Total Associated Costs						$ 2,073,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 8,983,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 6,910,000
Total Associated Costs (2001 Dollars)						$ 2,073,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 8,983,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project: Building Demolitions
Concept:
Phase: 2
Date: June 15,2001

Description

Demolish Washington Hall & Optical Clinic, Adams Hall, Physical Plant building and Lincoln Hall.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework						
Demolition						$ -
Adams Hall			13,000	GSF	$ 15	$ 200,000
Lincoln Hall			51,500	GSF	$ 15	$ 770,000
Physical Plant Building			30,200	GSF	$ 15	$ 400,000
Washington Hall & Optical Clinic			7,500	GSF	$ 15	$ 110,000
Abatement						$ -
Estimating Contingency	(included)	10%				$ -
Building Cost						
Renovation				GSF		$ -
New Construction				GSF		$ -
Phasing Premium						$ -
Estimating Contingency	(included)	10%				$ -
Total Construction Costs			102,200	GSF		$ 1,330,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%				$ 459,000
Furniture, Fixtures & Equipment						
Soil Borings, Testing & inspection						
Moving Expenses						
A/E Fees & Expenses						
Project Contingency						
Construction Contingency						
Total Associated Costs						$ 459,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 1,889,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 1,330,000
Total Associated Costs (2001 Dollars)	$ 459,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 1,889,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Physical Plant Building
Concept: 1
Phase: 3
Date: June 15,2001

Description

Build a 42,000 gsf new physical plant building, housing facilities services staff and shops, college warehouse, and college mail and distribution services.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation				GSF		$ -
				GSF		$ -
New Construction			42,000	GSF	$ 120	$ 5,040,000
			-			$ -
Phasing Premium			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Total Construction Costs			42,000	GSF		$ 5,040,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%	- -		-	$ 1,512,000
Furniture, Fixtures & Equipment			- -		-	
Soil Borings, Testing & inspection			- -		-	
Moving Expenses			- -		-	
A/E Fees & Expenses			- -		-	
Project Contingency			- -		-	
Construction Contingency			- -		-	
Total Associated Costs						$ 1,512,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 6,552,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 5,040,000
Total Associated Costs (2001 Dollars)	$ 1,512,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 6,552,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Papiano Gymnasium Addition
Concept: 1
Phase: 3
Date: June 15,2001

Description

Expand the Papiano Gymnasium facilities.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation				GSF		$ -
				GSF		$ -
New Construction			12,000	GSF	$ 100	$ 1,200,000
				-		$ -
Phasing Premium				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			12,000	GSF		$ 1,200,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 360,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & Inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 360,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 1,560,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 1,200,000
Total Associated Costs (2001 Dollars)						$ 360,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 1,560,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project: Papiano Gymnasium Renovation
Concept: 1
Phase: 2
Date: June 15,2001

Description

Renovate and reconfigure the Papiano Gymnasium facilities.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation			63,000	GSF	$ 50	$ 3,570,000
				GSF		$ -
New Construction				GSF		$ -
				-		$ -
Phasing Premium				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			63,000	GSF		$ 3,570,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 801,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & Inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 801,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 3,471,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 3,570,000
Total Associated Costs (2001 Dollars)						$ 801,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 3,471,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project New Conference Center
Concept: 1
Phase: 3
Date: June 15,2001

Description

Build a new two-story 42,000 gsf conference / continuing education center.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
Demolition			-			$ -
Abatement			-			$ -
Estimating Contingency	(included)	10%	-			$ -
Building Cost						
Renovation				GSF		$ -
				GSF		$ -
New Construction			42,000	GSF	$ 150	$ 6,300,000
				-		$ -
Phasing Premium				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			42,000	GSF		$ 6,300,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 1,890,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & Inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 1,890,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 8,190,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 6,300,000
Total Associated Costs (2001 Dollars)	$ 1,890,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 8,190,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project Phase 3 Site Improvements
Concept: 1
Phase: 3
Date: June 15,2001

Description

Construct a new roadway link to the new Physical Plant Building. Add approximately 1525 parking spaces. Complete site and landscape development of affected areas. Replace athletic fields, running track and tennis courts.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework						$ -
New Roadways			500	LF	$ 750	$ 350,000
New Parking			1,525	spaces	$ 1,500	$ 2,290,000
Site / Landscape Development			5	acres	$ 50,000	$ 250,000
Athletic Fields				LS		$ 1,000,000
Running Track				LS		$ 2,000,000
Tennis Courts			6	courts	$ 30,000	$ 180,000
Demolition						
				GSF		$ -
Abatement				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Building Cost						
Renovation				GSF		$ -
New Construction				GSF		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			-	GSF		$ 6,100,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 1,830,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & Inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 1,830,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 7,930,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 6,100,000
Total Associated Costs (2001 Dollars)	$ 1,830,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 7,930,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Academic Buildings Commons / Link
Concept: 3
Phase: 1
Date: June 15,2001

Description

Build a two-three story 30-33,000 gsf connecting link between two academic buildings that creates a new hub / center point for both buildings, a natural building entry focus, a student commons / study area, meeting rooms, a suite of faculty offices, a computer lab, a learning theater, perhaps additional academic space and other Student / building support functions. Renovate connecting space within existing buildings to receive linkages.

Phasing / Costs			Quantity	Units		Unit Cost	Total Cost
Construction Cost Detail							
Site Development Cost							
Sitework				-			$ -
Demolition				-			$ -
Abatement				-			$ -
Estimating Contingency	(included)	10%		-			$ -
Building Cost							
Renovation	Academic Building 1			LS			$ 150,000
	Academic Building 2			LS			$ 150,000
New Construction	Commons / Link		33,000	GSF	$	150	$ 4,950,000
				-			$ -
Phasing Premium				-			$ -
Estimating Contingency	(included)	10%		-			$ -
Total Construction Costs			33,000	GSF			$ 5,250,000
Associated Costs Detail							
Other Project Costs	(percent of construction)	30%		- -		-	$ 1,575,000
Furniture, Fixtures & Equipment				- -		-	
Soil Borings, Testing & Inspection				- -		-	
Moving Expenses				- -		-	
A/E Fees & Expenses				- -		-	
Project Contingency				- -		-	
Construction Contingency				- -		-	
Total Associated Costs							$ 1,575,000
Inflation	Mid-point Construction		years	%/Yr		% Total	
Inflation	Assume 2001 Dollars		-	0.00%		0.00%	$ -
Total Project Costs							$ 6,825,000
Other Costs Detail							
Total Other Costs							$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 5,250,000
Total Associated Costs (2001 Dollars)	$ 1,575,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 6,825,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Laser Building Addition
Concept: 1
Phase: Future
Date: June 15,2001

Description

Renovate and expand and reconfigure the Laser Building to better support engineering / technical studios program demands.

Phasing / Costs			Quantity	Units		Unit Cost	Total Cost
Construction Cost Detail							
Site Development Cost							
Sitework				-			$ -
Demolition				-			$ -
Abatement				-			$ -
Estimating Contingency	(included)	10%		-			$ -
Building Cost							
Renovation				GSF			$ -
				GSF			$ -
New Construction			12,000	GSF	$	150	$ 1,800,000
				-			$ -
Phasing Premium				-			$ -
Estimating Contingency	(included)	10%		-			$ -
Total Construction Costs			12,000	GSF			$ 1,800,000
Associated Costs Detail							
Other Project Costs	(percent of construction)	30%		- -		-	$ 540,000
Furniture, Fixtures & Equipment				- -		-	
Soil Borings, Testing & Inspection				- -		-	
Moving Expenses				- -		-	
A/E Fees & Expenses				- -		-	
Project Contingency				- -		-	
Construction Contingency				- -		-	
Total Associated Costs							$ 540,000
Inflation	Mid-point Construction		years	%/Yr		% Total	
Inflation	Assume 2001 Dollars		-	0.00%		0.00%	$ -
Total Project Costs							$ 2,340,000
Other Costs Detail							
Total Other Costs							$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 1,800,000
Total Associated Costs (2001 Dollars)	$ 540,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 2,340,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: CIM Building Addition
Concept: 1
Phase: Future
Date: June 15,2001

Description

Expand and reconfigure the CIM Building to better support engineering / technical studies and other program demands.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework				-		$ -
Demolition				-		$ -
Abatement				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Building Cost						
Renovation	CIM Bldg			GSF		$ -
	lofty floor infill			GSF		$ -
New Construction			20,000	GSF	$ 150	$ 3,000,000
				-		$ -
Phasing Premium				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			20,000	GSF		$ 3,000,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 900,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 900,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 3,900,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 3,000,000
Total Associated Costs (2001 Dollars)	$ 900,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 3,900,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Phase 1 Site Improvements
Concept: 2
Phase: 1
Date: June 15,2001

Description

Construct a portion of the new loop roadway. Replace approximately 350 parking spaces. Complete site and landscape development of affected areas. Demolish Wilson East, Wilson Center, Wilson West and Roosevelt Halls once new student services facility is complete.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework				-		$ -
New Roadways			350	LF	$ 750	$ 330,000
New Parking			350	spaces	$ 1,500	$ 540,000
Site / Landscape Development			9	acres	$ 50,000	$ 450,000
Demolition						
Parking lot, roadway, landscape				LS		$ -
Wilson / Roosevelt facilities complex			74,000	GSF	$ 15	$ 1,110,000
Abatement				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Building Cost						
Renovation				GSF		$ -
New Construction				GSF		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			-	GSF		$ 2,340,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 702,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 702,000
Inflation	Mid-point Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 3,042,000
Other Costs Detail						
Total Other Costs						$ -

Costs Summary

Total Construction Costs (2001 Dollars)	$ 2,340,000
Total Associated Costs (2001 Dollars)	$ 702,000
Total Inflation	$ -
Total Project Costs (including current inflation assumptions)	$ 3,042,000
Total Other Costs (2001 Dollars)	$ -

Camden County College
Project Cost Analysis

Project: Phase 2 Site Improvements
Concept: 2
Phase: 2
Date: June 15,2001

Description

Construct major portions of the new loop roadway. Replace approximately 500 parking spaces. Complete site and landscape development of affected areas.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
New Roadways			7,400	LF	$ 750	$ 5,550,000
New Parking			740	spaces	$ 1,500	$ 1,110,000
Site / Landscape Development			14	acres	$ 50,000	$ 700,000
Athletic Fields				LS		$ 5,000
Running Track - Renovation				LS		$ 1,000,000
Demolition						
				GSF		$ -
Abatement				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Building Cost						
Renovation				GSF		$ -
New Construction				GSF		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			-	GSF		$ 8,445,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 2,533,500
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 2,533,500
Inflation	Midpoint Construction		years	%/Yr	% Total	
inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 10,978,500
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 8,445,000
Total Associated Costs (2001 Dollars)						$ 2,533,500
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 10,978,500
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project: Phase 3 Site Improvements
Concept: 2
Phase: 3
Date: June 15,2001

Description

Complete the loop roadway. Construct a new roadway link to the Physical Plant Building. Add approximately 1470 parking spaces. Complete site and landscape development of affected areas. Replace softball field and tennis courts.

Phasing / Costs			Quantity	Units	Unit Cost	Total Cost
Construction Cost Detail						
Site Development Cost						
Sitework			-			$ -
New Roadways			1,400	LF	$ 750	$ 1,050,000
New Parking			1,470	spaces	$ 1,500	$ 2,210,000
Site / Landscape Development			10	acres	$ 50,000	$ 500,000
Athletic Fields				LS		$ 250,000
Tennis Courts			12	courts	$ 30,000	$ 360,000
Demolition						
				GSF		$ -
Abatement				-		$ -
Estimating Contingency	(included)	10%		-		$ -
Building Cost						
Renovation				GSF		$ -
New Construction				GSF		$ -
Estimating Contingency	(included)	10%		-		$ -
Total Construction Costs			-	GSF		$ 4,370,000
Associated Costs Detail						
Other Project Costs	(percent of construction)	30%		- -	-	$ 1,311,000
Furniture, Fixtures & Equipment				- -	-	
Soil Borings, Testing & Inspection				- -	-	
Moving Expenses				- -	-	
A/E Fees & Expenses				- -	-	
Project Contingency				- -	-	
Construction Contingency				- -	-	
Total Associated Costs						$ 1,311,000
Inflation	Midpoint Construction		years	%/Yr	% Total	
Inflation	Assume 2001 Dollars		-	0.00%	0.00%	$ -
Total Project Costs						$ 5,681,000
Other Costs Detail						
Total Other Costs						$ -
Costs Summary						
Total Construction Costs (2001 Dollars)						$ 4,370,000
Total Associated Costs (2001 Dollars)						$ 1,311,000
Total Inflation						$ -
Total Project Costs (including current inflation assumptions)						$ 5,681,000
Total Other Costs (2001 Dollars)						$ -

Camden County College
Project Cost Analysis

Project: Campus Expansion - Athletic Facilities
Concept: Perimeter Plan 2
Phase:
Date: June 15,2001

Description

Acquire 38.7 acres east of Peter Cheesman Road for Athletic / Recreational facilities expansion (including Athletic / Recreational Center, track and field, 2 baseball / softball fields, two soccer fields and twelve tennis courts. Also includes an additional 600 parking spaces.

Phasing / Costs			Quantity	Units	Unit Cost		Total Cost
Construction Cost Detail							
Site Development Cost							
Land Acquisition			39	acres	unknown	LS	$ -
Sitework			-				$ -
New Roadways			800	LF	$ 750		$ 600,000
New Parking			400	spaces	$ 1,500		$ 600,000
Site / Landscape Development			5	acres	$ 50,000		$ 250,000
Athletic Fields				LS			$ 1,000,000
Running Track				LS			$ 2,000,000
Tennis Courts			6	courts	$ 30,000		$ 180,000
Demolition			unknown	GSF			TBD
Abatement				-			$ -
Estimating Contingency	(included)	10%		-			$ -
Building Cost							
Renovation				GSF			$ -
New Construction			60,000	GSF	$ 100		$ 6,000,000
Estimating Contingency	(included)	10%		-			$ -
Total Construction Costs			60,000	GSF			$ 10,630,000
Associated Costs Detail							
Other Project Costs	(percent of construction)	30%		- -		-	$ 3,189,000
Furniture, Fixtures & Equipment				- -		-	
Soil Borings, Testing & Inspection				- -		-	
Moving Expenses				- -		-	
A/E Fees & Expenses				- -		-	
Project Contingency				- -		-	
Construction Contingency				- -		-	
Total Associated Costs							$ 3,189,000
Inflation	Mid-point Construction		years	%/Yr	% Total		
Inflation	Assume 2001 Dollars		-	0.00%	0.00%		$ -
Total Project Costs							$ 13,819,000
Other Costs Detail							
Total Other Costs							$ -
Costs Summary							
Total Construction Costs (2001 Dollars)							$ 10,630,000
Total Associated Costs (2001 Dollars)							$ 3,189,000
Total Inflation							$ -
Total Project Costs (including current inflation assumptions)							$ 13,819,000
Total Other Costs (2001 Dollars)							$ -

Camden County College
Project Cost Analysis

Project: Athletic / Recreation Expansion
Concept: Perimeter Plan 3
Phase:
Date: June 15,2001

Description

Acquire 39.8 acres east of Peter Cheesman Road for Athletic / Recreational facilities expansion (including Field House, 1 baseball / softball field and six tennis courts. Also includes an additional 400 parking spaces.

Phasing / Costs			Quantity	Units	Unit Cost		Total Cost
Construction Cost Detail							
Site Development Cost							
Land Acquisition			39	acres	unknown	LS	$ -
Sitework			-				$ -
New Roadways			1,400	LF	$ 750		$ 1,050,000
New Parking			930	spaces	$ 1,500		$ 1,400,000
Site / Landscape Development			35	acres	$ 50,000		$ 1,000,000
Athletic Fields				LS			$ 1,000,000
Running Track				LS			$ 2,000,000
Tennis Courts			12	courts	$ 30,000		$ 360,000
Demolition			unknown	GSF			TBD
Abatement				-			$ -
Estimating Contingency	(included)	10%		-			$ -
Building Cost							
Renovation			60,000	GSF	$ 100		$ 6,000,000
New Construction				GSF			$ -
Estimating Contingency	(included)	10%		-			$ -
Total Construction Costs			60,000	GSF			$ 12,810,000
Associated Costs Detail							
Other Project Costs	(percent of construction)	30%		- -		-	$ 3,843,000
Furniture, Fixtures & Equipment				- -		-	
Soil Borings, Testing & Inspection				- -		-	
Moving Expenses				- -		-	
A/E Fees & Expenses				- -		-	
Project Contingency				- -		-	
Construction Contingency				- -		-	
Total Associated Costs							$ 3,843,000
Inflation	Mid-point Construction		years	%/Yr	% Total		
Inflation	Assume 2001 Dollars		-	0.00%	0.00%		$ -
Total Project Costs							$ 16,653,000
Other Costs Detail							
Total Other Costs							$ -
Costs Summary							
Total Construction Costs (2001 Dollars)							$ 12,810,000
Total Associated Costs (2001 Dollars)							$ 3,843,000
Total Inflation							$ -
Total Project Costs (including current inflation assumptions)							$ 16,653,000
Total Other Costs (2001 Dollars)							$ -

Camden County College
Gloucester Township, Camden County

Land Use Planning Recommendations

August 2009

Leah Furey Bruder, AICP, PP# 5851

The original of this document was signed and sealed in accordance with NJAC 13:41-1.3.

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I. VISION PLAN and SUMMARY

The context of this study and plan starts with the existing Camden County College facility in Gloucester Township, Camden County, New Jersey. The County has developed a Master Plan to guide the development and redevelopment of the campus over the next several years in order to provide a campus environment that is responsive to changing economic conditions, and that can prepare students for work in growing and emerging sectors of the economy. In addition to demolition, renovation and construction of buildings, the College's Master Plan aims to create improved roads, grounds and athletic fields as well as a campus walk and campus green. The campus walk and campus green will provide a central gathering place, tying the entire campus together and fostering a sense of campus pride. Camden County College owns additional lands beyond the currently developed areas, and has considered the total land area in planning for the College's future. It has been determined that the College will not need to utilize all of its land holdings to further the teaching mission. In order to maintain and enhance a well balanced and dynamic area around the campus, this plan recommends the adoption of a land use policy that will further the goals and objectives of the College, Gloucester Township and the region.

It is hoped that the revitalization and redevelopment of the College facilities as well as the new Route 42 interchange and the improved traffic circulation system overall will serve as a catalyst for further land use changes in the area. The College has decided to take a proactive approach to guiding the evolution of land use and conservation in the area.

The planning process began with extensive studies of the undeveloped portions of the Camden County College property south of College Drive to determine the extent of freshwater wetlands and threatened and endangered species habitat. The land use analysis began with a visual assessment and inventory of existing uses in the area, environmental mapping, the current zoning, the Gloucester Township Master Plan, and developments that are currently proposed or under construction. Using that assessment as a foundation, and the Campus Master Plan that is in the first phases of implementation, a comprehensive vision for the entire area has begun to emerge.

II. GLOUCESTER TOWNSHIP MASTER PLAN

Gloucester Township's Master Plan was adopted in 1999, with a Reexamination completed in 2005 Many of the Township's goals and objectives would be advanced by the coordinated and planned development of the Camden County College lands and surrounding area. Overall the Township has strived to maintain the character and quality of its residential neighborhoods, revitalize commercial areas, enhance recreational facilities, protect environmental resources, maintain infrastructure, provide design controls for development and encourage a safe and efficient circulation system.

The Township's Master Plan assumed that the development of Gloucester Township from rural to suburban development was nearly complete in 1999. The Plan notes that as land becomes scarce, land use issues will increasingly focus on redevelopment and require strong planning to encourage high quality design for the remaining infill parcels. The Master Plan aims to provide the foundations for the efficient and harmonious location and arrangement of land uses throughout the Township.

The Master Plan expresses the Township's intent to address the balance between residential and non-residential land uses in order to stabilize the tax base and points out that the search for balance is complicated by the large percentage of land area devoted to governmental and institutional uses in the Township, and notes that Gloucester Township has the largest concentration of Camden County facilities of any other municipality, with the possible exception of
Camden.[1] At the time of the 1999 Master Plan, government and institutional uses occupied more
than double the land area used for commercial purposes. Commercial development has increased over the last decade, but some sectors are still underrepresented.

The Master Plan encourages industrial uses in locations that have direct or nearby access to the regional highway network, and encourages the development of office and industrial uses in business parks to take advantage of the benefits of planned development. The proposed land use plan will advance these objectives.

The Master Plan also has a strong focus on conservation and provides guidance for the preservation of open spaces and natural resources along the Township's stream corridors. The Master Plan encourages the preservation of open space, the promotion of the visual enjoyment of the land, and the protection of environmentally sensitive land from development. The proposed land use plan will advance these objectives.

Finally, the Master Plan encourages the "creation of a forum for discussing Camden County's plans for its extensive land holdings in Gloucester Township to work towards outcomes that provide mutual benefits to both governments". The proposed land use plan will advance this objective, working with the Township to identify the appropriate future use of property owned by Camden County College, so that the college may thrive and the surrounding areas may be utilized in the most appropriate and mutually beneficial way.

III. CURRENT ZONING

The Camden County College properties are currently zoned Institutional (IN), Business Pari< (BP), and Genera Industrial (GI). The current zoning within and around the study area is shown on MAP 1. The table below shows the existing zoning for the Camden County College properties as well as immediately adjacent properties that should be planned for concurrently. A description of each zoning district follows.

Study Area Existing Zoning			
Block	Lots	Zone	Owner
14002	16,22,23 24 25,26,27	IN	Camden County ColleQe
14002	17, 18	GI	Camden County College
13103	25	BP	Camden County College
14002	19,20	GI	Robert & Amy Tarves
14002	21	GI	Clarke Systems Corp.
13103	1	BP	Virginia B. Nicholson
13102	2	BP	500 Davistown Road, Inc.

A. Institutional (IN) Zoning District
The Institutional zoning district is intended for governmental, educational, charitable, health care and religious uses currently existing in the Township. The zone acknowledges that complexes or campuses within the IN zone often have a variety of integrated uses associated with the main function – such as house of worship, residential, office, and recreation uses. The Institutional District permits the following uses in accordance with section 419 of the Township's Land Development Ordinance.

- Fraternal and social lodges and clubs
- Hospital and sanatorium
- Home for the aged; long term care facilities, assisted living, residential health care
- Houses of Worship
- Colleges, private and public elementary, secondary or nursery school or other educational institution for academic instruction (not including trade schools, dance studios or similar commercial uses)
- Public or private community centers
- Cemetery
- Municipal use
- Theaters for performing arts
- Museums and Libraries
- Parks and Playgrounds, conservation lands and other open spaces

B. General Industry (GI) District
The General Industrial District is intended for individual; manufacturing, assembly, and contracting uses for a wide variety of small industries, but excludes heavy industries that may create nuisances. The General Industrial zoning district (GI) permits the following uses in accordance with Section 417 of the Township's Land Development Ordinance.

- Administrative activities and offices
- Auto-body shop
- Contractor's buildings and storage yard for equipment and materials
- Light manufacturing
- Machine shops and welding
- Packaging and box manufacturing
- Personal and Household storage (self-storage)
- Public Utility services (yard and substation)
- Sawmills
- Scientific and industrial research, engineering, laboratories, product development
- Terminal facilities for public transportation
- Warehousing and Wholesale
- Retail and wholesale of building and landscaping materials, horticultural nursery
- Municipal and government buildings including emergency services and facilities

There are also a number of Conditional uses that are permitted only when conditional criteria are met and when approved by the planning board. Conditional uses include trucking terminals, maintenance and repair of vehicles, Indoor commercial recreation and leisure facilities, adult uses, and tattoo parlors.

The area, yard and setback requirements are as follows:

General Industrial zoning district	
Minimum Lot Size	30,000 sf
Minimum Lot Width	100 feet
Minimum lot Depth	150 feet
Front Yard Setback	15 feet
Side Yard Setback	15 feet
Real Yard Setback	15 feet
Max. Building Coverage	30%
Max. Lot Coverage	60%
Building Height	35 feet
Parking Setbacks	
Front yard	Not permitted
Side yard	8 feet
Rear yard	10 feet

C. BP Business Park Zoning District
The lots on the north side of College Drive are within the BP district. The BP district is intended to provide the foundations for comprehensively planned office and combined office and manufacturing or warehouse uses in single or multi-tenant buildings. On lands meeting certain criteria, planned commercial development combining office and retail uses is also permitted. The BP Business Park district permits the following uses in accordance with section 418 of the Township's Land Development Ordinances.

- Offices and Office Parks
- Research and engineering offices and laboratories
- Combinations of office and manufacturing, or warehousing associated with the business.
- Planned commercial development incorporating the permitted uses.
- Government and public utility uses.

A number of conditional uses are also permitted when authorized by the planning board and when the criteria are met. The conditional uses include:

- Shopping Centers (on minimum tract of 30 acres)
- Hotels
- Conference Center
- Warehousing and distribution
- Adult uses

The area, yard and setback requirements are as follows:

BP zoning district		
	Standard	Planned Commercial
Minimum Tract Area	5 acres	10 acres
Minimum lot size	5 acres	2 acres
Minimum Lot frontage	400 feet	200 feet
Minimum Lot width	400 feet	200 feet
Minimum lot depth	400 feet	300 feet
Tract perimeter buffer	n/a	50 feet
Front Yard Setback	100 feet	50 feet
Side Yard Setback	25 feet	20 feet
Rear Yard Setback	50 feet	-35 feet
Max. Building Coverage	.25	.35
Max. Lot Coverage	.60	.70
Building Height	2 stories	3 stories
Parking setbacks		
Tract perimeter	n/a	50 feet
Front yard	50 feet	25 feet
Side yard	20 feet	20 feet
Rear yard	25 feet	25 feet

IV. STATE PLANNING CONTEXT

Gloucester Township is 23.24 square miles in south central Camden County in the Philadelphia- Camden metropolitan area and is traversed by Route 42 and the Atlantic City Expressway. The population at the time of the 2000 Census was 64,350 and the estimated 2008 population is 64,756 according to the New Jersey Department of Labor and Workforce Development's estimates. The Township exhibits diversity in the built environment with areas that have urban, suburban and fringe characteristics. There are limited opportunities for in-fill development scattered throughout the community and a number of redevelopment areas have been identified by the Planning Board and Township Committee.

Parts of the Township are within the Metropolitan Planning Area (PA-1) and parts are within the Suburban Planning Area (PA-2) on the New Jersey State Development and Redevelopment Plan Policy Map. The entirety of the lands owned by Camden County College and the adjacent properties are within the Metropolitan Planning Area (PA-1).

The State plan's intent for Metropolitan Planning Areas is:

- To provide for much of the State's future redevelopment;
- To revitalize cities and towns;
- To promote growth in compact forms;
- To stabilize older suburbs;
- To redesign areas of sprawl;
- To protect the character of existing stable communities.

The study area is currently suburban in nature, as it is automobile oriented and development in the area is fragmented. However, the new highway interchange and the College's plan to update and modernize its facilities, combined with a proactive land use plan for the area will support smart growth by encouraging infill development of complimentary uses and interconnectivity among properties.

V. PLANNING OBJECTIVES

Given the location of the study area relative to the Camden County College Campus and the new Route 42 interchange, as well as the Cooper Medical Services Redevelopment Area and its proximity to numerous other community facilities, it is clear that the Camden County College properties and the vicinity have significant potential to play an important role in maintaining and enhancing a dynamic economy in Gloucester Township and the region.

The Land Use Plan for the Camden County College Properties and vicinity is intended to extend the potential to implement smart growth principles in the area, to improve connectivity, and to spur additional investment. This planning effort is an opportunity to ensure that local, regional and State planning efforts, as well as market forces, can be aligned so that each supports the other – eliminating conflicts and competition for scarce resources. A number of factors make the Camden County College properties and vicinity ideal for planned development: the study area is in Planning Area 1 on the State Plan Policy Map (the Metropolitan Planning Area), has access to public water and sewer service, is adjacent to the College's main campus, and is in close proximity to the new Route 42 interchange – thereby extending the reach of public investments already made.

The goals of the land use plan are to:

- Establish development regulations and design guidelines to ensure that the requirements set clear expectations for potential developers and investors.
- Promote new community and economic development opportunities through development and redevelopment of underutilized land in areas deemed appropriate for growth and targeted development.
- Encourage consolidation and/or re-subdivision of land for flexible accommodation of various retail, office, light industrial, and commercial recreation uses
- Enhance and stabilize the tax base.
- Preserve valuable natural resources
- Utilize public and private partnerships and creative funding mechanisms as incentives to encourage and spur development.
- Ensure that improvements to the pedestrian realm incorporate sidewalks and crosswalks, street trees and landscaping in the public and semi-public realms, street furniture such as benches, trash receptacles, and street lights, and bicycle facilities.
- Encourage the consolidation of multiple lots and the creation of planned developments carried out by a single entity or coordinated development carried out by separate entities.
- Encourage the location of land uses appropriate to the local context, maintaining flexibility in permitted uses, conditioned upon compliance with design standards.

VI. LAND USE PLAN

While the College owns ten (10) separate tax lots that are currently within three (3) zoning districts, the land use plan proposes four (4) land use categories for the properties based on the unique characteristics of each area. The proposed generalized land uses are shown on MAP 3.

The Township's BP Business Park zone has been developed to provide opportunities for the development of comprehensively planned commercial sites. One of the College's properties on the north side of College Drive (block 13103, lot 25) is currently within the BP zoning district. The 20 acre property is being diminished somewhat by the roadway improvements to serve the new Route 42 interchange. However, the improvements will also provide increased visibility, improved accessibility and connectivity to the property and the entire Camden County College vicinity.

A small area owned by the College along Orr Road is within the GI General Industrial zone (block 14002 lots 17 and 18). This property is vacant, but the three (3) adjacent properties in the GI zone contain a house and a contracting/construction business. While the existing uses should be permitted to remain, it is recommended that the three properties (block 14002, lots 19, 20, 21) be included within the proposed overlay zone so that a comprehensive planning approach is encouraged and the owners may have the opportunity to sell their properties for inclusion in the overall planning scheme.

The remaining College properties are currently within the IN Institutional zoning district, which is intended for institutional and public uses, as outlined in the Current Zoning section above. This plan is intended to refine the existing zoning designations in response to the unique opportunities presented by the properties as well as the unique constraints. The proposed land use designations are outlined below and shown on MAP 3.

Overall, Camden County College owns 314.56 acres, of which roughly 110 acres are developed. Within the undeveloped areas, there are approximately 42 acres of regulated freshwater wetlands and 55 acres of required buffer areas. There are approximately 108 acres of potentially developable land owned by the College, in addition to surrounding undeveloped properties owned by others. The Land Use Plan is intended to establish development regulations and design guidelines that allow flexibility, but provide predictability about the proposed form and character of new development, so as to invite high quality development proposals that can be reviewed expeditiously. When the new Route 42 interchange at College Drive is opened, the new prominence of the study area properties will be revealed. The existing vacant properties will be viewed in a new light, with increased visibility and improved accessibility.

A. Parks and Recreation

The undeveloped portions of the Camden County College property on the south side of College Drive have been studied extensively to determine the extent of freshwater wetlands, threatened and endangered species habitat and the required buffer areas. While wetlands will be protected throughout the entire tract, the area shown as Parks and Recreation on MAP 3 will be permanently preserved for conservation. The land use plan will advance the Township's conservation plan and compliment the nearby active recreation sites by adding approximately 78.75 acres to the Township's inventory of permanently preserved passive open space, without the need for additional investment by the Township's taxpayers. A conservation easement will be placed on the area to ensure that the environmentally sensitive land is protected in perpetuity perpetuity. The property is directly north of the Gloucester Township Community Park on Peter Cheesman Road and Hickstown Roads.

This area forms part of a greenway identified in the Township's open space and recreation plan. Greenways have the potential to provide recreational opportunities for pedestrians and bicyclists while exposing them to significant areas of scenic beauty and natural habitats. Greenways also help to maintain wildlife populations by extending available habitats. Along stream corridors in particular, greenway protection can aid in stream bank stabilization; sediment control, nutrient removal, water temperature control, and the preservation of wildlife habitats. In this case the intent of the greenway is to preserve habitat and to protect environmentally sensitive wetlands. Recreational access to the site will be allowed outside of the designated wetland area and buffer boundaries.

B. Institutional

The lands currently occupied by the Camden County College Main Campus and the lands that are included in the College's Master Plan will remain in the Institutional zone as shown on MAP 3 and as described by the Gloucester Township Zoning code.

C. Planned Highway Commercial

The new Planned Highway Commercial Overlay is recommended to provide the foundations for - the creation of a planned commercial node to compliment the College campus as well as other - prospective developments in the vicinity. This overlay is recommended primarily for properties with frontage on College Drive and the new interchange road being constructed with the Route 42 improvements.

The permitted uses within the Planned Highway Commercial Overlay zone wil include retail, restaurant, service, professional office, research and development, and related uses. The proposed overlay reflects a combination of uses permitted in the Township's Highway Commercial (HC) and Business Park (BP) zones, but has been refined to add flexibility to respond to changing physical and market conditions. The overlay requires that buildings and uses relate to their surroundings, one another, the existing campus facilities and the roadway system so that each site is developed as part of an interrelated whole. The overlay zone is intended to encourage innovative development and redevelopment to revitalize the area and create a variety of building types, developed in a coordinated manner with complimentary building design, signage, lighting, landscaping and utilities, and shared parking when feasible. Developments will be encouraged to provide vehicular and pedestrian connections to adjacent properties with cross access easements if the parcels are under separate ownership, so that no property is developed in isolation, without consideration for its place in the overall plan.

D. Planned Business Park Flex

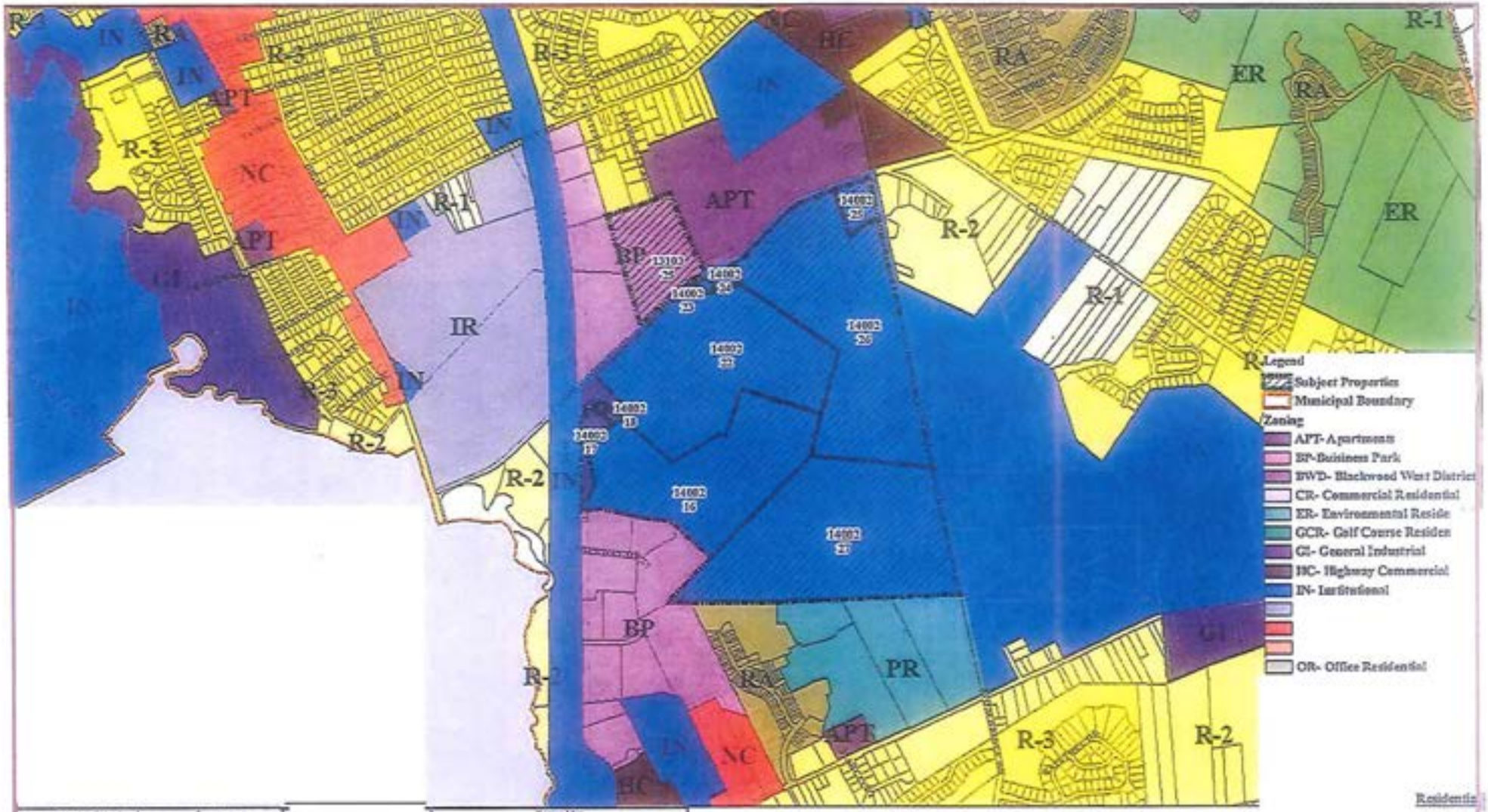
The new Business Park Flex Overlay is proposed for lands north of the existing Business Park zone along Orr Road (Freeway Court). The property is constrained by the presence of freshwater wetlands, but substantial developable lands exist. As a result of the location of wetlands and associated buffers the property does not have good visibility from the existing roadway network. This inhbits the ability to develop the property with retail and service uses, but makes it ideal for large scale buildings for warehouse or light industrial uses similar to those located to the south, or with a commercial recreation facility. These types of uses require large land areas, and lower visibility is preferred since the scale of the buildings make is difficult to provide detailed and expensive architectural façade treatments. It is recommended that when designing the sites that green building features be incorporated. Access to this area will be gained by extending Triangle Lane off of Freeway Court. Ultimately, with permitting from NJDEP for a wetlands crossing, it would be possible to connect Triangle Lane with the proposed Camden County College campus road as shown on MAP 2. The proposed overlay is included as Appendix B.

VII. DESIGN STANDARDS

The Land Use Plan imagines the transformation of the Camden County College properties and the surrounding area to create an inviting entry into the Township from the new Route 42 interchange, to ensure a dynamic local economy, and to connect the College campus to the rest of the community. The following design principles must be applied to all sites within the study area.

- Sidewalks must be installed along all streets. Wider sidewalks (8 feet) are recommended along blocks proposed for retail or service uses.
- Textured pavement is required for crosswalks in order to slow traffic and create visual interest.

- Street trees are required at 50 foot intervals along main access drives and new streets. The recommended trees are Little Leaf Linden and Japanese Zelcova.
- Light fixtures should be pedestrian scaled and consistent throughout the area. The Township and the College should work together to establish a standard.
- Trash enclosures must provide sufficient space for garbage and recyclables. The enclosures must be constructed of materials to match and compliment the primary building.
- A coordinated way-finding signage program is recommended throughout the area to present a unified appearance and to direct people to their destinations.



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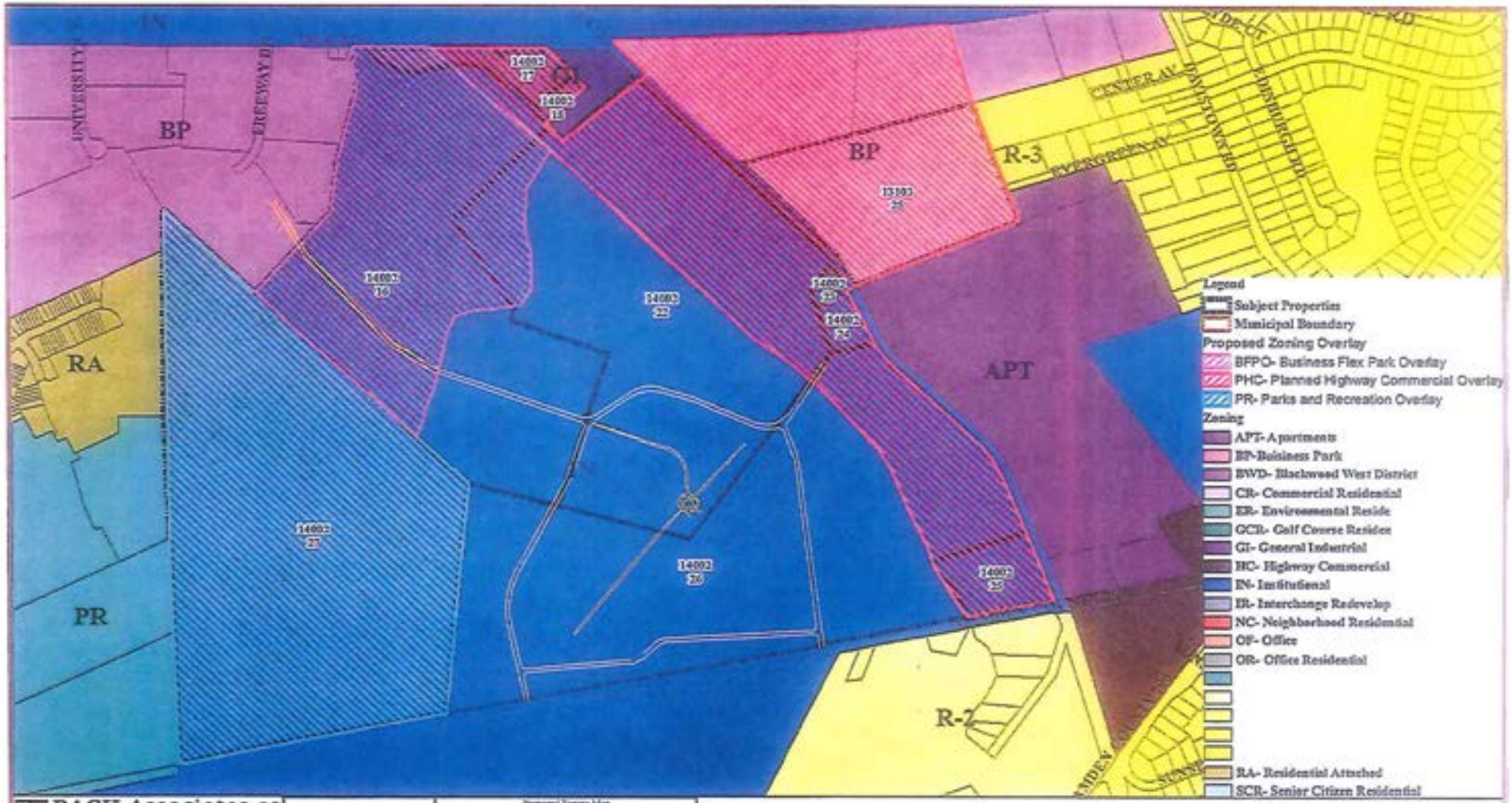
Zoning Map
Borough
Parcel Data Camden County Planning Department
Parcel Data Camden County Assessor and Voorhees Surveyors dated May 10, 2006
Scale 1"=1000'
Date August 18, 2010
Revised
Sheet No.1

Lots: 14, 17, 19, 21, 23
Block: 13102, Lot: 25
Approximately 213 AC


PARKS & RECREATION
78.75 ACRES
PLANNED HIGHWAY
COMMERCIAL
OVERLAY
DEVELOPABLE AREA:
19.46 ACRES
DEVELOPABLE AREA:
22.71 ACRES
PLANNED HIGHWAY
COMMERCIAL
OVERLAY
49.26 ACRES
BUSINESS PARK
FLEX OVERLAY
46.14 ACRES
DEVELOPABLE AREA:
27.37 ACRES



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South Harrison Township
Gloucester County, NJ

Proposed Zoning Map