



CAMDEN COUNTY COLLEGE MASTER PLAN UPDATE 2017

JANUARY 2018

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PRESIDENT'S MESSAGE

Camden County College (CCC) is one of the largest, most comprehensive community colleges in New Jersey and surrounding region and is a vital resource for transfer education, workforce training and cultural event. Its four distinct campuses in Blackwood, Camden, Cherry Hill, and Lakeland share the common mission of providing accessible, affordable higher education and occupational study to all who can benefit.

The College ranks among the Nation's top 100 community colleges for overall associate's degree completion and among the Nation's top 10 for associate's degree completion in education. CCC ranks among the top 100 in associate's degrees completed by African-American students, Asian-American students and non-minority students and also ranks in the top 50 for associate's degrees completed in registered nursing, nursing administration, nursing research and clinical nursing; health professions and related programs; and science technologies/technicians.

All who study, visit, or work at the College find comfortable, safe and attractive settings. These settings sustain a vibrant academic community that is characterized by imaginative teaching, caring student services, energetic management and collegial discussion of diverse ideas and opinions.

Into the future, Camden County College will continue to enhance the quality of life in Camden County and beyond by preparing students to live, work and thrive in a global economy. The College will further fulfill its responsibility to the citizens of Camden County and New Jersey by continuing to create a skilled and stable local workforce; encourage enlightened civic engagement; provide an avenue of social mobility; and serve as a destination for cultural and recreational activities.

PREFACE

The Master Plan Update 2017 represents the most current revision of the 2014 Update. This update has been created with support from the Camden County Improvement Authority (CCIA) and the College and the plan remains consistent with the vision and goals as presented by the original comprehensive 2001 Master Plan.

This document assesses the progress made in comparison to the 2014 Update goals. In addition, new three year goals and objectives are proposed that are in line with the 2017 - 2020 College Strategic Plan. An annual plan assessment will be conducted to evaluate accomplishments and to identify any required modifications of project objectives.





EXECUTIVE SUMMARY

Camden County College (CCC) is one of the largest, most comprehensive community colleges in New Jersey. The College is a vital resource for associate and transfer education, workforce training and cultural events. Camden County College is committed to the common mission of providing accessible, affordable higher education and occupational study to all who can benefit.

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. The College is represented by four (4) locations, which collectively encompasses over a million square feet of building space and 315 acres of land, making it one of the largest of any community college in New Jersey. The Blackwood Campus is located within a traditional collegiate setting and provides the majority of the College's programs. The Camden campus focuses on an urban mission to support economic development of the City and County through numerous degree courses, GED Programs, workforce education and training. The William G. Rohrer Center in Cherry Hill provides academic degree completion programs serving the northern end of Camden County. The Regional Emergency Training Center (RETC) in Lakeland is the primary location for the fire and police training in the South Jersey area.

In order to create a strategy for future renewal, replacement and development of facilities at each location Camden County College initiated a master planning process beginning with its 2001 Master Plan. This Plan laid out a broad based facilities vision and goals for the College after a collective outreach for input from the community. A 2004 updated plan provided a cost estimate which further outlined specific projects and financing requirements that were used as the underlying support helped an \$83 million capital initiative to transform the Blackwood Campus in multiple phases. As a result, the College has made great strides in improving and constructing many academic and administrative buildings, vehicular roads and parking, pedestrian walks, and gathering spaces. In 2013 and 2014 the Master Plan was updated to incorporate the impact of successful facilities improvements and to identify additional areas needing attention.

The 2017 Plan Update is built on the accomplishments of the prior plans and is in line with the new College mission and goals. In addition, the Plan goals and projects are linked to other College plans and programs, in particular academic programming, enrollment initiatives, technology plan, and the emergency plan. Last, but not least, the Plan requires tie in with the annual Budget plan.

Overall, the College's facilities are in very good condition as a result of the implementation of the many facilities development recommendations laid out in vision and goals of the 2001 Master plan.

CCC overcame many challenges over the past several years, many of which still exist today. In particular, the College has experienced an extended decline in enrollment increasing the importance of improving facilities operational efficiency and accommodating new partnerships (as another source of revenue). The College has had to address the long delayed costs of deferred maintenance. While the County has been supportive with providing much needed funding sources for the facilities projects, this financing is limited and requires judicious planning. In particular, most of the transformation funds have been spent. Overall, a higher level of volatility in the higher education market has made long term planning difficult. As such, the College has continued with the practice of generating a short-term Master Plan Update (every three years) in place of a comprehensive plan.

A major development early in 2017 was the College entering into a shared service agreement with the Camden County Improvement Authority (CCIA) to provide the much needed construction project expertise and facility operations management to achieve the stated goals and projects.

The project accomplishments have been significant since the Master Plan Update in 2014. These include:

- Renovation and construction of the Taft Hall One Stop Student Services Center
- HVAC upgrades for Truman, Washington, and Camden CTC buildings
- Energy efficiency upgrades at various campuses
- Implementation of a preventative maintenance plan
- Numerous classroom and facilities upgrades and improvements
- Renovations at Polk Hall (Cooper Family Medicine and Behavioral Health Offices)
- Renovations at Jefferson Hall (Rutgers School of Health Professions)
- Renovations at Truman Hall
- Redesign of the Library at Wolverton Hall to student services

After undertaking an assessment of the 2014 Master Plan Update, including a review of the aforementioned projects and an evaluation of future facilities requirements following consultation with College staff, a new 2017 Master Plan Update Goals has been developed for the next three (3) years that is consistent with the 2017-2020 Strategic Plan:

1. Design and construct safe and aesthetic spaces for teaching and learning based on academic and workforce needs of the College community, including partnerships
2. Demolish unusable facilities
3. Create and maintain accessible outdoor and indoor assembly areas for students and community
4. Support improvements in athletic facilities consistent with new and existing programming
5. Provide high level of technology support for academic programs and student services
6. Maintain and develop facilities in a safe, compliant (regulatory) and fiscally responsible manner, including active management of a preventative maintenance program
7. Maintain a high-level of facilities accessibility; increase student mobility to and from the College locations
8. Develop and promote investment in sustainability, including energy efficiency improvements
9. Continue to explore public/private partnerships to assist in maximize space utilization and potential land development
10. Ensure an emergency ready infrastructure

In line with these goals, the College's facilities projects over the next three (3) years will focus on:

- Continuing with the execution of the Preventative Maintenance Plan, including both the implementation of deferred maintenance projects and regular maintenance work
- Investment in infrastructure (Roosevelt, Washington roofs)
- Facilities renovations to accommodate academic and athletic requirements (Lincoln Hall, Papiano Gymnasium)
- Demolition of the Wilson Complex
- Support the building of the Camden Joint Health Center
- Upgrading of the student center facilities, including the cafeteria at the Community Center
- Ongoing classroom upgrades and other teaching/learning facilities with cosmetic, wellness and technology improvements
- Ongoing implementation of energy efficiency improvements, including LED lighting and energy management controls
- Improving signage and wayfinding at the Blackwood and Camden Campuses
- Upgrading fire and life safety systems, including the installation of an expanded emergency generator
- Research the feasibility of the implementation of a permanent shuttle between campuses
- Execute public/private partnerships that are synergistic to College mission
- Expand on site storage capacity

The successful completion of the facilities projects is contingent on ensuring the necessary funding sources, specifically Chapter 12 funding, County capital institutional funding, state grant funds (Go Bonds, HETI).

Due the constantly changing environment, the College continues ongoing reevaluation of project priorities in response to changing conditions. The Master Plan will be reviewed on an annual basis to validate project plans and timing to ensure alignment with College goals.

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. This Master Plan Update complies with the Mission, Vision, Values, Vision and Goals set forth in the 2017 Strategic Plan.

Mission

Camden County College is committed to the success of a diverse student body through collaborative engagement that provides high quality, accessible and affordable education. The College is responsive to the needs of the community through continuous enhancement of its programs and services.

Vision

Camden County College will be a gateway to opportunities for students to achieve their full potential and to meet their academic and career goals.

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:

- Academic excellence
- Accountability
- Goal attainment
- Integrity
- Respect for individuals
- Student-centered (focused) decision making
- Student learning

Goals

- Provide accessible and affordable educational opportunities
- Foster student success through high-quality learning experiences and support services
- Respond to the needs of labor force, collaborative partners, and community members
- Develop and manage institutional resources focused on supporting student success and organizational effectiveness

In order to meet these goals, the College must have a Master Plan in place to create the strategy for future renewal, replacement and development of facilities at each College campus location.

Master Plan goals for the College are:

1. Design and construct safe and aesthetic spaces for teaching and learning based on academic and workforce needs of the College community, including partnerships
2. Demolish unusable facilities
3. Create and maintain accessible outdoor and indoor assembly areas for students and community
4. Support improvements in athletic facilities consistent with new and existing programming
5. Provide high level of technology support for academic programs and student services
6. Maintain and develop facilities in a safe, compliant (regulatory) and fiscally responsible manner, including active management of a preventative maintenance program
7. Maintain a high-level of facilities accessibility; increase student mobility to and from the College locations
8. Develop and promote investment in sustainability, including energy efficiency improvements
9. Continue to explore public/private partnerships to assist in maximize space utilization and potential land development
10. Ensure an emergency ready infrastructure

All four (4) campus locations are currently well-positioned in meeting many of the Strategic Plan goals due to major infrastructure upgrades associated with the original 2001 Master Plan.

Overall, the facilities of the College have improved, due to the clear vision and goals established in the 2001 Facilities Master Plan, the strong financial commitment of the County, and the successful project management and execution by the administration.

The Blackwood campus represents a traditional collegiate setting and provides the majority of the College's academic, certification, and enrichment programming. The campus consists of many upgraded, new buildings and as a result of an \$83 million Transformation Initiative investment. Areas of improvement include infrastructure maintenance, upgrades/renovations to the Papiano Gym and Lincoln Hall, demolition of the Wilson complex, continued physical and technological upgrades to classrooms, energy efficiency improvements, better signage and wayfinding, and improved emergency management capability.

The Camden campus focuses on an urban mission to support economic development of the City and County through academic, Gateway, ABS programs in addition to workforce education and training. The campus consists of the CTC and College Hall buildings, the former including a parking garage. Projects include realignment of College Hall classroom and labs with the departure of the Rowan relationship and infrastructure maintenance and improvements.

The Cherry Hill Rohrer Center provides academic and certification programs and consists of one building constructed in 2000. Future capital projects will center on increased visibility and signage in addition to possible classroom modifications to accommodate any change to the Center's mission.

The Regional Emergency Training Center (RETC) is located in Lakeland and serves the continuing education needs of local fire, police and emergency medical services. Any future improvements will be focused in maintaining the current infrastructure.

KEY POINTS of Section 1.1:

- ❖ The Master Plan Update is consistent with the 2017 Strategic Plan.
- ❖ The conditions of the facilities have improved due to clear vision and goals.
- ❖ Ten (10) campus goals have been identified for the next three (3) years.

DREAM. LEARN. PROSPER.

1.2 Campus Planning Process

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. The individual project must still meet the overall goals and mission of the College.

The three (3) key reasons for developing a campus master plan for Camden County College are summarized below:

- Strengthen identity and image
- Ensure physical development to be in line with strategic plan mission and goals
- Provide a flexible framework to guide short-term and long-term physical development in concert with its academic goals

Master Planning Process

Master Plan 2001

Comprehensive plan prepared for major campus improvements. The campus planning process used a consensus building approach that involved the stakeholders that are part of the campus. Involvement included conducting student, faculty and administrative surveys, holding focus group sessions, and organizing a steering committee.

Achievements: 2001 – 2004

- Blackwood preparatory projects completed.
- CTC/Parking garage building completed in Camden.
- Identified need for specific construction projects and financing.

Master Plan Update 2004

Specific project plans outlined in line with 2001 Master Plan and financing requirements were delineated, including creation of the \$83 million Transformation Initiative (TI).

Achievements: 2004 – 2008

- Jefferson Hall renovated (TI).
- Madison Hall renovated (TI).
- Connector building constructed (TI).
- Camden Conference Center constructed.

Achievements: 2008 – 2013

- Construction of Ring Road, parking and Campus Walk at the Blackwood Campus (TI).
- Assumed responsibility of Regional Emergency Training Center.
- Construction of new Halpern/Science building (TI), including classroom and lab upgrades to improve space and technology use.
- Planned rehabilitation of athletic fields deferred (TI).
- Comprehensive energy audit completed, including need for major HVAC upgrades.

Master Plan Update 2013: New projects included in the following development of a preventative maintenance plan.

Achievements: 2013 – 2014

- Helen Fuld building (new Roosevelt Hall) renovated for administrative offices.
- Opportunity identified for participation in a Camden Allied Health facility.

Master Plan Update 2014: New projects included participation in the financing and construction of a Camden Allied Health facility.

Achievements: 2014 – 2017: Most of the Transformation Initiative was completed. The College entered into a new CCIA partnerships to improve planning and execution of facilities projects and operations.

- Completion of Taft One Stop Center (TI).
- HVAC upgrades for Truman, Washington, Jefferson, and Camden CTC buildings.
- Facility upgrades to support new College partnerships (Cooper Health, Rutgers Nursing, Rutgers SHP, NJCAP, and LRC).
- Wolverton upgrades including reconfiguration of Library.
- Implementation of a preventative maintenance plan.
- Energy efficiency upgrades.
- Significant classroom and facilities improvements to improve appearance, space use and access to technology.

Master Plan Update: 2017 – 2020

The Master Plan Update 2017 is in line with the three-year College Strategic Plan. The comprehensive plan has been deferred to the future due to the current volatility of the external and internal environment.

KEY POINTS of Section 1.2:

- ❖ Reasons for developing a campus Master Plan are identified below:
 - Strengthen identity and image
 - Ensure physical development in line with strategic plan mission and goals
 - Provide a flexible framework to guide short-term and long-term physical development in concert with its academic goals.
- ❖ The College master planning process can be traced back to the comprehensive 2001 Master Plan, which has been updated in 2004, 2013 and 2014.
- ❖ The Master Plan Update 2017 is in line with the College's 2017 – 2020 Strategic Plan.

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 the City 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 1947 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. As a result of various cooperative partnerships with public school districts, private schools, colleges and universities, many buildings throughout the campus are shared with other institutions/entities. Taft Hall has been renovated to become a One Stop Student Services Center. This fully networked site helps make it easier for students to register, to receive academic guidance, and to apply for financial aid. Following demolition of the Wilson building complex, the Blackwood campus will have seventeen (17) buildings of varying age and condition that provide approximately 654,000 gross square feet of used to house these programs.

Camden County College has been successfully working to consolidate buildings and services to provide a more effective and coherent environment since the 2001 Master Plan was proposed. Based on the 2014 Master Plan Update, 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 (3) different buildings.

In 2013, the Kevin G. Halpern Hall for Science and Health Education was completed, which now supports all science and health care labs that were previously scattered between various buildings on campus. 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 faculty administrative offices for each of the programs located in the building, adjacent to or in close proximity of the classrooms and labs.

In 2015, in order to increase efficiencies and centralize all administrative functions, the College relocated the business administration offices from the Wilson buildings to the new Roosevelt Building. In addition, during that same year, the College completed the 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 provide an all-inclusive “One Stop” for student services along with general classrooms.

Additional renovations to Jefferson Hall and Wolverton Library were recently completed to allow for the Wilson Center complex to be vacated. These buildings are beyond their useful life and scheduled for demolition in 2018.

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 in the immediate area: 1) Rutgers University; 2) Camden County College as well as the expansion of medical facilities spearheaded by Cooper Hospital. The Camden Campus consists of two multi-story buildings:

- **College Hall:** Constructed in the early 1990’s, at the foot of the Benjamin Franklin Bridge, providing convenient access, College Hall is a five-story classroom and office building that occupies about half of a city block located at Cooper Street and Broadway. College Hall has had little infrastructure changes and contains much of the original equipment that has reached or will be nearing the end of its useful life.
- **Camden Technology Center (CTC):** Constructed in 2004, CTC is a technology-rich classroom building, across the street from College Hall, with a 632-space parking facility, that serves the College and other local patrons, located 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. There is also a Barnes and Noble University District Bookstore servicing students of CCC, Rutgers and Rowan.

William G. Rohrer Center – Cherry Hill

The William G. Rohrer Center is a single-building located in a suburban environment at the heavily travelled intersection of Springdale Road and Route 70. The two-story facility opened in 2000 and contains 12 classrooms, conference space, bookstore, cyber-café, library and administrative space. This additional location has grown with increasing selection of curriculum offerings to better serve the Cherry Hill area and northern part of Camden County. Given the limited number of classrooms, the construction of an addition, and improvements to the existing building infrastructure, would be necessary to provide additional College courses and accommodate future growth. Essentially, the Center remains as constructed in 2000 with the exception of the expanded computer 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 2013, 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 fire training grounds 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, consisting 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 is a premier training site for County fire, police and emergency medical personnel. When the College accepted management of the County Police Academy earlier in 2013, 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.

KEY POINT of Section 2.1:

- ❖ Camden County College consists of four locations: Blackwood Campus, Camden Campus, Rohrer Center in Cherry Hill, and the Regional Emergency Training Center in Lakeland.
- ❖ College owns approximately 20 acres of land for future development.
- ❖ The Blackwood campus is the College’s most comprehensive in terms of available services and facilities.
- ❖ Wilson Complex demolition will generate further developable land.



Blackwood Campus



College Hall – Camden Campus



Camden County Technology Center (CTC) – Camden Campus



**Regional Emergency Training Center
RETC - Lakeland**



**William G. Rohrer Center – Cherry Hill
Campus**

2.2 Existing Facilities Conditions

The physical condition of the facilities has improved over the years with the completion of several significant projects that addressed past-deferred maintenance repairs and needed improvements. The College is committed to the mission and goals, which include continued investment in its infrastructure. The older (1947 through 1970's) buildings are in poor condition with a range of building infrastructure concerns, including insufficient building insulation, old windows, outdated interior finishes, obsolete environmental, mechanical equipment and other building systems. Significant efforts to improve these issues have been made and must continue for long-term use. The buildings constructed after the mid-1980's are in fair condition and have varying conditions that should be further evaluated and potentially improved or upgraded. In addition, the College has been working to increase storage space by consolidating useable furniture and/or disposing of old furniture and equipment, which is no longer needed and beyond its serviceable life.

The College has been working to correct previously identified inefficiencies, replace defective building infrastructure and make improvements to the facilities.

The following is a summarized evaluation of the areas in need of improvement for each campus/location. Although improvements have been made in many areas, this evaluation is not considered all-inclusive as the College administration continues to assess these items:

Blackwood Campus

Physical & Infrastructure

- In the last several years, over forty (40) rooms have been retrofitted with the most current technology using ELF and Perkins funding, including data cables, LCD projectors, and touch-screens. The College will continue to update rooms as financing becomes available.
- Various classrooms require improvements to provide sufficient technology resources; including electrical and technological infrastructure upgrades to support installation of integrated video projection equipment and internet communications.
- The College has made improvements to address cosmetic deficiencies for classroom, labs and bathrooms and will continue as funding permits.
- A series of HVAC system improvement projects have been completed in recent years for Truman Hall, Washington Hall, and Jefferson Hall buildings. With continued investment in preventive maintenance work, future needs may be realized.
- Additional computer labs and computer instructional facilities have been created to meet demand; however, more are needed.
- 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. Further evaluation of the future academic needs should be done to determine appropriate changes and improvements that may be required.
- The College has worked over the past few years to create larger classrooms for the educational environment that is more modular in design, thus permitting expansion and contraction of educational space, as needed, based on academic requirements.

- The continuing education occupational skills training program has been relocated to the Blackwood campus to address the lack of dedicated training facilities and to provide more space for both credit and continuing education programs.
- Several building roofing systems have reached or are beyond their useful life and require replacement. The College is scheduled to replace two (2) locations, Washington and Roosevelt Halls. Continuing maintenance and further evaluation campus-wide is needed to establish a plan for future replacement.
- Lincoln Hall has many infrastructure and educational-use issues related to instructional lab and art facilities. Many building elements and mechanical equipment and systems, are in poor condition, and are beyond their serviceable life. The College is currently weighing options to undertake significant upgrades and improvements of Lincoln Hall, following the completion of an academic study.
- Although a number of buildings are supported by back-up generators, the College is looking into ways to improve its emergency readiness by increasing the generator capacity.
- The Papiano Gymnasium building was constructed in 1974. The natatorium, which was taken out of service, remains available for repurposing.
- In 2017, the basketball court was resurfaced to improve the playing surface.

Outdoor Athletic/Recreational Areas

- The outdoor athletic/recreational facilities should be reconfigured and upgraded to support long-term use. Given the increased demand for athletics, the program should be rejuvenated to provide activities in-line with competing community colleges. Interim improvements are being undertaken in order to improve field conditions and quality of play that meets standards.
- Both boys' and girls' baseball/softball fields require improvements to the play area surfaces, including proper drainage systems, irrigation and turf restoration.
- The girls' softball field requires a dugout and fencing modifications to improve player safety and functionality that meets standards for collegiate play.
- The boys' baseball field requires fencing modifications at the dugouts to improve player safety and functionality that meets standards for collegiate play.
- The track remains unsuitable for long-term use, does not meet regulations and should be replaced. The baseball, softball and soccer fields have had some improvements over the years.

Campus 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 (Ring 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 by parking facilities adjacent to Peter Cheeseman Road. One large isolated parking lot adjacent to Lincoln Hall provides some parking for the western portion of the campus.

- Polk Hall accessibility has improved with the installation of designated handicapped parking areas.
- Due to a decline in enrollment, the prior recommendation of developing a multi-level parking structure at the Blackwood campus has been deemed infeasible at this time; however, in the event enrollment improves in the coming years, this should be considered.

Camden Campus

Facilities in this location include two (2) buildings which are located on the same street, adjacent to each other. College Hall is a five-story classroom building and the Camden Technology Center (CTC), is a technology-rich classroom building with a 632 space parking garage.

Physical & Infrastructure

- College Hall and CTC have limited storage space for custodial supplies and equipment. Efforts to consolidate have been made and will continue.
- The buildings at this location currently do not have emergency generators, and although it is not required, the College is considering options and cost implications of adding emergency power in the future to provide continuous uninterrupted services.

College Hall

- The facility's effective use of technology in the classrooms will be assessed based on current and future resources and academic needs.
- The office space, classrooms, and student interaction areas will be further evaluated for improvements based on enrollment and future needs.
- Video projection equipment and integrated communications are being expanded, as funding permits, and electrical and technology infrastructure will be replaced to accommodate this improvement as required.
- Classroom resources have been improved recently and should be continued based on assessment and availability of capital funding.
- Cosmetic deficiencies have been done, including painting and ceiling repairs, since the last update and should continue given available funds.
- Deferred maintenance that can reduce the comfort and quality of many spaces throughout College Hall has been a challenge. The College has been utilizing an outside service company to correct deficiencies since the last update, including HVAC controls, equipment replacements and improvements and focuses on high priority items.

CTC

- In addition to classrooms and parking garage, there is a full-service conference center, auditorium and catering hall at the ground level that is available for private and corporate rentals.
- The parking garage is situated above the occupied space of the College and the second floor deck of the structure acts as the roof to protect the interior space of the building. The College recently made surface repairs to this level to address many leaks; however, significant additional maintenance repairs are needed to continue to protect the interior space and to prevent damage to other structural elements of the building and garage deck surfaces.

- The growth of literacy training at this location 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, additional facilities to accommodate expansion of this program will be further evaluated.

The College has been working to improve technology and infrastructure. Recent upgrades include new backbone cabling and fiber optics to improve bandwidth, adding wireless transmitters to improve coverage, virtualizing all servers for redundancy, computer and network upgrades. Many pieces of audio/visual equipment have been recently replaced and will continue as funding permits.

William G. Rohrer Center

Physical & Infrastructure

- A two-story building is on an eleven (11) acre site and was originally constructed as an advanced technology training campus for continuing education.
- There are many classrooms with computers and digital projectors, cyber café, Barnes & Noble Bookstore, and various open spaces for students to gather and study.
- Given the current enrollment status, the academic mission and use of the Rohrer Center is being re-evaluated. As a result, the additional instructional space, computer labs and computer instructional facilities previously noted may not be appropriate at this time.
- The Rohrer Center and site was originally designed and constructed with the future plan of doubling the initial space with a second building or annex. Underground infrastructure is already in-place to accommodate the annex. Any future plans for expansion will be dependent on academic plan evaluation and financing options.
- This building has an emergency generator that provides limited power for the requisite number of lights for egress purposes in the event of a power outage. The existing generator was installed during the original building construction and the College aims to increase the size of the generator to provide full building power for lighting and HVAC equipment.

Regional Emergency Training Center (RETC)

In 2013, the College acquired the County Regional Emergency Training Center, which was constructed in 2006. This facility generally is in good condition; however, recent evaluations reveal some work is needed.

Physical & Infrastructure

- The Training Center is situated on 31-acres.
- There are several buildings on site, including the main building, which houses classrooms, offices, a conference center and fire training garage facility.
- The fire training grounds, storage buildings, burn and smoke house, encompass the remainder of the site.
- Overall, the condition of this facility is good.

- A minor roof repair is scheduled for completion in 2018.
- This state-of-the-art facility offers classrooms, hands-on instruction and certification courses available to police, firefighters, emergency medical technicians and other first responders. The site houses both the Camden County College Fire Academy and the Camden County College Police Academy.
- The RETC's environmentally safe features include a burn building, a smoke house, a self-contained breathing apparatus maze, confined-space simulators and various props.
- Other amenities, within the main building, utilized by the College, which may be rented by private- and public-sector organizations for their own conference and training needs, include classroom space, meeting rooms, a 160-seat auditorium, a lobby art gallery and a lounge. Capabilities include computing, remote learning and Wi-Fi as well as catering services.
- The main building constructed in 2006 is in good condition; however, the College has been working to improve cosmetic deficiencies since the building was acquired.
- Building deficiencies have been identified and have been addressed with some improvements and will continue, as the future technology changes and as available funds permit.
- Various HVAC, plumbing and electrical deficiencies, as well as potential energy efficiency improvements, have been recognized and the College has been and will continue to address them on a priority basis given available funds.
- The burn and smoke houses consisting of self-contained breathing apparatus, maze, confined space simulators and various props which require minimal maintenance and repair; however, further assessment will be done.

KEY POINTS of Section 2.2:

- ❖ Due to planned investments in infrastructure, the overall facilities conditions are good.
- ❖ Additional facilities upgrades will be required for specific buildings and locations.
- ❖ A progressive preventative maintenance program has been implemented to address facility-related deficiencies. Going forward, this effort will have to be continued to prolong the life of buildings and associated HVAC systems.
- ❖ Future building renovations will be based on the academic requirements.
- ❖ Lincoln Hall has many infrastructure and educational-use issues and an academic study is needed.

2.3 Partnerships

The College and Rutgers University have developed a mutually supportive relationship to expand degree completion for students. The Rutgers University New Brunswick and Newark partnership is strong and continues to enhance the Bachelor of Science Nursing Degree program. The Rutgers School of Health Professionals (SHP) recently transferred its Physical Therapy and Psychiatric Rehabilitation programs from Stratford to the Blackwood campus. It is anticipated that articulation programs will be established between Rutgers SHP and the College. All these initiatives are projected to increase lease and enrollment revenue for the College. Current programs are housed in Jefferson and Truman Halls.

The College will be part of a Joint Health Science Center being advanced by Rowan University/Rutgers Camden Board of Governors in Camden. This center will focus on educating and training the residents of Camden in health care. Proposed programs include surgical technology, certified nurse aide, multi-skilled technician, certified medical assistant, patient care technician and certified medical assistant.

The College has established new grant based relationships with New Jersey Child Assault Prevention (NJCAP) and the Learning Resource Center that will result in a new stream of lease revenue, expanded shared services and new programming. These programs are based in recently renovated Wolverton Hall.

Polk Hall was repurposed as the Cooper Family Medicine Office as a managed-care facility open to all in servicing health care needs.

Camden County College and Brookfield Academy, an alternate education school, partner to provide a "transition to college" program on the Blackwood Campus for 11th and 12th grade students who find difficulty in succeeding in the traditional high school setting. Students take high school and college courses during the school day and transition to Camden County College upon graduation. Classes are held in Truman Hall.

Y.A.L.E. School, serving students up to 21 years of age with social and learning disabilities, leases space on at the Cherry Hill Rohrer Center.

KEY POINT of Section 2.3:

- ❖ The College relies on major symbiotic partnerships for an important source of revenue. As such, the College has developed the necessary facilities to house these programs.

2.4 Open Space Network

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

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.

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 the College community that encourages student

connectedness to the college and, in the long term, retention of the student body.

The other campus locations, in Camden and Cherry Hill, have limited open space areas available for student activities. The College will be considering options to improve open space at these locations.

KEY POINT of Section 2.4:

- ❖ The College has developed attractive gathering spaces on its main Blackwood campus.
- ❖ The College plans to research open space options at its other locations.

2.5 Accessibility

An accessible campus is one that accommodates the widest range of potential uses including people with mobility, visual or auditory impairments or other special needs. It includes not only accessible buildings but also accessible landscapes, transit, communication and information systems.

Camden County College, as a higher education institution is considered a (Public Accommodation) under the Americans with Disabilities Act (ADA). Beginning on January 26, 1992, all higher education entities were to begin the process of identifying and removing barriers that are considered “readily-achievable”. The United States Department of Justice (DOJ) requires the readily achievable removal of barriers, even if new, accessible buildings are constructed.

The Department of Justice lists examples of readily achievable barrier removal of the following exterior improvements:

- Installing ADA compliant ramps
- Making curb cuts in sidewalks and at entrances
- Widening doors
- Installing accessible door hardware
- Creating designated accessible parking spaces
- Visual strobe lights for hearing impaired or deaf individuals

Camden County College’s website describes in some detail the accessibility of various buildings in all campus locations, so that visitors and members of the College community know what to expect before arrival.

Each facility’s use, location, and prominence in campus life should factor into the equation when prioritizing accessibility improvements. Priority should be placed on buildings with the highest use by students, faculty employees and visitors.

The highest priority of these buildings for achieving barrier removal, are there with highly public functions. In particular, those one-of-a-kind structures which serve functions that cannot readily be moved to another venue.

Examples at the Blackwood location/campus include Lincoln Hall – Dennis Flyer Memorial Theater, Taft Hall – Student Center Services, Otto R. Mauke Community Center and Wolverton Library. Since the College’s resources are not limitless, priorities must be assessed in terms of which barriers are eliminated first.



Lincoln Hall has limited wheel chair accessibility due to the varying finished floor elevations. The installation of a wheelchair lift is planned and should be incorporated into the building improvements, accordingly. Other buildings have varying levels of accessibility and will be evaluated for updating.

The Department of Justice makes suggestions, not mandates, on which types of barriers should be addressed first. Top priority is getting all individuals through the door utilizing physical means that are efficient and that respect the dignity of individuals with disabilities. The next priority is providing access to public goods and services, then providing access to restrooms, followed by access to other public facilities.

According to Title III Section 4 of the ADA, a “readily achievable” barrier removal refers to one that is “easily accomplishable and able to be carried out without much difficulty or expense.” Issues which may affect whether or not barrier removal is “readily achievable” include the cost of the action in relation to the institution’s financial resources, number of employees, and the number and type of the institutions other facilities.

Also, when existing buildings are renovated or new facilities are built, not only the building, but also the immediate site must be made as barrier free as possible in accordance with the Americans with Disabilities Act (ADA).

KEY POINTS of Section 2.5:

- ❖ Accessibility by the College community to campus locations is important.
- ❖ The College has made great strides in improving accessibility.
- ❖ More work is required in this regard.

2.6 Sustainability

Camden County College is committed to improve, to conserve and to enhance our environment by practicing sustainability while creating healthy living through interactive learning, social involvement, and ongoing research. In the spirit of this effort, the College Board has established a Green Initiative Program in 2010 consistent with the best sustainability practices of higher education and our colleagues at Camden County.

The stated goals of this initiative included:

- Exceeding the requirements of all environmental regulations.
- Develop operating policies, programs, and curriculum to implement a viable environmental policy.
- Ensure that College community understands and takes ownership of sustainable practices.

To further these goals, a Green Initiative Committee (Green Team) was formed from a diverse group of individuals to encourage active participation from all facets of the College in the active pursuit of sustainability.

Green Initiative accomplishments include: campus-wide recycling program, switch to green certified cleaning products, 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 of paper files and the review of all construction projects to encourage discussion of alternate material/methods with the focus of reducing the carbon footprint of the College.

Transformation projects since 2004 have brought many energy savings and environmentally friendly changes to the (4) four location of Camden County College. These projects led to the upgrading of older buildings, roads, grounds, infrastructure, and mechanical systems, resulting in adding 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 and put on a timer, with a projected energy savings of 70%
- Materials from asphalt and concrete paving to metal scrap are all recycled reducing solid waste disposal significantly
- Replacement of an aging, energy wasting electrical infrastructure with a modern energy efficient electrical system
- Inviting outdoor leisure areas are designated 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
- High-voltage electrical service replaced the original overhead service
- These energy management initiatives reduce lighting and HVAC energy consumption
- Commitment to the purchase of renewable, reusable, recycled material
- Electric Charging Stations to provide convenience to visitors.

With the construction of the New Science and Classroom Building (Halpern Hall) in 2013, It was determined that the goal was to create a building using processes that are environmentally responsible and resource-efficient throughout the building's life-cycle and work to achieve a minimum of a Silver LEED (Leadership in Energy and Environmental Design) certification. Upon completion of the project the building received Gold status. The College continues to implement energy conservation measures and green design applications in all renovations, retrofits and reconstruction projects where possible.

The 2014 Campus Master Plan Update provided the College with the opportunity to further develop its green initiatives and support sustainable energy efforts. Implicit in the plan was the goal of promoting environmental stewardship and reducing the College's carbon footprint. The Campus Master Plan 2017 will bring the College innovative and sustainable buildings and landscapes designed to serve today's generation while respecting the needs of future generations.

As part of our sustainability initiative, the following 2017 Energy Management Plan for each location (campuses) contains initiatives of sustainable design shared with the Camden County Sustainable Plan for 2018. The overall organization of the campus plans is rooted in sustainable design principles.

The Key Sustainability Goals for the College for the 2017 Update Master Plan are as follows:

- Commitments: Sustainable policies and commitments by board, faculty, staff and students.
- Climate Change & Energy: Energy efficiency, conservation, emission reduction renewal energy usage
- Green Building: Campus-wide green building guidelines and designs for new and existing structures
- Food & Recycling: Sustainable dining service policies, including recycling
- Student Engagement: Student participation in sustainability initiatives
- Transportation: Support alternative transportation for College community
- Community: Establish partnerships to promote sustainability
- Outreach: Promote sustainable practices

KEY POINTS of Section 2.6:

- ❖ The College has a strong multi-faceted record of embracing sustainable practices.
- ❖ The College works closely with its Camden County Sustainability partners.
- ❖ Going forward, the College is committed to promoting and implementing sustainable initiatives.

2.7 Signage and Wayfinding

Signage on Camden County College's locations/campuses should be used to orient visitor inclusive of service vehicles for college/educational purposes. It should be simple, purposeful and provide visual communications.

As a result of the completion of several building projects over the past years, many interior directional and room identification signs have been changed or added. There are many styles with different features throughout the campuses. Collectively, the method, of providing information and direction, is inconsistent and a uniformed standard should be implemented. In addition, recent changes to the existing vehicular signage system around the perimeter ring road, is not coordinated throughout the campus. Vehicular-scaled signage should be considered and the following are recommendations for implementation:

Blackwood

- Install an electronic digital sign at the primary intersection near the main entrance at Peter Cheeseman Road and College Drive to replace the existing masonry sign, which is not visible. This is being done in 2018 to capture the attention of motorists traveling in each direction and the digital sign will have the added feature of providing information that can be changed from a remote computer work station.
- Install digital signage at other locations to be strategically placed for maximum efficiency.
- Improve signage at vehicular intersections throughout the entire campus perimeter ring roads, and parking lots, with directions to parking lots and service areas.
- Improve identification signage for educational facilities, perpendicular to Ring Road should lead you to inner pedestrian campus walk and then on paths to the various buildings.
- Develop wayfinding system and replace all interior building signage to standard style and modify existing system to simplify directions
- All signage should be clear, visible when driving and meet accessibility standards.



Digital Sign

William G. Rohrer Center – Cherry Hill

- Improve visibility by installing an electronic digital sign at the intersection of Springdale Road and NJSH Route 70. This is expected to be implemented in 2018. This signage will be designed and installed so motorists passing in either direction can identify the College as well as obtain College information.
- Improve vehicular instruction throughout the entire campus to clarify directions to and from buildings, parking lots, service areas and pedestrian entrances to eliminate confusion.

General Pedestrian Signage

- All campuses should include scaled wayfinding graphics and signage for campus maps, building directories, pedestrian entrance to named buildings, parking facilities, service areas, at intersections of roads and sidewalks. The signage style and appearance should be uniformed and legible from both a standing position and from a wheelchair. Currently, the existing campus map, located on the north-end of the Blackwood campus, is a covered kiosk, which should be brought up-to-date. Additional maps should be considered at strategic locations at all campuses.

General Building Identification

- Small buildings that welcome the public should be better identified from distances as you walk the pedestrian sidewalks. The current building signage is somewhat inconsistent and understated. The signage should be re-elevated by boldness, information, consistency and visibility.

ADA Signage

- This should include signs indicating handicap parking, accessible drop off and pick-up zones, and signage at major entrances to buildings.
- The design and quality of the signage should communicate the character of the College and meet all applicable standards.

KEY POINTS of Section 2.7:

- ❖ All signage and systems throughout each facility requires an evaluation and should be consistent with regard to design, organization, visibility and placement.
- ❖ Electronic digital signage is being implemented to improve the College's visibility.



SECTION 3: MASTER PLAN UPDATE 2017

3.1 In Keeping with the Strategic Plan

In keeping with the 2017 Camden County College Strategic Plan, this Master Plan Update has laid out the following goals for 2018 - 2020:

1. Design and construct safe and aesthetic spaces for teaching and learning based on academic and workforce needs of the College community, including partnerships
2. Demolish unusable facilities
3. Create and maintain accessible outdoor and indoor assembly areas for students and community
4. Support improvements in athletic facilities consistent with new and existing programming
5. Provide high level of technology support for academic programs and student services
6. Maintain and develop facilities in a safe, compliant (regulatory) and fiscally responsible manner, including active management of a preventative maintenance program
7. Maintain a high-level of facilities accessibility; increase student mobility to and from the College locations
8. Develop and promote investment in sustainability, including energy efficiency improvements
9. Continue to explore public/private partnerships to assist in maximize space utilization and potential land development
10. Ensure an emergency ready infrastructure

This update is broken down into three (3) major categories to include recommendations for improvements that support the mission and goals of the College: 1) Roads and Grounds; 2) Facility Demolition; and 3) New Construction Facility Requirements. The 2017 Master Plan Update will 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 four (4) year institutions and private partners and, therefore, have included future potential perimeter development options that can be implemented for growth.

3.2 Road and Grounds

Blackwood Campus

2001 Plan Evolution

The completed 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 problems identified included the campus entries and unsafe driving conditions, placement of parking lots and circulation patterns of internal roads. Suggestions 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 including: individual and group studying, social networking, and relaxation areas when between classes. The creation of a major pedestrian corridor that runs completely through the campus was suggested to include a tree-lined promenade style feature that would knit together the campus create campus unity.

Urban Village Perimeter Plan

The plan included an opportunity for an age-restricted residential village on the property, including various use classifications.

Athletic Areas / Athletic Village

The track, soccer fields, basketball courts and tennis courts were deemed as unsuitable for long-term use.

The plan highlights future athletic and recreational opportunities, including several soccer fields, a track and field, softball and baseball diamonds, tennis courts and an 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. At that time, the College was considering a public/private partnership for a community-based athletic and recreational sports center that never came to fruition.

Improvements Completed 2001 to Present

- **Partial restoration** of soccer, baseball and softball fields.
- **Construction of the State Highway Route 42 Exit 7B interchange.** The College worked closely with Camden County to develop and construct a four-way “smart interchange” to and from State Highway Route 42, which created a direct access to the front door of Camden County College. As a result of this project, the College benefitted by now having a scenic, convenient, safe and easy access to and from Route 42.

- **Ring Road Projects** consisted of three (3) phases to primarily address issues identified with vehicle circulation and pedestrian traffic, improved site lighting throughout, and repair and replacement of underground piping and utilities.
- **Phase 1**, consisted of new primary electrical services starting at Peter Cheeseman Road to a series of underground manholes strategically placed throughout the College campus installed to prevent frequent damage that occurred during severe weather causing power outages on the campus.
- **Phase 2A**, consisted of a new roadway that connected Peter Cheeseman Road to Roosevelt Drive at the south side of the campus. This was the first piece of road to be later connected to the proposed ring road. The major benefit of constructing this piece of road was to provide access to inner campus buildings while the future Phase 2B Ring Road construction was taking place. This project involved redevelopment of the existing property, installation of new underground utilities, and storm water systems, and domestic water main extension. Old town site lighting fixtures were installed along the road and parking lots.
- **Phase 2B**, the campus Ring Road was formed around the perimeter of the campus and connected to the various parking lots. 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 improvements that were completed 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** – Modified 550 parking spaces with site lighting, curbing, sidewalks, and a conduit system for wiring new and future emergency phone and security cameras, and drainage systems.
- **DEP Storm Water Compliance** - Construction of proper parking, drainage and roads surrounding the Physical Plant/Maintenance Garage area and track areas, remove existing deteriorated tennis courts and reconstruct storm drainage outfall system and repairs as required to accommodate improvements.
- **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 street-scaping.
- **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 Jefferson Hall.
- **Campus Walk** - The extension of the existing Campus Walk from the Wolverton Library to the CIM Center from Roosevelt Hall to Jefferson Hall. The walk includes decorative paving, landscape, lighting and emergency phones.



Campus Walk

- **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, lighting fixtures, and parking lot modifications that were coordinated during the Taft Hall renovation project. These improvements complemented the developed campus theme, provided a better appearance and safer condition for pedestrians.
- **Electronic Score Board at Softball Field** - Score board and electrical service as well as construction of a foundation and support structure was installed at the softball field.

- **Wetlands Crossing/Washington Drive Culvert Reconstruction**

- The Washington Drive culvert/bridge was reconstructed due to failure of the corrugated metal pipe causing the asphalt paving to collapse. 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.
- The wetlands crossing project involved the construction of a concrete bridge and extension of Roosevelt Drive across a segment of the Holly Run stream. Approval was granted by the Environmental Protection Agency allowing the College to cross the designated wetlands areas in order to connect other land belonging to the College. This land was recommended for future development.



Future Improvement/Development Opportunities

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

If a decision is made to demolish Adams Hall and remove the temporary trailers, the parking lot reconstruction will involve the installation of underground storm systems, new paving and parking configurations, line striping, signage, and 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

- Partial 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 including:

- Underground storm pipe systems, sanitary sewer piping systems, water, gas, technology infrastructure and electrical services
- Completion of site lighting to correspond with current plan will be required and expansion of the security backbone through integration of the emergency communication and CCTV systems

Traffic Control Device

The installation of a traffic control device, at the south entrance of the Blackwood campus on Peter Cheeseman Road, to address site issues, was not implemented. This road 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 northbound 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 plan was used to prepare applications to the NJ Environmental Protection Agency (EPA) 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.

Urban Village

As Camden County College's concepts evolved 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. The College has recently met with developers to evaluate the conditions and terms associated with a public/private relationship. No further action has transpired. Additional research and evaluation needs to be done. The College should continue to pursue and evaluate the possibilities of further developing a mixed-use housing project and private/public partnerships and the impact it may have on future academics at the College.

Athletic Areas / Athletic Village

The College is pursuing expansion of the athletic programs. In order to compete with other local colleges, Camden County College is looking to expand athletic programs requiring continued development of improved facilities that would enhance athlete recruitment. Programs that are being considered for inclusion and/or expansion are tennis, track and field, soccer, baseball and softball, which will require upgrades and improvements to the current fields.

It is recommended that the College consider development of a soccer/track and field facility with increased spectator seating. The construction of a modern artificial turf soccer field, which would permit year-round use, surrounded by a 6-8 lane collegiate track lanes with adjacent field event facilities to increase recruitment, spectator attendance and rental potential to generate income. 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.

Camden/Blackwood Shuttle

Beginning the Spring Term of 2018, the College is launching a pilot shuttle program between Camden and Blackwood to promote student mobility between these campuses at no cost to the students. Depending on the volume of student ridership and impact on registration, this program may become permanent.



Camden Campus

2001 Plan Evolution

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

Improvements Completed 2001 to Present

In 2004, the College completed the construction of the Camden Technology Center, an eight (8) story building that included nine (9) state-of-the-art “smart” learning spaces, an E-Village computer lab, conference rooms, a 621-space indoor parking garage, the University District bookstore and a cyber café. The CTC is the City’s major training facility for technology-driven careers in health, business and computer fields. In 2007, a 7,000 square foot space at the ground level was renovated to create a conference center.



Future Improvement/Development Opportunities

- 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.
- Due to a recent, unforeseen danger, a project involving the relocation of the building’s main electrical transformer and power service was completed. In addition, during the course of the project, additional deteriorated power breakers were discovered and require replacement. This is planned to be completed in 2018. Furthermore, site work repairs are required as well as subsurface remediation to restore the landscape must be addressed.
- Beginning the Spring Term of 2018, the College is launching a pilot shuttle program between Camden and Blackwood to promote student mobility between these campuses at no cost to the students. Depending on the volume of student ridership and impact on registration, this program may become permanent.

William G. Rohrer Center – Cherry Hill

2001 Plan Evolution

Since it was built, Rohrer Center has been determined to be the location of an addition or second building to better serve the Cherry Hill or northern County area communities. As part of that proposal, enhanced open space development was recommended to further beautify the property and create an enhanced campus setting over the present business park appearance. The College administrators are evaluating the academic mission and use of the Center given its current enrollment status.

Improvements Completed 2001 to Present

Other than routine care and minor cosmetic improvements, the Rohrer Campus has remained essentially untouched since its construction.

As a result of recent HVAC system evaluations, some deficiencies have been identified. However, the College has been working to address them based on priority and available funding.

Safety concerns regarding the exiting from the site onto the adjacent Springdale Road should be addressed. The access way is currently designated as “exit only” because it is too close to the main entrance.

Future Improvement/Development Opportunities

- Completion of a Rohrer and Springdale Road access redesign would improve safety and ease of traffic movement on and around the Center. This will potentially increase enrollment and reduce driver frustration. This project should be completed as soon as funding can be allocated.
- In the event an academic assessment reveals the need for future expansion of the current facility, additional site work modifications will need to be taken into consideration.

Regional Emergency Training Center (RETC)

Improvements Completed 2012 to Present

- Shortly after the College acquired this complex, they recognized the need to dress up the front entrance to improve the “curbside appear.” The project included removal and replacement of unsightly paving, poorly planned landscaping, and inadequate lighting. 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.
- Minor enhancements such as removing over grown shrubs along with improved landscape maintenance has improved the appearance of the property were also completed.

Future Improvement/Development Opportunities

- RETC Police Academy Entrance
- 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
 - In response to a need for vehicle testing and safety course operation sites, the College should consider developing a professional driving pad that would improve emergency personnel training and become a potential for site rental that generates revenue for commercial trainers. 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. A preliminary evaluation could reveal the possibilities.



3.3 Facility Demolition

Blackwood Campus

2001 Plan

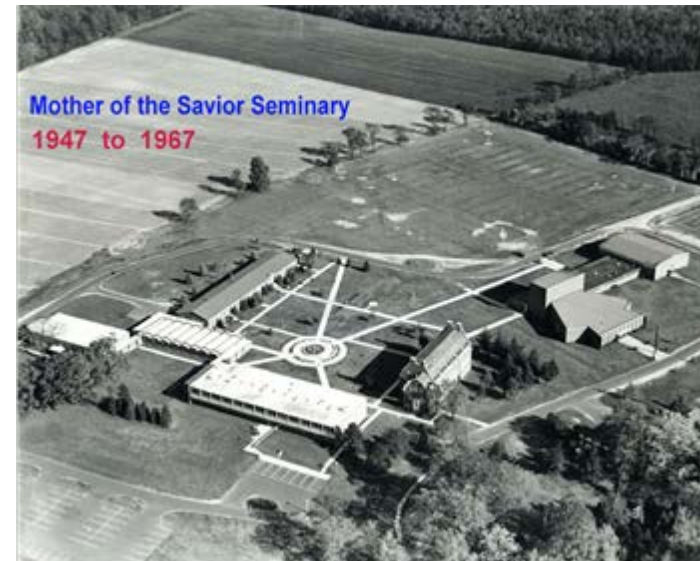
The 2001 plan described the original seminary buildings in various uncomplimentary ways. All buildings built prior to 1970 [Adams Hall, Animal Science Barn, Holly Run Manor (formerly known as the President's Residence), Lincoln Hall, Washington Hall (which contained the Optical Center), Roosevelt Hall (now called Wilson Annex) and the three (3) Wilson Buildings] were all designated as in poor condition. With the exception of 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, obsolete and failing mechanical equipment and systems
- Building layouts not conducive to current needs of the institution
- 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

Demolition Completed 2001 to Present

Per the 2001 Master Plan, the following buildings were removed to accommodate future projects:

- Holly Run Manor (formerly the President's Residence) was no longer required and removed. The site was graded and seeded and is ready for future development.
- Washington Hall and former Optical Clinic was situated at the College Drive entrance and was removed during the Route 42 interchange construction. The site was graded, seeded and ready for future development.



- Lincoln Hall was earmarked for demolition in the 2001 Master Plan; however, due to the need to continue the program and costly alternatives to relocate, the building remains in service. Given the significant issues that exist today, the College is assessing the cost difference of renovating the building versus tear down and building new.

Future Improvement/Development Opportunities

- Adams Hall - The 2001 plan recommended demolition of Adams Hall and the trailers. However, this did not happen due to budget constraints during the Ring Road projects. It was repurposed to become the Wrestling Program facility. The College is currently evaluating the Athletics Program to consider an up-to-date facility that would include the Wrestling Program. Therefore, plans for this building are to be determined. The trailers remain to be utilized for storage, Mainstage and 4H Programs.



- Wilson East, Wilson Center, Wilson West and Wilson Annex (Proposed March 2018) - The College has been working over the past years to vacate the Wilson Complex in preparation for demolition, which is planned to be done in 2018. The demolition of these buildings will provide for future development. With the creation of this open space, the College can consider, in future plans, 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 Facility Requirements

Blackwood Campus

Given the current decrease in student enrollment and lack of sufficient funds to obtain a professional academic assessment, it is challenging to determine precisely the needs for the future facilities. Based on recent historical data and the future goals established in the Strategic Plan, the projections below focus on the existing space to be developed for each campus:

- Space deficiencies
- Projected growth/development
- Replacement space

The assessment of existing facilities and the 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 campuses 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 improvement identified in the 2001 Master Plan effort.

Future Improvements/Development Opportunities

- ***Lincoln Hall Annex***

Lincoln Hall is a 41,504 square foot building, one-story brick structure, built in 1954 and expanded in 1994. The building contains a 600-seat theatre, theatre workshop, dressing rooms, prop and costume storage areas, dance studio, ceramics and pottery classroom studios, sculpture classroom studio, drawing/painting classroom studio, music and sound recording classroom studios, photography classroom and associated developing room, general classrooms and offices.

The older sections of the building require restoration as it has been altered many times since originally constructed in its original form and in poor condition. The building has significant problems and the older sections are in poor condition and require major renovations. Many features have of the building infrastructure have significantly deteriorated and the building as it functions is no longer efficient and lacks the character and appearance, diminishing the image of the College. The lack of accessibility between the different levels limits the Colleges ability to provide reasonable accommodations.

The limited upgrading of mechanical, electrical, and plumbing systems and other code-required work over the years makes the building functional however given the layout of the building it is inefficient for use per today's standards and requirements. This project would

consist of the complete replacement of all of the existing HVAC equipment that supports the aforementioned spaces and the entirety of the building. The existing HVAC systems are a mix of water source heat pumps and unit ventilators, six (6) modular boilers, a roof-mounted cooling tower, a packaged roof top unit with an integral refrigerant based cooling package and gas fired heat exchangers, hydronic pumps, roof-mounted exhaust fans and an outdated electronic Building Automation System (BAS). A majority of the existing ductwork is internally lined and also requires replacement. There are also architectural, electrical and structural modifications required facilitating the installation of the new equipment.

The project would incorporate energy cost saving upgrades to take advantage of opportunities to maintain or reduce operating costs.

- ***Papiano Gymnasium***

The Papiano Gymnasium is a single story steel and masonry structure with a brick veneer and is approximately 40,000 SF. The building was constructed in 1974 as a gymnasium / Natatorium with offices, locker rooms and supporting classrooms. The building contains a basketball court/gym, fitness center, weight room, swimming pool, shower/locker rooms, a handball court, classrooms, equipment storage, athletic department offices and other support areas.

The Natatorium was in operation until 2003 at which time was taken out of service due to concerns related to the integrity of the masonry walls around the pool. Following several inspections from structural engineers the facility was deemed safe to reopen however given the extraordinary expense involved with maintaining the pool and to make the repairs the College opted to keep the pool out of service and it never reopened. Today it is being used for storage. This section of the building approximately 14,000sf and is available and can be repurposed for other uses.

In an effort to develop new programs and provide new opportunities to the community and others the College proposes to utilize this space and convert into a community fitness and athletic learning center. The plan involves alterations to the 14,000sf area of the natatorium at the North side of the building into a multipurpose auxiliary area. This area consists of the natatorium, offices, locker rooms, classrooms and a common hallway/corridor that separates the gymnasium and natatorium. The Hallway creates the perfect divide between the College gym activities and proposed auxiliary space which can be utilized for various outside venues.

The new program will feature combination of fitness classes, workout options, and learning opportunities you won't find in retail gyms and will be a place that houses exercise equipment for the purpose of physical exercise. The proposed project consists of alterations and improvements to the overall facility building. The building will undergo substantial alterations and improvements, including a new grand entrance to distinguish the fitness center presence on campus.

General Building renovations including; toilet rooms with new fixtures to conform to current accessibility standards, interior finishes improvements, and space reallocation.

All existing plumbing systems related to the pool and adjacent locker rooms will be demolished and all existing piping, fixtures, etc. are anticipated to be removed and replaced as required due to age and as required to accommodate the new plan.

The existing HVAC are in poor condition and beyond its useful life, and requires replacement. The project involves replacement and improvements of the various building systems including; HVAC equipment, electrical service and power distribution, lighting installations, egress illumination, mass notification/fire alarm, security systems, telephone and Data Backbone.

- **Community Center/Cafeteria**

The College is considering upgrading the Cafeteria and the immediate area within the Community Center to provide a student center experience. Improvements may include a new space layout, lighting, digital displays, furniture and cafeteria equipment.

- **HVAC Improvements & Deficiency Upgrades**

Many HVAC deficiencies have been identified throughout the campus. The College has been working to address these problems in priority order and will continue as funding permits.

- **Energy Efficiency**

The College is currently working with the Camden County Improvement Authority (CCIA) to assess each campus facility to identify potential energy efficient measures that could be implemented.

- **Urban Village**

Further explore public/private partnership opportunities to building mixed-use housing/retail space on the development zones with the Blackwood campus

Due to declining enrollments and budgetary constraints, the following previously proposed facilities are not required at this time:

- **Transportation Technology Facility** – Automotive Training Center
- **Blackwood Campus Transitional Studies Building** - The Transition to College Program is designed to meet the needs of students between the ages of 16 and 21 who are at-risk of withdrawing from school or have already withdrawn. Our unique program allows students a second chance to earn their high school diploma and prepares students for post-secondary education, workforce, military or other experiences. The Transition to College Program is a dual-credit program which enables students to earn a high school diploma while progressing toward a college degree.
- **Emergency Services Facility** – Providing educational programs in allied health and support services to the College

- **Bachelors/Advanced Degree Cooperative Partnership Building** - Cooperative academic transfer programs into four (4) year graduate degree programs.
- **Parking Structure** – An integral component to academic growth and public/private development must address additional parking for the campus

Camden Campus

Future Improvements/Development Opportunities

- **Joint Health Service Center – Summer 2017**

Based on the recent increase demand for Allied Health Programs, 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 Joint Health Services Center 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 Joint Health Services Center, the College anticipates the expansion of the transitional studies programs through renovation of current campus space.

- **HVAC Improvements & Deficiency Upgrades**

Many HVAC deficiencies have been identified throughout the campus. The College has been working to address these problems in priority order and will continue as funding permits.

- **Energy Efficiency**

The College is currently working with the Camden County Improvement Authority (CCIA) to assess each campus facility to identify potential energy efficient measures that could be implemented.

William G. Rohrer Center – Cherry Hill

Future Improvements/Development Opportunities

- ***Rohrer Center Annex***

The Cherry Hill campus was established in the spring of 2000 with the opening of the new technology-implemented William J. Rohrer Building. The 33,688 square foot building contains state-of-the-art instructional technology equipped classrooms and technology instruction facilities. 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.

An addition, 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. Upon review, it was confirmed that a 22,000 square foot addition is viable.

- ***HVAC Improvements & Deficiency Upgrades***

Many HVAC deficiencies have been identified throughout the campus. The College has been working to address these problems in priority order and will continue as funding permits.

- ***Energy Efficiency***

The College is currently working with the Camden County Improvement Authority (CCIA) to assess each campus facility to identify potential energy efficient measures that could be implemented.

Regional Emergency Training Center (RETC)

Future Improvements/Development Opportunities

- We are not aware of any projects proposed at this facility.

SECTION 4: SUMMARY OF FACILITIES DEVELOPMENT

4.1 History/Assessment

Camden County College is an accredited co-educational two (2) year public community college that has four (4) distinct campuses located in Blackwood, Camden, Cherry Hill and Lakeland. The main campus is in Blackwood.

Camden County College embraces its role as an educational leader for the community and provides accessible and affordable education including associate degree programs, occupational certificate programs, non-credit courses, and customized job training. The four (4) locations making up Camden County College are distinctive, yet have a common mission.

In order to plan for future renewal, replacement and development of facilities at each campus the improvements identified in this update are essential to achieve academic growth and continued excellence. The information identified in this update can be used as a guideline to define the requirements and improvements needed to support the academic programs established in the strategic plan. This update includes a description of recent projects completed, and identifies future improvement projects. These projects aim to enhance the College's educational programs, learning environment and image, and growth potential. The plan is intended to be flexible and can be adjusted should the demands of the future change.



4.2 Brief History of Campus Development

- In 1962, a New Jersey State law enabled the establishment of colleges by counties. Camden County created a college board in 1964 and a voter referendum, in 1965, approved the creation of a county college.
- In 1966, the Freeholders of Camden County searched and found 320 acres of land capable of maintaining a college in the central part of Camden County in Blackwood, New Jersey, currently the Blackwood Campus. The property was previously owned by the Salvadorian Fathers, who ran the Mother of the Savior Seminary, with the four (4) existing buildings in the 1950's.
- In 1967, the Freeholders established the Camden County College and moved into those building that served as follows:
 - Wilson Hall Buildings served as an administrative center, classrooms, library, and cafeteria and activity room
 - Jefferson Hall served as the main Science Building
 - Lincoln Hall contained both the gymnasium and the auditorium
 - Roosevelt Hall was the chapel
- In March 1967, Otto R. Mauke was chosen to be the first president of the College and his staff moved into Washington Hall in June 1967. First Day of classes for the College was on September 25, 1967 only six months from the founding of the College.
- In 1969, the College opened its first campus in Camden City, utilizing rented space making a presence in the community.
- In 1970, the College began its first multimillion dollar expansion. The eleven million dollar reconstruction project was for new buildings, all of which are still in use. The buildings are: Madison Hall, Taft Hall, a student union (the Community Center), a Learning Resource Center (Wolverton). These facilities are characterized by their use of brick and stone aggregate panels.
- Later in the 1970's, the Blackwood campus added more programs and two (2) more buildings, including the Papiano Gym and Truman Hall.
- In 1980's and 1990's, the Blackwood campus underwent several rounds of expansion. The College added computer-integrated manufacturing, requiring the construction of the CIM Center, the Laser Building, the Criminal Justice Building, the Child Care Center and the Helen Fuld School of Nursing as well as additions to Lincoln Hall and the CIM Center. The facilities have mostly brick facades of different styles.
- In 1991, a five-story Camden City Campus building – now called College Hall – provided the College's first permanent home in the City. Today, the Camden City Campus focuses on an urban mission to support the economic development of the City of Camden and Camden

County through associate degree studies and workforce training. The building contains classrooms, administrative offices, child care center, science labs, computer labs, testing center and student lounge/lunchroom.

- In 2000 as the result of a unique public/private partnership between the Colleges, Cherry Hill Township and the William G. Rohrer Charitable Foundation, the William G. Rohrer Center was completed and named to reflect the generosity of the late philanthropists' endowment. The campus offers core associates degree courses and business and industry training in a technology-rich setting.

First Facilities Master Plan

- 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 was to help the College support its mission and strategic plan and included an evaluation of three campuses of Camden County College that perform distinct functions.
- The campus needs and associated cost analysis was provided for future consideration.

Master Plan Update #1

- In 2004, a pre-schematic cost estimate was done, given the progress of development and considering the Master Plan projects identified as future needs and based on other improvements that were ongoing and necessary towards satisfying the mission.
- In 2005, based on the projects identified in the pre-schematic cost estimate, the Camden County Freeholders announced an \$83 million capital initiative to rebuild the Blackwood Campus that would affect more than half of its facilities and structural amenities. The three key objectives for developing the plan were:
 - Confirm Campus Planning Strategies
 - Ensure a Practical & Realistic Implementation of Strategies
 - Strengthen Identity & Image
- In 2007, the first phase of the capital initiative included refurbishment of Madison Hall, and construction of the Connector Building, which connects the College Community Center and Madison Hall, two of the busiest buildings on campus at the time. As a result of the project the building provided:
 - State-of-the-art lecture rooms with computer-equipped classrooms
 - Instant-response technology, IP phones, cable television, flat-panel monitors, video-conferencing equipment
 - Study areas and an arena-style lecture theater
 - Projectors, VCR/DVD players, document cameras, stereo speakers
 - Wireless and hardwired classrooms featuring and the very latest in education and communication technologies
 - Podcasting technology

- Meeting and conference space to accommodate large groups

Subsequent phases of the capital initiative focused on creation of roads, parking and grounds improvements, refurbishment of Taft Hall, and construction of 117,000-square-foot Science Building known as the Kevin G. Halpern Hall for Science and Health Education.

- In 2008, an eight-story academic, retail and parking facility known as the Camden Technology Center was completed under the Camden Municipal Rehabilitation and Economic Recovery Act.
- In 2008 The Camden Technology Center/ parking structure was completed. The building contains a concierge lobby area, university district bookstore (property owned-not inventory contents), E-village, computer labs, classrooms, administrative offices, lounge, lunchroom, and conference rooms. The Parking Garage is a six (6) story building. Built in 2007, the Conference Center is a one story building which contains meeting rooms and dining with a kitchen area.
- In 2009 a three-phase project called “Ring Road” involving campus-wide improvements to the overall vehicular and pedestrian circulation, parking, landscaping, and primary electrical service at the Blackwood Campus. In addition to designing portions of a new Ring Road, rehabilitated existing campus roads, and parking lots, our professionals also designed the overall project storm water management plan to address standard local and New Jersey Department of Environmental Protection (NJDEP) permitting criteria, as well as site specific concerns of the U.S. Fish and Wildlife Service.
- In 2011, design and construction of the new Science Building was completed and named the Kevin G. Halpern Hall for Science & Health Education. This building provides Biology, Chemistry, Forensics Lab, and Dental Hygiene & Dental Assistant Department on the 1st Floor. The facility provides services to the public and discount rates for dental services, cleaning and x-rays, and Allied Health Programs.
- In 2013, the College assumed administration of the Camden County Regional Emergency Training Center and the Camden County Police Academy, both at Lakeland, and the Technical Institute of Camden County, housed on the campus of Camden County Technical Schools in Sicklerville. This development brought all County-funded post-secondary education under the supervision of the College.
- In 2012, the College engaged a professional engineering firm to perform a campus-wide energy audit assessment which included an evaluation of the various buildings HVAC, electrical power and lighting, and plumbing systems. The assessment included recommendation and energy conservation measures and improvement opportunities for consideration and implementation.



Master Plan Update #2

- In 2013 and again in 2014, two updates were completed to refine the Master Plan as new development strategies and educational directions were realized and to address scattered uses that contain administrative, academic, maintenance, and public and student services. As a result, the Taft Hall renovations incorporated a one-stop facility for student services. The College has moved toward more efficient management of departmental resources and personnel by establishing program centralization by building and utilizing shared services with other County agencies and outsourcing maintenance and janitorial services. Many deficiencies related to the lack of space and quality of space for students and administrative personnel, as well as building and their systems have been identified and are outdated in terms of access, technological resources, and overall campus program integration. Consistent with the College mission recommendations to address the deficiencies was implemented.
- In 2014 the College relocated 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 2015 the new Taft Hall student services building was completed and named the Louis F. Cappelli, Sr. Student Services Center. The project consists of the renovation of the existing 42,000 SF building and a 5,000 SF atrium entrance and security checkpoint. The building was designed to easily service the student population and general public while maintaining security for College Administrators and Administrative Services and serves as “one-stop” all-inclusive services to the students for convenience.



In addition, the College has various partnership agreements with schools and colleges, public agencies and other entities that enhance educational quality, student opportunities and economic development. They have a multitude of agreements with various colleges and universities to make it possible to earn a diploma from a prestigious university for an affordable price.

- Rutgers Nursing – Renovations done at Truman and Jefferson Halls to accommodate a special partnership between Rutgers University, School of Nursing, and Camden County College to provide Camden County College students with a pre-major in nursing for those who are interested in pursuing a bachelor of science degree in nursing at Rutgers University, School of Nursing
- Cooper Family Medicine and Behavioral Health Offices - Cooper Family Medicine through a partnership with Camden County College has opened a new office to see patients and provide health care needs and student learning opportunities.
- Teaching and Learning Center (TLC) at Camden County College inspires and enables faculty to enhance teaching potential and effectiveness so that students are more likely to achieve their desired learning outcomes. The Teaching and Learning Center serves as a focal point for college-wide efforts to support the improvement of teaching and learning.
- Governor’s Joint Commission on Higher Education in Camden – The Allied Health and Sciences Building in the Rutgers and Rowan University District to further address the needs for the Camden County College campus and community.

4.3 Building and Program Descriptions

Summary

The physical condition of the facilities at each location has improved over the years with the completion of several substantial projects and as a result of the implementation of a more aggressive method to address maintenance. The majority of the older buildings have varying degrees of problems including poor insulation, roofing, windows and other building envelope issues, outdated environmental controls, and mechanical, plumbing and electrical systems. The buildings constructed after 1990 are in fair condition; however, should be further evaluated.

The College continues to perform preventative maintenance and complete building improvements to provide a quality learning environment and performs regular assessments of the facilities to identify and repair, and improve the building and grounds. Due to the recent decline in student enrollment there have been many challenges in maintaining the facilities. As a result the College has made many changes including reorganization of the class schedules and reprogramming of building environmental control systems to achieve highest efficiency, taking into consideration use and occupancy. In addition, The Wilson Building Complex will be demolished early in 2018 as the buildings are beyond their useful life and no longer serviceable life and are no longer useful to the College.

In order to understand facilities requirements for the next three years this updated plan endeavors to provide the necessary information to guide the future actions of the College given the academic needs and the goals established in the strategic plan.

Buildings

The following building descriptions provide a summarized review of the facilities including an assessment of the effective use of classrooms, instructional labs, art and studio facilities, and space for faculty offices and student/faculty or student/student interaction areas. In some cases there are existing spaces that have been retrofitted and not properly designed and equipped for their current uses. Additional computer labs and computer instructional facilities have increased over the years and continue to be needed to meet current demand. The need for technology upgrades has increased significantly and the College continues to replace computer and audio visual equipment. The need to improve, upgrade and provide sufficient electrical and technological infrastructure and internet communications is increasing.

The assessment also identifies cosmetic deficiencies outdated instructional equipment, room finishes, mechanical and electrical systems requiring replacement or upgrading, and provides recommendations for continued facilities and infrastructure improvements which aim to improve the comfort levels of the various spaces throughout the learning environment.

Grounds

The Blackwood Campus was evaluated in terms of the campus core open space network.

Campus Development - The track was modified years ago and several of the inner lanes were removed to expand the soccer field rendering it unsuitable for regulation use. The baseball, softball and soccer fields have had some improvements over the years and are in fair condition.

The College is evaluating the expansion and/or reconfiguration of the athletic program and the athletic/recreational facilities.

The Blackwood campus property has great potential for future development. There is significant land available on the North end of the property that is separated from the main campus by a stream and wetlands. The College recently obtained approval from the Department of Environmental Protection Agency and constructed a bridge and access road crossing the wetlands to the College's perimeter properties.

The College recognizes many possibilities for development including the reorganization and expansion of the athletic facilities, housing opportunities and retail establishments through public/private partnerships. The College has recently met with some developers to get a sense of what would be involved however available funding has limited them to conversations.

A professional planning service for development companies should be hired to assist in creation of public/private partnership potentials and have this incorporated into the Colleges next Master Plan.

Gathering Spaces for Students – The College recognizes the need for more gathering spaces leisure and informal recreational use both inside and out. The interior spaces could be enhanced to define manifestations of intellectual achievement to establish “sense of place” which is important to promote a comfortable place for students to relax, network, learn and prosper.

Campus Image and Landscaping - The College has been working to improve open space character in the academic campus core at the Blackwood campus. This effort has been delayed due to lack of appropriate funding however it should be considered for future implementation. Should the creation of additional gathering spaces become reality, the College should consider hiring a landscape Architect to design man-made features paths or walls, to be contrasted with vegetation and lighting and 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.

Way Finding System – The existing vehicular and campus walk pedestrian directional signage was completed during the ring road projects however requires enhancement. As a result of various changes to program, relocation of College administration services, and observations of deficiencies over the past years the signage plan should be reevaluated and further improved. The plan should include parking lots, walkways and all exteriors of the buildings on each campus and include connection to interior building signage which is lacking clarity, uniformity and conformity. The plan should have a consistent design and organization of definite sensory cues from the external environment and should incorporate a set of architectural or design elements that aid orientation.

Parking Lot and Road Maintenance – In 2010 the Ring Roads project resulted with significant changes to the Blackwood campus parking lots and roads. The project involved the reconstruction and replacement of new roads and parking lots as well as installation of new curbing and sidewalks. In order to preserve the life of the parking lot and roads an evaluation to identify repairs and maintenance to; asphalt seal coating to protect the surface of a parking lot from oxidation and damage from weather, oil, gas and salt, to prevent potholes from forming, sealing cracks with a rubberized asphaltic material to prevent moisture from degrading the structural components of the surface, pothole repair to avoid

breakdown of sub grade material and asphalt failure, concrete sidewalks and curbing for trip hazards, major cracks and spalling that should be sealed and patched to avoid continued deterioration as a result of the freeze/thaw cycle each year.

Reconstruct Adams Parking Lot – Should the athletic program expand to include the relocation of the wrestling program the Adams Hall building will no longer be needed and should be demolished. The parking areas adjacent to that building should be redeveloped and restructured to provide a new more efficient lot. This would include the removal and disposal of the temporary trailers, reconstruction of the overall parking lot to include; modifications to the underground storm systems, line striping, signage and lighting. The completed project would yield many improvements to the surface water management, increase number of parking spaces, improve vehicular and pedestrian safety.

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; underground storm pipe systems, sanitary sewer piping systems, water, gas, technology infrastructure, and electric. In addition, should the roads and parking lots be further developed the existing site lighting fixture style and infrastructure should be continued and include the expansion of the security backbone through integration of the emergency communication and CCTV systems.

Traffic Control Device - The installation of a traffic control device at the south entrance of the Blackwood Campus on Peter Cheeseman Road would help to resolve 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 is poor. Should further development of the campus, roads and parking lots be expanded it is recommended that this traffic control device be installed.

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 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 seventeen (17) significant buildings of varying age and quality that provide approximately 650,494 gross square feet of total building area. The following is a description of each building and the services it provides:

Existing Facilities

1. Otto R. Mauke Community Center (COM)

A two (2) story concrete structure with brick veneer. Built in 1973 and renovated in 2005. In 2010, a Barnes & Noble Bookstore addition was completed and in 2016-2017 renovations for relocation of the Public Safety offices from the Wilson Hall complex. Many original finishes, materials, equipment and systems remain and require rejuvenation to meet higher standards.

Gross SF: 51,414

1st Floor: College bookstore; Optical retail store; campus radio station, campus press, Offices.

2nd Floor: Food Court, Cafeteria, Cyber Café, Facility & Staff dining room, Board Room and Anti Room, and student activities.



Academic Associate Degree Programs:

- *Computer Aided Drafting & Design*
- *Ophthalmic Science Technology*

Projects On Going or Recently Completed:

- Restroom upgrades to the 1st and 2nd floor restrooms includes replacement of ceiling tile, wall and ceiling tile refinishing, and replacement of doors, toilet partitions, & toilet accessories.

Projects Proposed:

- Cafeteria Improvement including replacement of trash bins, upgrade of lighting fixtures, replace artworks, hook up to backup generator at Madison Hall, relocate compressor to roof top, redesign cafeteria and replace furniture.
- The College is considering upgrading the Community Center to provide a student center experience. Improvements may include a new space layout, lighting, digital displays, and furniture.
- HVAC Deficiencies
- Continue building assessment for improvement of aging infrastructure

2. Connector Building-Civic Hall (CON)

Three-story steel structure atrium with curtain wall and architectural brick veneer built in 2008. In 2010, the boiler system installation and upgrade was done to support the connected Community Center, which was taken out of service.

The new Connector building connects two (2) existing buildings, Madison Hall and the Student Community Center, on two levels and provides access to the Student Community Center. The interior finishes and systems are generally in good condition. Some HVAC deficiencies have been identified and will be corrected. Further assessment is required to reveal potential maintenance of improvement requirements.

Gross SF:	31,748
1st Floor:	Concierge Desk, small café, lecture halls, offices & large atrium lobby with lounge area.
2nd Floor:	Overlook Terrace and entrance into Civic Hall.
3rd Floor:	Teaching Learning Center, Administrative office suite, classrooms and conference room.

Academic Associate Degree Programs:

- *Accounting*
- *Criminal Justice*
- *Liberal Arts and Science*
- *Human Services*
- *Management*
- *Marketing*

Projects Proposed:

- HVAC Corrections
- Building Facilities Assessment



3. Madison Hall (MAD)

Three story concrete structures with brick veneer built in 1967 and completely renovated in 2008. Interior finishes and building systems and infrastructure are in good condition. Some HVAC deficiencies have been discovered recently and are expected to be addressed in the near future. Additional, infrastructure assessment is recommended to continue proper preventative maintenance and maintain current industry standard level of learning.

Gross SF: 50,508

1st Floor: Classrooms and lecture hall.

2nd Floor: Faculty offices, computer labs, classrooms and lecture hall.

3rd Floor: Faculty offices, classrooms and lecture hall

Academic Associate Degree Programs:

- *Accounting*
- *American Sign Language*
- *Criminal Justice*
- *Dental Hygiene*
- *Early Childhood Education*
- *Elementary/Secondary Education*
- *Film and Television Production*
- *Health Information Technology*
- *Hospitality Technology*
- *Human Services*
- *Liberal Arts and Science*
- *Management*
- *Marketing*
- *Paralegal Studies*

Projects Proposed:

- HVAC Corrections
- Building Facilities Assessment



4. Taft Hall (TAF)

Three stories concrete structure with brick veneer built in 1973 and completely renovated in 2016 including a new 5,000sf entrance glass atrium. Portions of the existing façade, stair towers, and building structure remained. The renovation included a new brick façade, windows and roof, interior walls, finishes, and HVAC, plumbing and electrical systems throughout. The building overall is basically new and receives regular preventative maintenance. No further action is required at this time.

Gross SF:	44,880
1st Floor:	Classrooms
2nd Floor:	Student Registration and Records Services
3rd Floor:	Student Support Services including advisement, counseling, and financial aid.

Projects Proposed:

- Q-calling System: New state of the art communication/notification system for Taft hall admission department, installation includes associated electrical infrastructure. Costs and scope have been prepared by OIT, infrastructure requirements to be coordinated with the construction department as necessary.
- Mobile Lighting: Install new lighting to highlight the new mobile installed at the main lobby above the front reception desk.
- First floor renovations – Modify new classrooms to meet requirements.
- HVAC Preventative Maintenance.



5. Gabriel E. Danch CIM Center (CIM)

Two-story and partial three, steel frame structure with brick veneer, stucco walls and a glass entrance way built in 1986 and a two-story annex that provided additional classrooms and faculty offices, which was added to the south side of the building in 1996. A 10,000 square foot mezzanine was added to the interior of the factory floor in 2003 to create a new optical learning lab and classrooms to meet continuing demand. The two-story annex added in 1996 and the 2003 mezzanine were renovated mechanically to address continuing deficiencies and problems related to the mechanical systems at each building and, as a result, a significant HVAC improvement project was done to address the problems. Interior finishes and upgrades have been done in the past few years; however, many original elements and infrastructure remain. Additional infrastructure assessment is recommended to maintain a higher level of standard.

Gross SF: 72,359

Lower Level: A machine factory, Ophthalmology Department, computer labs, classrooms and offices.

Main Level: Auditorium, offices, classrooms and computer labs.

2nd Floor: Offices



Academic Associate Degree Programs:

- *Accounting*
- *Criminal Justice*
- *Computer Integrated Manufacturing Engineering Technology*
- *Computer Science, Information Systems & Technology*
- *Computer Graphics & Design*
- *Electrical-Electronic Engineering, Engineering Science, Mechanical Engineering & Engineering Technology*
- *Human Services*
- *Liberal Arts and Science*
- *Management*
- *Marketing*
- *Networking*
- *Ophthalmic Medical Science Technology*

Projects On Going or Recently Completed:

- Auditorium Renovations: Upgrades including replacement of students' computer tables, painting of walls, replacement of ceiling tiles, replacement of carpet flooring and a new audio-visual communication system.
- Renovation of Restrooms: Upgrades of 2nd floor restrooms includes replacement of ceiling tile, wall and ceiling tile refinishing, and replacement of doors, toilet partitions, & toilet accessories.
- HVAC Corrections.
- Energy efficiency lighting upgrades completed in the common areas and factory floor.
- Building facilities assessment.

6. Roosevelt Hall

A two (2) story, steel structure with brick façade, single-ply rubber roof, sheet rock and stud partition walls. Built in 1990 for the Helene Fuld School of Nursing Program; renovated in 2012 thru 2014 in order to relocate the College administrative staff from the Wilson Complex for the anticipated demolition of the Wilson Complex. The building was transformed from classrooms and labs to administration offices, conference and large meeting/assembly areas. The renovations included interior finishes, new walls and partitioning, and various improvements to the mechanical, plumbing and electrical systems. Many original infrastructure items, including the roof have; however, remained and should be further assessed at this time for future improvement and consideration.

Gross SF: 36,000

1st Floor: Main Lobby lounge area, Large and small conference rooms, Finance, Payroll, Purchasing, Human Resources Department and Multi-purpose/Special Events room.

2nd Floor: Presidential Complex, Academic Affairs, Budgeting and Planning, Institutional Advancement and General Counsel.

Projects Proposed:

- HVAC Corrections
- Roof Replacement



7. Polk Hall – Cooper Family Medicine and Behavioral Health Offices (PLK)

Built in 1989, the building is a one-story, steel structure, concrete block walls, ground face block and brick façade, membrane roof, and masonry and stud partitions with a fire suppression system. The building was originally constructed to accommodate high- and low-powered laser laboratories. Consistent with the College mission to consolidate like services, the program was moved to the Computer-Integrated Management (CIM) Center in 2014. The laser center was renamed Polk Hall and is now used by Cooper Family Medicine and Behavioral Health Offices. The building was renovated in 2015 and again in 2016 to accommodate two (2) programs, as part of a partnership with Cooper University. The building, overall, is in good condition. Interior finishes have been updated as part of the renovations, and mechanical, plumbing and electrical systems updated accordingly. Some old systems remain and should be evaluated in the near future for replacement. Some HVAC deficiencies have been identified and are being addressed as funds become available.

Gross SF: 10,613

Projects On Going or Recently Completed:

- Early 2016, renovations were made to the interior of the building to accommodate a partnership with Cooper University Healthcare. New offices were opened to see patients providing for health care needs and student learning opportunities. The new office includes seven (7) patient rooms, a small kitchen/lunch room, reception desk, physician's office suite, and large lobby waiting area.
- Later in 2016, the College renovated an additional space to create offices, and small and large group counselling rooms to provide Behavioral Health and Consultation Services.
- CCC completed minor renovations to approximately 10 small offices to accommodate faculty relocated from the Jefferson Hall to accommodate Rutgers Nursing Program, which took over the Jefferson Building for administration offices.

Projects Proposed:

- HVAC Corrections
- Large Conference Room Audio/Visual and Cosmetic Improvements



8. Kevin G. Halpern Hal for Science & Health Education (HAL)

This new building is centered on the south side of the Blackwood Campus. It is a three (3) story, steel structure, glass and brick façade, sheetrock and masonry walls, and a built-up roof with all modern mechanical, electrical, plumbing and security systems. This building holds a Gold LEED certification. The construction project and building design incorporated sustainability measures that were achievable given the project budget. The building encompasses ten (10) biology labs, research center, a physics lab, six (6) chemistry labs and 24 conventional classrooms with six (6) having the capability of expansion due to having folding, modular dividing walls. This helps to address large group instruction needs. The building also houses a 25-chair Dental Hygiene Clinic that has all the latest technology and delivery systems to meet the requirements of today's practice.

Gross SF: 114,128

1st Floor: Security/Concierge desk, Dental complex, lobby, Café with food service, full service kitchen, classrooms, seminar room, Dean's suite, faculty offices, faculty lounge, administrative offices and loading dock.

2nd Floor: Biology labs, prep area, classrooms, seminar room, study areas, lounge area, faculty offices and administrative offices.

3rd Floor: Chemistry labs, clinical skills and surgical prep labs, physics lab, nursing arts, classrooms, seminar room, study areas, lounge areas, faculty offices and administrative offices.

Academic Associate Degree Programs:

- *Addictions Counseling*
- *Biotechnology*
- *Dental Assisting*
- *Dental Hygiene*
- *Health Information Technology*
- *Human Services*
- *Liberal Arts and Science*
- *Ophthalmic Science Technology*
- *Ophthalmic Science Apprenticeship*
- *Practical Nursing*
- *Surgical Technology Option*
- *Veterinary Technology*

Recently Completed Projects

Due to overwhelming demand, some minor improvements to add an additional physics lab were done on the third floor to respond to demand.

Projects Proposed:

- HVAC Corrections



9. Washington Hall (WSH)

One story, steel structure building, built in 1990, with brick walls, membrane roof, masonry and stud partitions. Originally constructed and used for Criminal Justice Programs is now an academic building that contains a small amphitheater/multi-purpose room, computer labs, classrooms, faculty and administrative offices. The HVAC system upgrade project was done in 2016; however, many systems, mechanical, plumbing and electrical are original and should be assessed for future renewal and improvement. Interior finish improvements and audio-visual upgrades were done to the classrooms and faculty offices while the building was not occupied during the HVAC improvements project. The building is generally in good condition, with the exception of the existing rubber roof that is leaking, which has been recently assessed and recommended for replacement. It is the original roof and has served far beyond its expected life.

Gross SF: 13,702

Academic Associate Degree Programs:

- *Liberal Arts and Science: Health and Exercise Option*

Projects On Going or Recently Completed:

- In 2016 the entire HVAC system in the building was upgraded to include new packaged roof top units, ductwork modifications, VAV's, unit ventilators, hot water boiler and piping, and a new control system.

Projects Proposed:

- HVAC Corrections (as needed)
- Roof Replacement



10. Papiano Gymnasium (GYM)

One story steel structure, brick and masonry walls, rubber gym floor system, masonry and stud partitions, and built up roof. Built in 1974, the building contains a basketball court, fitness center, weight room, shower and locker rooms, handball/racquetball court, in ground Olympic size pool, training room, two classrooms, equipment storage area and athletic department offices. In 2002 as a result of structural issues the pool was closed and not in use. Many of the interior finishes and infrastructure throughout the building are original and should be assessed for replacement. There have been many interior improvements over the years, including painting, flooring and ceiling replacement. This building is currently the last remaining to be supported for heating by the central plant, and should be removed and new boilers installed at the gym. This will result in a much more efficient system and simplify the maintenance. The gym floor was recently refinished to improve the image. Further evaluation of use of the gym facility is needed and an academic review should be included.

Gross SF: 41,227

Academic Associate Degree Programs:

- *American Sign Language*
- *Liberal Arts and Science*

Projects On Going or Recently Completed:

- Miscellaneous cosmetic enhancements were done in 2015 to improve the image of the classrooms.
- The gym floor surface was refinished as of August 2017 to include top coat, line stripping and artwork.

Projects Proposed:

In an effort to develop new programs and provide new opportunities to the community and others the College proposes to utilize the pool area and convert it into a community fitness and athletic learning center. The plan involves alterations to the 14,000sf area of the natatorium at the North side of the building into a multipurpose auxiliary area. This area consists of the natatorium, offices, locker rooms, classrooms and a common hallway/corridor that separates the gymnasium and natatorium. The Hallway creates the perfect divide between the College gym activities and proposed auxiliary space which can be utilized for various outside venues.

The new program will feature combination of fitness classes, workout options, and learning opportunities you won't find in retail gyms and will be a place that houses exercise equipment for the purpose of physical exercise. The proposed project consists of alterations and improvements to the overall facility building. The building will undergo substantial alterations and improvements, including a new grand entrance to distinguish the fitness center presence on campus.



General Building renovations including; toilet rooms with new fixtures to conform to current accessibility standards, interior finishes improvements, and space reallocation.

All existing plumbing systems related to the pool and adjacent locker rooms will be demolished and all existing piping, fixtures, etc. are anticipated to be removed and replaced as required due to age and as required to accommodate the new plan.

The existing HVAC are in poor condition and beyond its useful life, and requires replacement. The project involves replacement and improvements of the various building systems including; HVAC equipment, electrical service and power distribution, lighting installations, egress illumination, mass notification/fire alarm, security systems, telephone and Data Backbone.

11. Wolverton Library/Learning Resource Center (LIB)

Is a four (4) story building built in 1973 and is a cast in place concrete structure with brick and pebble stone stucco façade, masonry and metal stud partitions, and a built up roof. The building was completely renovated in 2003 to accommodate expansion of library services and to further utilize available unused space and the lower-level and improvement services at that time. The renovations included new partitions, floor plan changes, upgraded toilet rooms, and life safety systems. The building was recently renovated to accommodate a partnership with the County Learning Resource Center, which included many interior partition and cosmetic improvements while existing mechanical and plumbing systems remain. The building infrastructure is in fair condition with many of the original finishes and systems in place. Although the renovations included some mechanical, plumbing and electrical improvements, they are reaching their useful life. Further evaluation for future renewal is recommended.



Gross SF: 53,567

Lower Level: Classrooms, computer labs, seminar conference room, reproduction copy center, and staff lounge with small kitchen.

1st Floor: Concierge desk, reference/reading room, library staff offices, circulation/reserve desk, internet access computers, study lounge and study area.

2nd Floor: Book shelving area, reading and study areas, study carrels, Office of Testing and Assessment, and office complex.

3rd Floor: Tutoring Services Office, small group study rooms, computer lab, study carrels, book stacks & library reference area.

Projects On Going or Recently Completed:

- **Reproduction Copy Center Relocation Project:** The existing College reproduction/copy center located in the Wilson annex building was relocated in order to prepare for the demolition of the Wilson Complex. The center was relocated the summer of 2017 to the lower level of the Wolverton Library. This provides a more centrally located place to conveniently serve the College community.
- **Learning Resource Center Renovations:** As a result of a partnership agreement in 2016 with the Department of Education, the lower level, 2nd and 3rd floors were renovated to include new partitions, floor and wall finishes, and phone and data services to accommodate their needs. The lower level features a large meeting/seminar room with a folding partition that can be closed to accommodate smaller groups.
- **CCC Library Renovations:** The first floor of the building, which is at the ground level of the building was renovated to improve the image of the space and to provide better more convenient access to the circulation desk. The project included new drywall partitions to create staff offices, floor and wall finishes and a new circulation desk.

Projects Proposed:

- **Façade Restoration:** Replace or improve dated pebble stone façade with more modern finish and style to match campus-wide architecture.
- **HVAC Corrections.**

12. Truman Hall (TRU)

A two (2) story building built in 1974, steel structure with brick and stucco façade, built up roof, masonry and metal stud partitions. In 1990, a parts storage addition was built to address the automotive technology program and provided needed storage to accommodate the program. This additional received a limited automatic sprinkler system. The second floor was renovated in 2009 and converted from large group instructional rooms to standard size classrooms that included new building finishes, paint, flooring, doors and hardware, and new acoustical ceilings. In 2016, the HVAC systems were upgraded to include many new pieces of equipment, systems and digital controls. Many of the existing life safety systems have been problematic, including the fire alarm system. It is recommended that the building be further assessed for improvement. In addition, the automotive faculty offices at the first floor were improved with cosmetic improvements; however, the first floor common areas, hallways, doors, hardware and stairways are original and should be replaced.

Gross SF: 32,990

1st Floor: Automotive technology service area, machine shop, 100 seat lecture hall, Veterinary technology, classrooms, storage rooms, and offices.

2nd Floor: Classrooms.

Academic Associate Degree Programs:

- *American Sign Language*
- *Automotive Technology – Apprentice*
- *Film and Television Production*
- *Liberal Arts and Science*
- *Veterinary Technology*

Projects On Going or Recently Completed:

- HVAC Upgrades
- Renovations summer of 2017 to the first floor classrooms to provide for Rutgers Nursing Program.

Projects Proposed:

- AV Equipment Installation – ISD to install new Audio Visual equipment and associated infrastructure during HVAC replacement project.
- Automotive Improvements – General construction building repairs and upgrades including flooring, walls and ceilings and toilet rooms.
- Lockers requested per Rutgers Nursing Program.



13. Lincoln Hall – Dennis Flyer Theater (LIN)

One (1) story, partially two (2) and basement, steel framing, brick on masonry walls, concrete slab and structural concrete floors, membrane roof, masonry and metal stud partitions. Built in 1954 and expanded in 1994, the building contains a 650-seat theater, theater workshop, dressing room, prop and costume storage areas, dance studio, ceramics and pottery studios, sculpture studio, drawing/painting studios, music room, Marlin Art Gallery, photography lab, classrooms, computer lab, and faculty/staff offices. Building has a fire suppression system and a mix of other life safety systems that should be updated and better coordinated. Art Gallery is covered by a burglary alarm system. Many cosmetic improvements have been done throughout the years, including painting and floor finishes. There are significant HVAC deficiencies that regularly affect the comfort of the occupants. The building has been modified many times over the years since it was built and the layout is no longer efficient and, lacks accessibility between the different levels and to the public toilets in the 1954 building.

Gross SF: 42,500

Academic Associate Degree Programs:

- *Audio Production*
- *Film and Television Production*
- *Liberal Arts and Science*
- *Music Recording*

Projects Proposed:

Many of the building components and systems are deficient and beyond their useful life. The building requires significant changes and improvements to address the program requirements as well as meet the basic life safety requirements.

- HVAC Improvements – HVAC system replacement including equipment and controls.
- Building renovations – Renovate all areas that have been deteriorating and bring building up to the latest codes and standards.
- Lincoln Hall has limited wheel chair accessibility due to the varying finished floor elevations. Other buildings have varying levels of accessibility and require updating.



14. Jefferson Hall – Rutgers University-Camden (JEF)

Three stories, concrete slab and structural concrete floors, steel framing, brick and frame walls, slate roof, masonry and metal stud partitions. Built in approximately 1950 was acquired by the College in 1967, at which time it was used as the Science Building. Some interior improvements were done at that time, and, in 2002, major renovations were done, including interior finishes and new mechanical, plumbing and electrical systems to provide faculty support offices and conference space. In 2005, further renovations modified and added offices and two (2) classrooms with associated HVAC and elevator-addition to access the third level. In 2016, many of the HVAC system components and limited controls were upgraded due to failure and deficiencies. This included the chillers, cooling tower and fan coil valves and controls. Many mechanical, plumbing, and electrical systems installed in 2002 and 2005 remain, and further assessment should continue and be identified for future renewal. In early 2017, the College completed many interior improvements, including paint, flooring and ceiling replacement. The building overall is in good condition; however, the brick exterior is in need of general maintenance and repairs to avoid further deterioration. Existing cracks and open joints should be sealed as soon as possible.

Gross SF:	14,242
1st Floor:	Deans Suite, computer lab, conference room, offices and boiler room.
2nd Floor:	Offices.
3rd Floor:	Classrooms and Camden County Superintendent of Schools offices.

Academic Programs:

- Rutgers School of Health Professions is one of the schools that form Rutgers Biomedical and Health Sciences, a division of Rutgers, The State University of New Jersey.

Projects On Going or Recently Completed:

- HVAC Projects: Complete upgrades of equipment and controls.
- Façade Crack Repair: Repair sub-contractor to submit quotation for repair of cracks.

Projects Proposed:

- Window Replacement: Remove and replace deteriorated vinyl replacement windows with new higher quality window.



Wilson Center Complex

- 15. Wilson Hall West
- 16. Wilson Hall Center
- 17. Wilson Hall East
- 18. Wilson Hall Annex

This one (1) and two (2) story building complex and its systems are far beyond their useful life and have been taken out of service due to constant recurring infrastructure failures and deficiencies. The buildings have outlived their service life and can no longer be used economically. The buildings consist of partial basement, steel framing, brick and masonry walls, concrete slab and structural concrete floor construction with flat and shingled asphalt roofing systems. The buildings were built in approximately 1950 and are scheduled for demolition in 2018.

Gross SF: Wilson Hall West - 13,812
Wilson Hall Center - 5,775
Wilson Hall East - 20,571
Wilson Hall Annex - 18,600



19. Child Care Center

One-story, concrete slab floor, wood framing, stucco and frame walls, fiberglass shingle roof, stud partitions. Built in 1990, the building contains classrooms, administrative offices and an outdoor play area. Interior cosmetic improvements, including painting, flooring and ceiling repairs have been done over the years. Much of the equipment and systems are original, except a new rooftop unit, which was replaced in 2010. Otherwise the building functions with little problems reported and some HVAC deficiencies being addressed. The building is in fair condition and should be further assessed to determine future renewal needs.

Gross SF: 4,649



20. Facilities Offices

One story, pre-engineered, steel framed, metal panel walls, concrete slab floor, and standing seam metal roof warehouse building that was built in 1969 as the maintenance storage facility with some interior service space. To provide facilities personnel offices and toilet rooms, and mailroom services to handle shipping and receiving, mail distribution throughout the College, maintenance and carpenter shops, storage areas, and storage for supplies and a blue print/resource library room. The 1988 addition contains administrative offices and a small conference room.

Gross SF: 11,213

Projects Proposed:

- Building Renovations: Renovate existing warehouse by reorganizing for more efficiency of storing building materials, breakroom, and new toilet facilities, currently not sufficient for personnel and install new security system with restricted access.
 - Plan Room Relocation: Relocate facilities plan room to make available for custodial supervisor office.



21. Adams Hall (ADM)

One story, steel framing, metal walls, concrete slab floor, metal roof, metal stud partitions. Built in 1969, the building was originally constructed to accommodate the demand for additional classrooms at that time and has been used for that purpose until shortly after the completion of Halpern Hall, which provided additional classrooms. Given the poor condition of this building, it was taken out of service in 2013. Given the demand to expand the athletics program, the demand to revive the wrestling program resulted in a renovation of the building to include a wrestling room, training room, classroom, showers and a coach's office. The project involved some rearrangement of existing mechanical, plumbing and electrical systems to accommodate the change. Should the gym be renovated in the future, the Wrestling Program requirements would be incorporated into the plan.

Gross SF: 9,674

Projects On Going or Recently Completed:

- Wrestling Room created, including training room, classroom, showers and Coach's office



22. Classroom Trailers A, B, C – Adjacent to Adams Hall

These three (3) trailers were installed in preparation for the Madison Hall renovation in 2005 and are located adjacent to the Adams Hall facility and were used as temporary classrooms. Each of these trailers is divided into two separate classrooms, each of which is equipped to accommodate 35 students. The use, as classrooms, has diminished over the years and the trailers are used primarily by the Mainstage Center for the Arts musical theatre school, through a lease agreement with the College for Lincoln Hall's Dennis Flyer Theatre, dressing rooms, production shop, dance studio and various classrooms. The trailers are in fair condition with finishes that are outdated.

Should further plans for development involving Lincoln Hall be implemented, the removal of the trailers should be included, allowing for future parking lot improvements.

Gross SF: 5,880

Academic Associate Degree Programs:

- *Audio Production*
- *Liberal Arts and Science*
- *Music Recording.*



24. Central Power Plant

One-story, steel-frame construction, brick on concrete block walls, concrete slab floor, membrane roof, and masonry partitions. Built in approximately 1973, the plant was built with two (2) large boilers and three (3) chillers that provide hot and cold water centrally for heating and cooling to the four (4) original buildings constructed as a project, including Madison Hall, Taft Hall, Wolverton Library and the Community Center. The plant was built for future expansion and, in 1974, Truman Hall and the Papiano Gym were added to the system. Over the years, a mezzanine level was added to the interior space for storage of the HVAC system parts and filters to be used throughout the campus. In 2009 a campus-wide evaluation was done rendering the central plant method no longer efficient, resulting in recommendations to remove buildings from the system. From 2009 to 2017, all buildings have been removed as part of various HVAC projects and the Papiano Gym is the last to remain. It is recommended that the gym removal be completed as soon as funds are available to achieve maximum efficiency and renovate the building to provide needed storage. Further assessment of the building infrastructure is recommended.

Gross SF: 6,389

Projects On Going or Recently Completed:

- New Boilers to serve Papiano Gym.

Projects Proposed:

- Demolition: Remove all hazardous materials, pipe insulation, etc. and abandoned boilers and chiller equipment and accessories. Prepare building for future renovation.
- Renovations: Complete renovation for new use to include general construction, Mechanical, Plumbing and Electrical construction.



Regional Emergency Training Center

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.

Regional Emergency Training Center

Gross SF: 36,887

❖ Annex/Police Academy	7,071 GSF
❖ Pole Barn (Fire Training & Service Garage)	4,453 GSF
❖ Command Tower	1,451 GSF
❖ Burn Building	4,306 GSF
❖ Maintenance Shed	1,566 GSF
❖ Smoke House	2,490 GSF
❖ Concrete Burn Testing Structure	576 GSF

- RETC was built in 2009. One story poured concrete slab, masonry cinderblock with brick veneer structure, truss gable with fiberglass shingle roof, flat roof over auditorium, sheet rock and metal stud walls. Contains administrative offices, conference room, classrooms, kitchen and cafeteria lobby, auditorium, training room, and men and women locker rooms.



- Annex/Police Academy was built in 1989 and renovated in 2011. One story poured concrete slab, masonry cinderblock with brick veneer structure. The roof is half flat build up asphalt and the other half is gabled with fiberglass shingles. It has administrative offices, small kitchen and classrooms.
- Command Tower was built in 2003. One story poured concrete slab, masonry with brick veneer, double insulated windows, and membrane rubber roof.
- Burn Building was built in 2003. Two-three stories poured concrete slab, exterior walls poured concrete with brick veneer, openings exist but not windows, roof is poured concrete.
- Maintenance Shed was built 1996. One story poured concrete slab, cinderblock construction with a gabled roof and fiberglass shingles.
- Concrete Burn Testing Structure was built in 2010. One story poured concrete slab, poured concrete walls and open roof.
- Smoke House was built in 1996. Three stories poured concrete slab, masonry building, does not contain heat, plumbing or electric.
- Pole Barn Building ((Fire Training & Service Garage) houses the fire trucks.
- Automotive Service Garage was built in 1996. One story poured concrete slab, steel frame, insulated metal sandwich panels, with a raised seam metal roof.

Academic Associate Degree Programs:

- *Emergency & Disaster Management*
- *Fire Science Technology*
- *Fire Science Administration*

Camden City 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 requiring significant improvements that are necessary for long-term use in order to continue to serve the various academic programs. The following is a summarized evaluation of College Hall & CTC buildings:

- 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.
- College Hall and CTC space for storage in these facilities is very limited 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. A new generator is needed so College operations can continue even with a loss of power to the campus.
- The building emergency generator has limited power and should be replaced to provide full building power for lighting and HVAC equipment so that College operations could continue even with a loss of power to the campus.
- The building water supply is inefficient with regards to quality and pressure. The College frequently closes due to lack of sufficient water pressure supplied by the utility company. A new domestic water circulator pumps, water filtration system and water storage tank is needed.
- Garage Maintenance and Repairs needed to avoid future more extensive repairs.
- Parking Lot and site repairs.

College Hall – Camden City Campus

Located at the intersection of Broadway and Cooper Streets in the city of Camden the building was built in 1991 and is a five story precast concrete structure with a brick façade and a hot rolled roof. Interior sheet rock and metal stud walls. The building contains classrooms, staff and faculty offices, science labs, computer labs, student lounge, lunchroom, multipurpose room and testing lab.

Gross SF: 50,178

Academic Associate Degree Programs:

- *Addiction Counseling*
- *Health Information Technology*
- *Human Services*
- *Liberal Arts and Science*
- *Management*
- *Multi-Skilled Technician Certificate of Achievement*

Projects On Going or Recently Completed:

- Main Electrical Service Transformer Relocation
- LED Lighting – On going replacement for building interior.
- Smart rooms for every room (currently we have seven smart rooms)
- New bathroom stalls – 5 floor men’s room and ladies rooms
- New HVAC Units



Camden Technology Center & Parking Garage

Eight stories, the building exterior walls are made of 320 pre-cast and pre-stressed concrete sections, sheetrock and metal stud walls. Built in 2004. The first floor contains a University District bookstore of approximately 13,500 square feet. The second floor contains approximately 37,300 square feet of offices, classrooms, computer labs, conference rooms, and E-village and security/concierge desk. The upper six floors comprise a parking garage capable of handling approximately 620 automobiles.

Conference Center is a one story building Built in 2007, which contains a lobby, auditorium, banquet room, full kitchen and manager office.

Gross SF: 343,368

❖ CTC (1 st & 2 nd Floors)	64,586 GSF
❖ Parking Garage	271,102 GSF
❖ Conference Center	7,680 GSF

Academic Associate Degree Programs:

- *Accounting*
- *Audio Production*
- *Computer Information Systems*
- *Computer Science*
- *Criminal Justice*
- *Human Services*
- *Liberal Arts and Science*
- *Management*
- *Marketing*
- *Music Recording*



Projects On Going or Recently Completed:

- Parking Garage Repairs and Improvements
- HVAC and Chiller Replacement Project

Projects Proposed:

- Phase 2 Parking Garage Repairs and Improvements
- Needs new carpet and/or tile for the offices in CTC 207,209,211 and Village(202)

William G. Rohrer Center

The William G. Rohrer Center is located at the intersection of NJ Highway Route 70 East and Springdale Road in Cherry Hill, New Jersey.

It is a two-story poured concrete pad, reinforced concrete structure, with a firestone rubber roof, sheetrock and metal stud walls. Built in 2000.

Gross SF: 31,000 (Approx.)

1st Floor: Lobby, administrative offices, faculty offices, Cyber Café, campus bookstore, conference room, computer labs and lecture halls.

2nd Floor: E-Library and computer labs.

The Rohrer Center is a single building located in a suburban environment, Cherry Hill Township, at the heavily travelled intersection of Springdale Road and Rte. 70. The two-story facility contains 12 classrooms, conference space, bookstore, cyber-café, library and administrative space. The additional location supports a growing selection of curriculum offerings to better serve the Cherry Hill and northeastern Camden County 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.

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. The following is a summarized evaluation of the Rohrer Campus:

- 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.

Academic Associate Degree Programs:

- *Accounting*
- *Computer Science*
- *Health Information Technology*
- *Hospitality Technology*
- *Human Services*
- *Liberal Arts and Science*
- *Management*
- *Marketing*

Projects On Going or Recently Completed:

Projects Proposed:

- Science and Biology classroom conversion.
- Additional instructional space, computer labs and computer instructional facilities are needed to meet potential demand.

Future Master Plan Goals

Completed

- Improvement to signage, landscaping, classroom space and facilities were made at all three campuses.
- Significant renovations were made to several building on campus including the newly redesigned Taft Hall which boasts a state of the art, one stop service center for the students of Camden County College, completion of the Kevin G. Halpern Hall for Science and Health Education, expanded bookstore, and new greenhouse.
- Several lab spaces have been renovated including the Vet Tech, Math, and Simulation Labs.
- Partnership with Rutgers yielding additional classroom space in Camden.
- Increased surveillance capabilities and updated the emergency operations manual and the emergency communication system, Cougar Call.

Proposed

- Design and construct new spaces for teaching and learning that are technology-rich and flexible for the needs of current and future students.
- 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.
- Appropriately balance initial capital costs with later maintenance costs in the design, construction, and renovation of buildings, roads, and other amenities.
- Continuously refine and update the facilities Master Plan for all three campuses as a framework to guide the College's future renovation and development.
- 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.
- Pursue opportunities for Open Space including:
 - Mixed-use commercial and multi-family housing.
 - Duplex housing 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 for the community use.
 - Age-restricted residential development.
 - Athletic Areas / Athletic Village - The athletic Village Perimeter Plan highlights future athletic and recreational opportunities. Develop recommendations for future buildings and grounds improvements that will support the current and future Academic & Athletic program needs of CCC.
 - 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.

Other Potential Requirements:

Career Center – Resource for students and community that provides help with resume writing mock interviews etc. for designing and delivering comprehensive, innovative, and inclusive career and employment services.

Media Center – Create a space that contains and encourages the use of audiovisual media and associated equipment as well as books, periodicals, and the like.

CAMDEN COUNTY COLLEGE OIT TECHNOLOGY PLAN 2012-2017

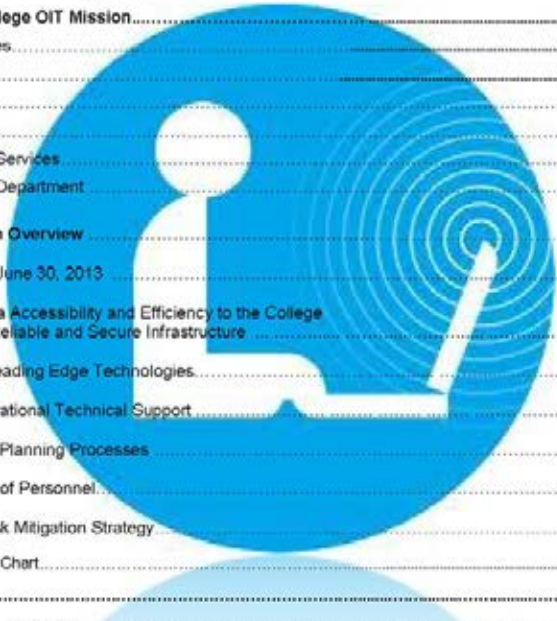
Camden County College
OIT 5 Year Technology Plan
2012-2017



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 Data@!		√	√		
Goal 2: Implement Leading Edge Technologies					
Investigate New Technologies to Integrate with College Community	√	√	√	√	√
Data@! N3.0 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	√	√			

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Appendix A

APPENDIX A

Year 1				
2012-2013	Estimated Annual Cost	Funding Source: Capital (C) or Operating (O) Budget		
<p>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.</p> <p>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.</p> <p>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.</p>				
Goal1	Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure			
		<p>Restructure and Redesign College Network Configuration</p> <p>OIT will redesign the current Network to improve intra and inter campus communicators 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.</p> <p>Business Justification:</p> <p>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.</p>	\$120,000	O
		<p>College Campus Web Portal</p> <p>Single location, Single Sign-On Access for college resources</p> <p>Business Justification:</p> <p>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.</p>	\$29,500	O
		<p>Self-Service Technology</p> <p>Increase efficiency and accessibility by deploying of self-service technology throughout the college campuses.</p> <p>Business Justification:</p> <p>Kiosks</p> <p>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.</p> <p>In later phases, the kiosks will provide students, staff and visitors with campus</p>	\$18,000	C

	directories and general information about the College				college data from home, school or any remote location.		
	<p>Document Imaging</p> <p>Scan archived records for Financial Aid and Human Resources into digital format.</p> <p>Business Justification:</p> <p>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.</p> <p>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.</p>	\$120,000	C		<p>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.</p> <p>Goal2 Implement Leading Edge Technologies</p> <p>Investigate New Technologies to Integrate with College Community</p> <p>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.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O
	<p>Fixed Assets Inventory Control</p> <p>Implement an inventory control system with Radio Frequency Identification (RFI) to track fixed assets within the college facility.</p> <p>Business Justification:</p> <p>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.</p> <p>An inventory management system will also provide a means to track assets for insurance amortization purposes in case of severe damage or a disaster.</p>	\$0*	O		<p>Datatel SQL Conversion</p> <p>Improve the Student Information Systems (Colleague) architecture by migrating to a SQL environment.</p> <p>Business Justification:</p> <p>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.</p> <p>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.</p>	\$0*	O
	<p>Improve and Secure Virtual Private Network (VPN)</p> <p>Replace current VPN backend system to provide a more secure environment.</p> <p>Business Justification:</p> <p>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</p>	\$20,000	O		<p>Microsoft Exchange Email 2010</p> <p>Install, implement and integrate Exchange Email 2010 into the OIT infrastructure.</p> <p>Business Justification:</p> <p>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</p>	\$0*	O

<p>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'.</p> <p>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.</p>			<p>Increase Wireless Footprint</p> <p>Increase wireless accessibility throughout the college.</p> <p>Business Justification:</p> <p>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.</p>	\$38,000	C/O
<p>SharePoint 2010 implementation</p> <p>Install, implement and integrate SharePoint 2010.</p> <p>Business Justification:</p> <p>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).</p>	\$0*	O	<p>Goal3 Provide Classroom and Operational Technical Support</p> <p>Design and Implement New Classroom Technology</p> <p>Design, purchase and install Audio and Video (AV) technology needed for new classrooms in new and existing buildings on campus.</p> <p>Business Justification:</p> <p>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.</p> <p>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.</p> <p>Further savings are realized because the Perkins Grant supports any permanent technical equipment installed in new classrooms.</p>	\$40,000	C
<p>Server Virtualization:</p> <p>Consolidate physical hardware (servers) with VM software.</p> <p>Business Justification:</p> <p>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.</p> <p>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.</p>	\$25,500	C	<p>Provide Technical Classroom Support</p> <p>Provide accessible technical support and maintenance for all classrooms.</p> <p>Business Justification:</p> <p>Continue to provide On-site instant technical support and maintenance for faculty, staff and administration.</p> <p>Provide in-house technical repairs for all technology, TVs, PCS, lap tops, audio equipment, etc.</p> <p>Continue to provide audio, video, technical and wiring assistance for all for all events at the college.</p> <p>Provide equipment, support and operations for all events, including concerts, rallies, meetings, etc.</p>	\$0*	O
				\$0*	O

<p>Provide Software Management for College Community</p> <p>Design, develop, review, evaluate, implement and manage software needed for the college community.</p> <p>Business Justification:</p> <p>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.</p>			<p>Update Dimmer Lighting System</p> <p>Upgrade existing dimmer lighting system in the Dennis Flyer Theater to an auto programmable light system.</p> <p>Business Justification</p> <p>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.</p>	\$100,000*	C
<p>Implement MS Windows Live™</p> <p>Increase the user experience with multiple methods of communication.</p> <p>Business Justification:</p> <p>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.</p> <p>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 Skydrive, which provides cloud-based storage, a system for creating, sharing and managing Microsoft Office documents, as well as a photo management and sharing environment.</p>	\$0*	O	<p>Implement Proactive Help Desk Walk Through Support</p> <p>OIT will continue to provide Help Desk Support to the entire college community with an in person visit.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O
Goal 4 Improve OIT Planning Processes					
<p>PC Life Cycle Management</p> <p>Increase efficiency of PC support and deployment.</p> <p>Business Justification:</p> <p>OIT will continuously work with computer vendors to ensure that the college contractually has the latest equipment and software for the best possible price.</p>	\$0*	O	<p>Campus Wide OIT Governance</p> <p>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.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O
<p>Provide Technical Event Planning</p> <p>Provide technical event planning for both internal and external customers who use the college facilities.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O	<p>Annual Review of OIT Contracts</p> <p>Perform annual reviews of Contracts/Bids/RFPs with OIT to maximize their value.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O

<p>Student information System Planning Session</p> <p>Conduct campus wide monthly meetings to discuss and plan student activity as it pertains to OIT and other departments.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O	<p>Goal 6 Develop a Risk Mitigation Strategy</p>		
<p>Campus Wide Software and Equipment Purchasing Policy</p> <p>Create a campus wide Software and Equipment policy to help manage purchasing and support costs for software and hardware used by the college.</p> <p>Business Justification:</p> <p>Create a campus wide Software and Equipment policy to help manage purchasing and support costs for software and hardware used by the college.</p>	\$0*	O	<p>Update Current Disaster Recovery and Business Continuity Plans Update the current Disaster Recovery and Business Continuity Plans.</p> <p>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.</p> <p>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. It 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.</p>	\$0*	O
<p>Goal 5 Development of Personnel</p>			<p>Test Current Disaster Recovery and Business Continuity Plans</p> <p>Test the current Disaster Recovery and Business Continuity Plans to ensure its validity.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O
<p>Develop an Overall OIT Training Plan</p> <p>Develop comprehensive career training paths for OIT staff.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O			
<p>Technical Training for Students, Faculty and Staff</p> <p>Train faculty, adjuncts and staff to operate technical and AV equipment and applications in each classroom.</p> <p>Business Justification:</p> <p>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.</p>	\$0*	O			

Camden County College
OIT 5 Year Technology Plan
2012-2017

Year 2 Plan

<p>Virtual Tour of the College Community (Avatar) Web Alive OIT will design and implement an On-line Virtual Campus Tour</p> <p>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.</p>	TBD	TBD	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		
			<p>Incorporate a Process Management Discipline Develop a Process Management Discipline to help standardize specific procedures and activities and increase efficiency within the OIT staff.</p> <p>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</p>	\$0*	0
			Goal 5 Development of Personnel		
			Goal 6 Develop a Risk Mitigation Strategy		
			<p>Execute Security Audit Develop and execute an independent Security Audit Plan to access and validate the technical aspects of the system and applications.</p> <p>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.</p>	\$40,000	0
<p>Implement Digital Signage Project Strategically implement digital sign boards and monitors throughout the college campus to display college information and announcements.</p> <p>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.</p>	TBD	TBD			
<p>Introduce Tablet Classroom Replace traditional PC desktop equipment in classrooms with tablet technology.</p> <p>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.</p>	TBD	C			
			Goal3 Provide Operational Technical Support		
<p>Implement Proactive Help Desk Walk-Through Support OIT will provide Help Desk Support to entire college community.</p> <p>Business Justification:</p>	\$0*	0			

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		
Goal5	Development of Personnel		
Goal6	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		
Goal5	Development of Personnel		
Goal6	Develop a Risk Mitigation Strategy		

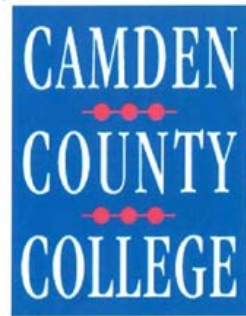
Year 5			
	2016-2017	Estimated Annual Cost	Funding Source: Capital (C) or Operating (O) Budget
Goal1	Increase Data Accessibility and Efficiency to the College Community with a Reliable and Secure Infrastructure		
Goal2	Implement Leading Edge Technologies		
Goal3	Provide Operational Technical Support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

Note: * = Project completed by internal staff.


LAND USE PLANNING

Camden County College
Gloucester Township, Camden County

Land Use Planning Recommendations



October 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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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.

¹ Gloucester Township Master Plan, 1999, page 141.

III. CURRENT ZONING

The Camden County College properties are currently zoned Institutional (IN), Business Park (BP), and General 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 College
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
Rear 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 118 acres are developed or included as part of the college campus. Within the undeveloped areas, there are approximately 32.5 acres of regulated freshwater wetlands and 47.5 acres of required buffer areas. There are approximately 116 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 allow for the utilization of the County's facilities for passive recreation complimenting the nearby active recreation sites by adding approximately 80 acres to the County and Township's inventory of permanently preserved passive open space, without the need for additional investment by the taxpayers. A conservation easement will be placed on the area to ensure that the environmentally sensitive land is protected in 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 will 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.

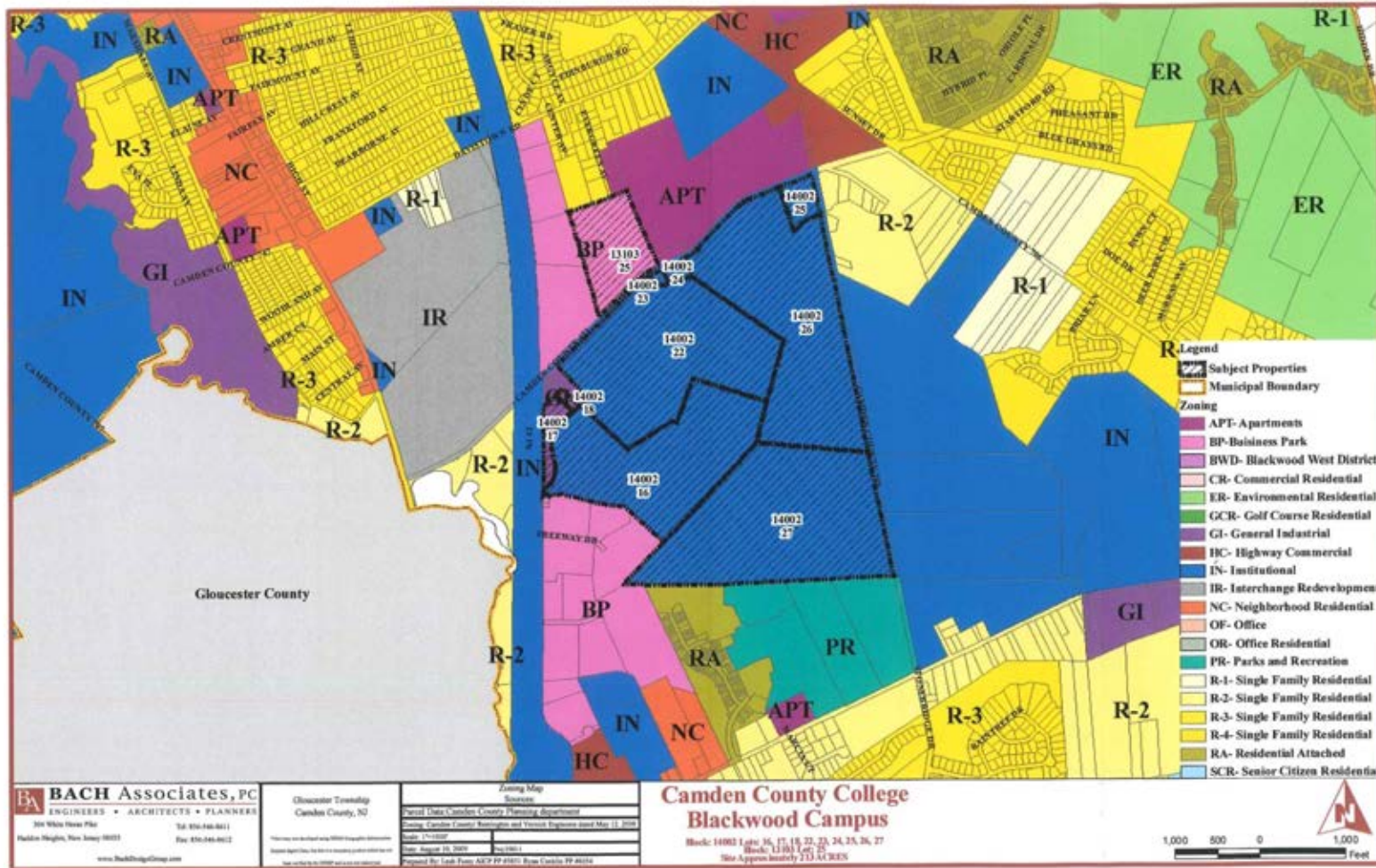
D. Planned Business Park Flex

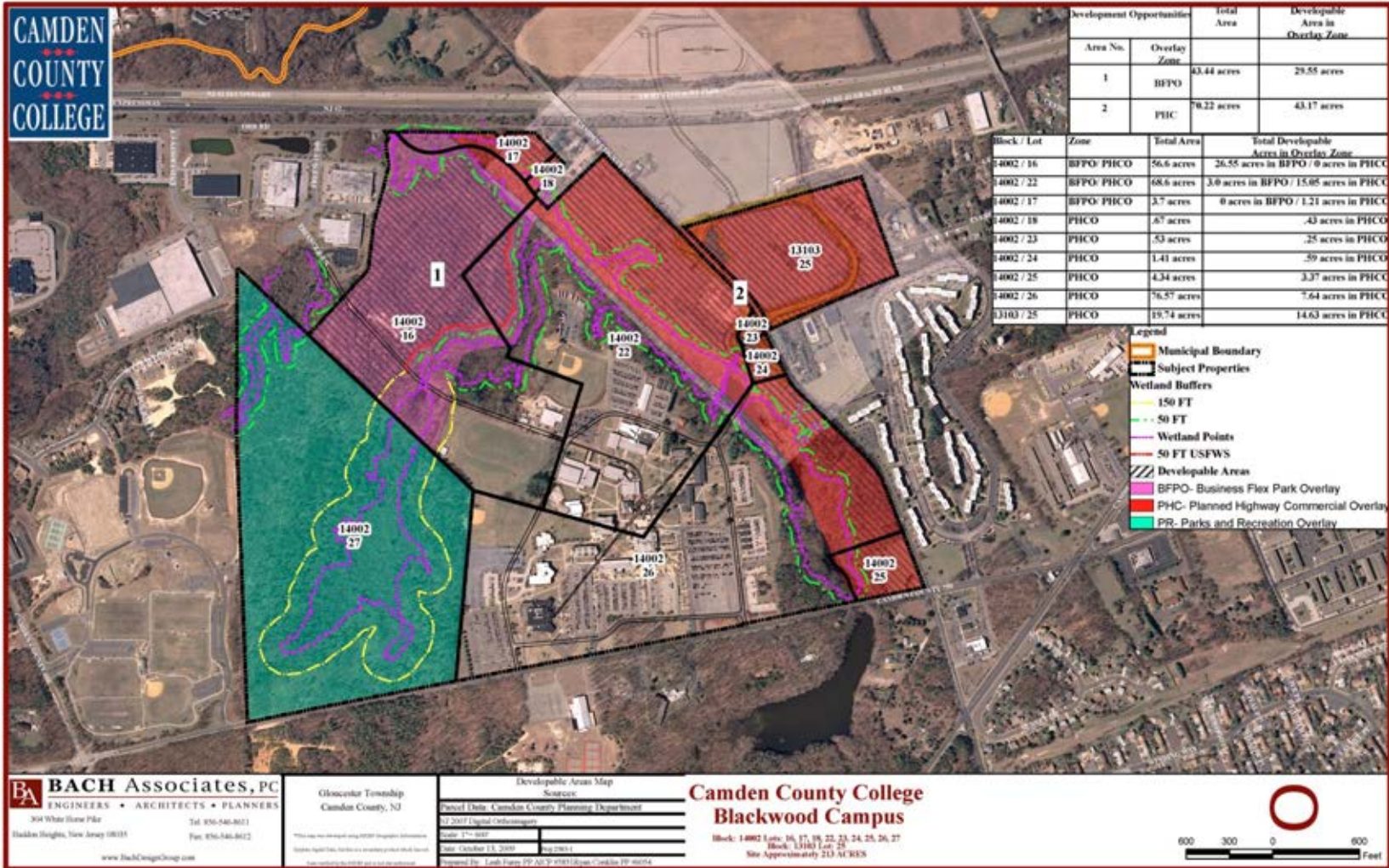
The new Business Park Flex Overlay is proposed for lands north of the existing Business Park zone along Orr Road (Freeway Court). The property is constrained by the presence of freshwater wetlands, but substantial developable lands exist. As a result of the location of wetlands and associated buffers the property does not have good visibility from the existing roadway network. This inhibits 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 it 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.





Development Opportunities		Total Area	Developable Area in Overlay Zone
Area No.	Overlay Zone		
1	BFPO	43.44 acres	29.55 acres
2	PHC	78.22 acres	43.17 acres

Block / Lot	Zone	Total Area	Total Developable Acres in Overlay Zone
14002 / 16	BFPO- PHCO	56.6 acres	26.55 acres in BFPO / 0 acres in PHCO
14002 / 22	BFPO- PHCO	68.6 acres	3.0 acres in BFPO / 15.05 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 / 25	PHCO	4.34 acres	3.37 acres in PHCO
14002 / 26	PHCO	76.57 acres	7.64 acres in PHCO
13103 / 25	PHCO	15.74 acres	14.63 acres in PHCO

- Legend**
- Municipal Boundary
 - Subject Properties
 - Wetland Buffers**
 - 150 FT
 - 50 FT
 - Wetland Points
 - 50 FT USFWS
 - Developable Areas**
 - BFPO- Business Flex Park Overlay
 - PHC- Planned Highway Commercial Overlay
 - PR- Parks and Recreation Overlay

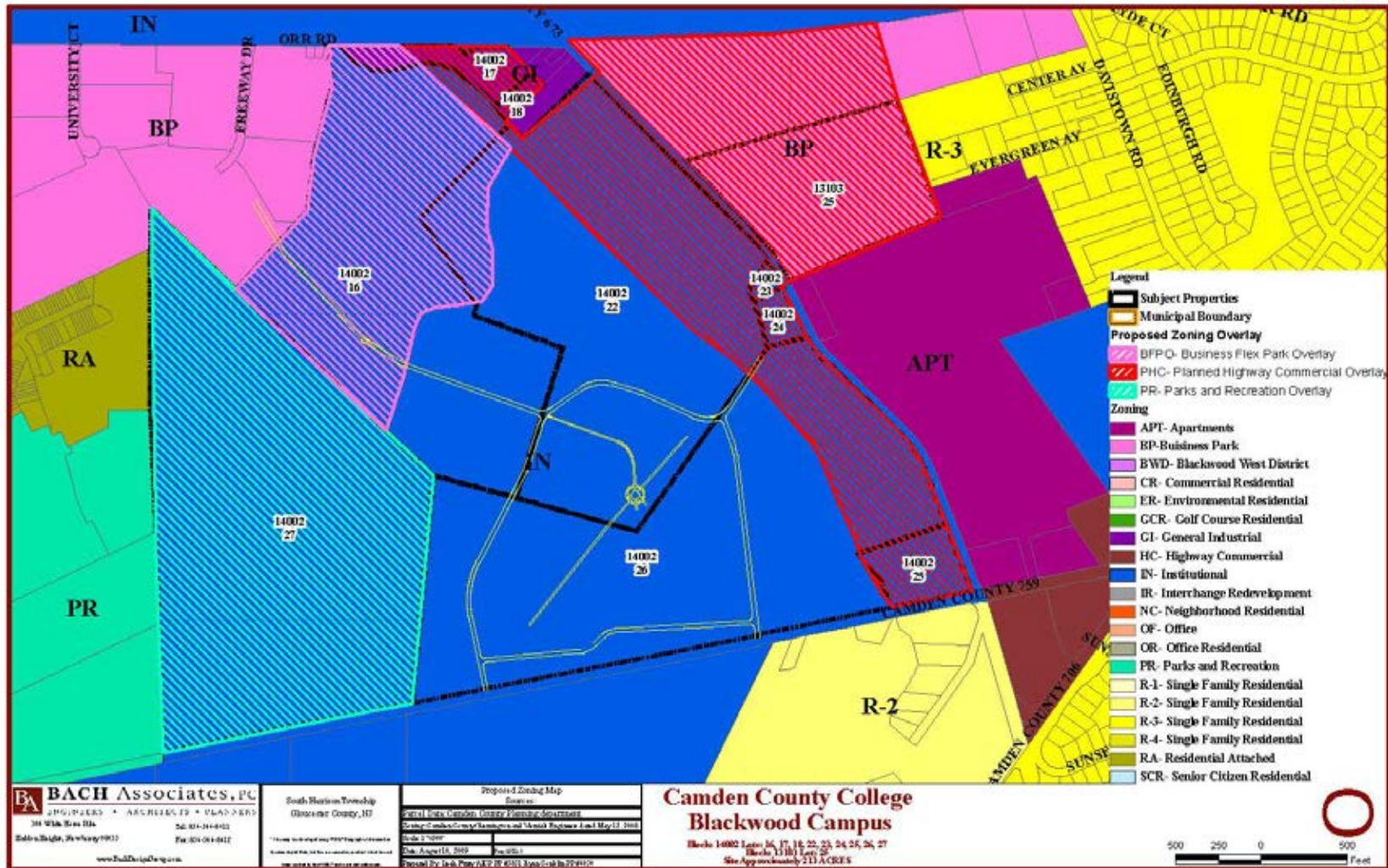
BACH Associates, PC
 ENGINEERS • ARCHITECTS • PLANNERS
 304 White Horse Pike
 Hidden Heights, New Jersey 08035
 Tel: 856-946-8011
 Fax: 856-946-8012
 www.BachDesignGroup.com

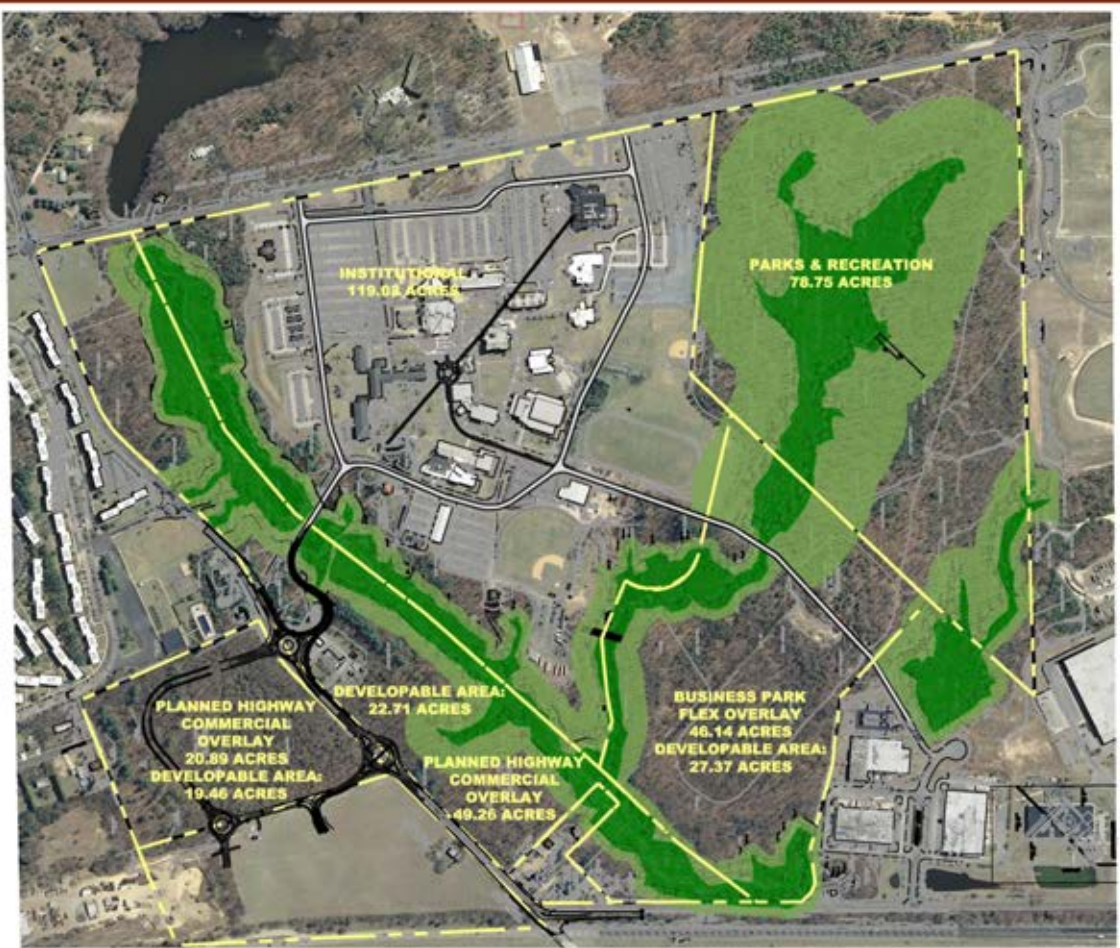
Gloucester Township
 Camden County, NJ

Developable Areas Map
 Sources:
 Parcel Data: Camden County Planning Department
 12 2017 Digital Orthophotos
 Scale: 1"=400'
 Date: October 13, 2019
 Map 2019.1
 Prepared By: Leah Farn, PP, AICP, FASLA
 (Camden, NJ)

**Camden County College
 Blackwood Campus**
 Block: 14002 Lots: 16, 17, 18, 22, 23, 24, 25, 26, 27
 Block: 13103 Lot: 25
 Site Approximately 213 ACRES







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 304 White Horse Pike, Haddon Heights, New Jersey 08205
 Tel (856) 546-6011 Fax (856) 546-6032
 www.bachdesigngroup.com

Camden County College
 Blackwood Campus

AERIAL PHOTO OF CAMDEN COUNTY COLLEGE AND VICINITY
 WITH PROPOSED ROADWAY IMPROVEMENTS, WETLANDS AND BUFFERS
 PARCEL DATA: Camden County Planning Dept.
 DRAWN: Camden County/Planning & Zoning Engineers dated May 12 2008
 SCALE: 1"=1500'
 DATE: 8/17/08

Camden County College
 Blackwood Campus
 Block: 14002 Lots: 34,37,38,22,23,24,25,26,27
 Block: 13100 Lots: 25
 Site Approximately 213 ACRES





CONCEPTUAL PLAN
SCALE 1" = 100'

BA
BACH Associates, P.C.
300 West Main Street
Haddon Heights, New Jersey 08033
Tel: 856-584-8811
Fax: 856-584-8812
www.BachDesignGroup.com

**CAMDEN COUNTY COLLEGE
BLACKWOOD CAMPUS**
BLOCK 1402, LOTS 16, 17, 18, 22, 23, 24, 25, 26 & 27
BLOCK 1308B, LOT 29
CAMDEN COUNTY, NEW JERSEY

NO.	REVISION	DATE

CONCEPTUAL PLAN

DATE: 08/11/11
SCALE: AS SHOWN
PROJECT NO.: 11-001
SHEET NO.: 1 OF 1

CP-1



THE DRIVEWAY IS TO BE COORDINATED WITH THE PROPOSED IMPROVEMENT BY OTHERS FOR LOT 2 (AREA = 0.02 AC ±)

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, 1998.
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)

Project No. 500318000100
 Date: 10/08/2010 10:07:48 AM
 User: d.fleming
 Path: C:\Users\d.fleming\Desktop\Drawings\500318000100\Drawings\500318000100.dwg
 Plot: 7/14/2010

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DAVID J. FLEMING
 PROFESSIONAL ENGINEER, N.J. L.C. No. GE33216


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 VOORHEES, NJ 08043
 WWW.BIRDSELL.COM
 TEL (856)783-1900 FAX (856)783-2100

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
 DESIGNED BY DJF
 SHEET NO. 1 of 1

Camden County College



Emergency Operations Response Plan

Dial 911 for All Emergencies

Dial 856-374-5089 or Extension 7777 on a Campus Phone

Emergency Operations Response Plan

EORP Effective Date: 05/11/2017

1

Introduction

The Camden County College Emergency Operations Response Plan (EORP) has been designed to provide a contingency plan for Camden County College administrators, faculty and staff in order to plan for campus emergencies. While the response plan does not cover every conceivable situation, it does supply the basic administrative guidelines necessary to cope with most campus emergencies.

The Camden County College policies, procedures and directives herein are expected to be followed by all administrators, faculty and staff whose responsibilities and authority cover the operational procedures found in this guide. All campus emergency operation responses will be conducted within the framework of Camden County College's guidelines. Any exception to the incident management procedures will be conducted by or with the approval of the College administrators directing and/or coordinating the emergency operation response.

All requests for procedural changes, suggestions, or recommendations will be submitted, in writing, to the Executive Director of Public Safety, or designee, for technical review. All changes recommended by the Executive Director of Public Safety, or designee, will be submitted in writing to the President's Office for review, evaluation, and adoption by the Camden County College Board of Trustees.

Phases of Emergency Management Operations

There are four (4) phases of any emergency management operation, which are mitigation, preparedness, response and recovery.

Mitigation

Mitigation activities at Camden County College are those that eliminate or reduce the probability of a disaster occurrence. These include long term activities that lessen the undesirable effects of unavoidable hazards. Some examples include evaluation of buildings and structures, flood plain areas on campuses, and insurance review.

Preparedness

Preparedness activities serve to develop the response capabilities needed in the event of an emergency. Planning, exercising, training and development of public information, as well as warning and communication programs are among the activities conducted under this phase.

Response

Response activities include direction and control, warning, evacuation and emergency response services that are designed to address immediate and short-term effects from the onset of an emergency or disaster. They help to reduce casualties and damage, and are aimed toward facilitating speedy recovery.

Recovery

Recovery includes both short- and long-term activities. Short-term operations seek to restore critical services to the Camden County College campus and provide for the basic needs of the College community. Long-term recovery focuses on restoring the College community to its normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those actions related to reconstruction of damaged areas.

**Camden County College
Emergency Operations Response Plan
Guidelines**

1. Purpose

The emergency operation procedures outlined in this guide are designed to enhance the protection of lives and property through the effective dissemination and use of the Camden County College community resources. Whenever an emergency affecting any of the Camden County College campuses reaches proportions above that which cannot be handled by normal departmental measures, the President of the College, or designee, may declare a State of Emergency where these contingency guidelines may be implemented. The types of general emergencies that may result in the implementation of this plan are large scale disorders and/or large scale natural/man-made disasters. Since an emergency may be sudden and without warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and levels.

2. Scope

These guideline procedures apply to all Camden County College personnel, including administration, faculty, staff, and building and grounds support staff operated by Camden County College to include those peripheral areas adjoining any of the College campuses.

3. Types of Emergencies

Types of emergencies covered by this manual are:

- a) Fire
- b) Earthquake
- c) Chemical or Radiation Spill
- d) Explosion
- e) Bomb
- f) Civil Disturbance or Demonstrations
- g) Utility Failure
- h) Medical and First Aid
- i) Violent or Criminal Behavior

EORP Effective Date: 05/11/2017

4

- j) Psychological Incident
- k) Tornado
- l) Building Evacuation
- m) Suspicious Object/Package
- n) Active Shooter
- o) Sexual Assault

4. Definitions of an Emergency

- **Level 1 Emergency (Minor):** Any minor incident, potential or actual, which will not seriously affect the overall functional capacity of the College. Report the emergency immediately to the Department of Public Safety at extension 7777 on the campus phone or 856-374-5089.
- **Level 2 Emergency (Major/Partial Activation):** Any major incident, potential or actual, which affects an entire building or buildings, and which will disrupt the overall operations of the College campus. Outside emergency services will probably be required, as well as major efforts from campus support services and staff. Major policy considerations and decisions will usually be required from the College administration during the time of the emergency. Report the emergency immediately to the Department of Public Safety at extension 7777 on the campus phone or 856-374-5089.
- **Level 3 Emergency (Significant/Full Activation):** Any event or occurrence which has seriously impaired or halted the operations of the College campus. In some cases, mass personnel casualties and severe property damage may be sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation. Outside emergency services will be essential. In all cases of disaster, an Emergency Operation Center (EOC) will be activated, and the appropriate support and operational plans will be executed. *See the Camden County College Emergency Operation Center Plan for details.*

The Camden County College Emergency Operations Center (EOC) is a facility designated for managing an emergency event. It is where the College Incident Management Team makes decisions to allocate and coordinate resources, provides incident communications coordination, and directs the overall disaster emergency response. The five (5) major functional areas of Command, Operations, Planning, Logistics, and Finance will be utilized in accordance with the National Incident Management System (NIMS). The location of the EOC shall be determined by the President of the College, or designee.

5. Assumptions

The Camden County College Emergency Operations Response Plan (EORP) is predicated on a realistic approach to the problems likely to be encountered on campus during a Level 2 or Level 3 emergency or disaster. Hence, the following are general guidelines:

- a) An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.
- b) The succession of events in an emergency is not predictable; hence, published support and operational plans will serve only as a guide or checklist and field modifications may be required, in order to meet the requirements of the emergency.
- c) Large scale events may affect residents in geographical proximity of any of the College campuses; therefore, Municipal, County, State, and Federal emergency services may not be available. A delay in off-campus emergency services may be possible (up to 48-72 hours).
- d) A Level 3 (Significant/Full Activation) emergency may be declared if information indicates that such a condition is developing or is probable.

6. Declaration of Campus State of Emergency (Level 3 Significant/Full Activation)

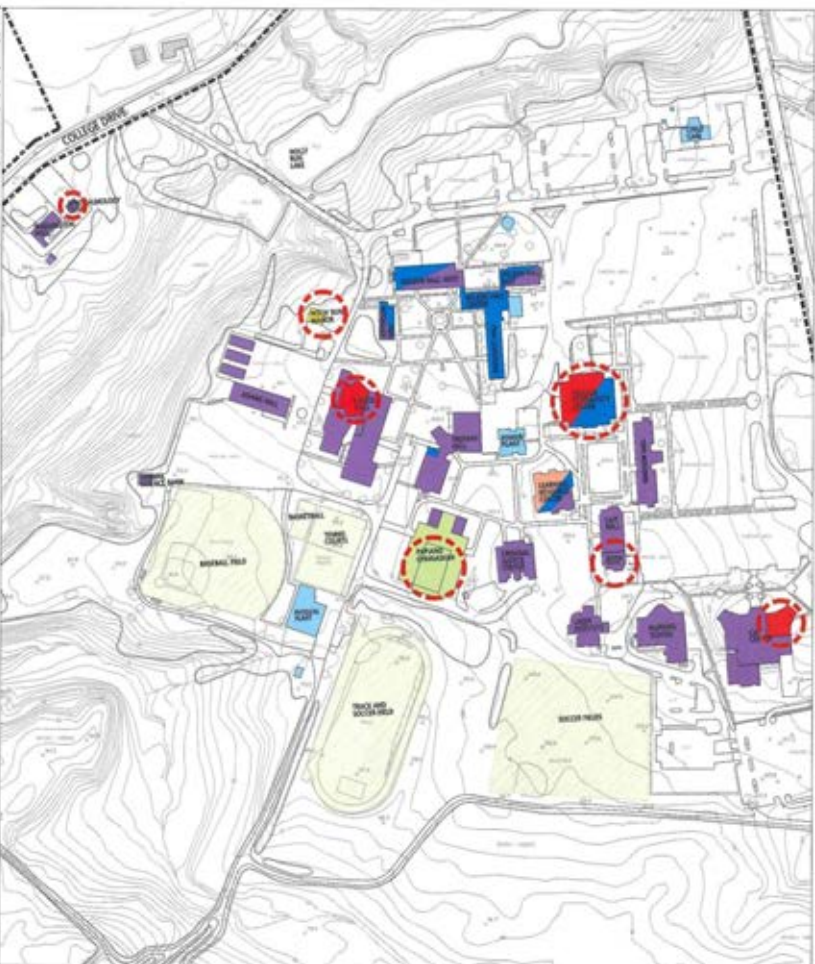
The authority to declare a campus State of Emergency rests with the College President or the President's designee as follows:

During the period of any campus Level 3 emergency, the campus Department of Public Safety, as required, shall place into immediate effect the appropriate procedures necessary in order to meet the emergency, safeguard persons and property, and maintain educational facilities. The Executive Director of Public Safety shall immediately consult with the President regarding the emergency and the possible need for a declaration of a campus State of Emergency. The President shall consult with the Board of Trustees for approval to declare a "State of Emergency."

In addition, only those administrative, faculty and staff members, who have been assigned to the College Incident Management Team duties or issued an emergency pass by the Executive Director of Public Safety, or designee, will be allowed to enter the immediate incident or disaster site.

If a major event is reported near a Camden County College campus, the Public Safety Department will dispatch personnel to assess any threat or concern to the College.

Building	Division / Component	Division Total ASF	Building Total ASF
Adams	Classrooms / Shared Instructional Resources	5,800	7,871
	Academic & Student Support Services	4,071	
Animal Science Barn	MSHC Math Science & Health Careers	2,335	2,838
Central Boiler Plant	Other / Maintenance / Support	7,052	7,052
Child Care Center	Other / Maintenance / Support	4,849	4,849
CIM Bldg	BCTS Business Computer & Technical Studies	30,982	47,803
	Continuing Education	8,587	
	Library	1,589	
	Conferences & Meeting Space	6,455	
College Community Center	Academic & Student Affairs (Admin)	5,479	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	3,000
Jefferson	Academic & Student Affairs	4,489	7,989
	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	8,508	
Madison Hall	AHSS Arts Humanities & Social Sciences	10,027	28,713
	MSHC Math Science & Health Careers	4,212	
	BCTS Business Computer & Technical Studies	14,484	
Optical Clinic	MSHC Math Science & Health Careers	854	904
Papiano Gym	Athletics / Recreational	9,875	32,009
Physical Plant	MSHC Math Science & Health Careers	22,134	
	Other / Maintenance / Support	18,135	18,135
Roosevelt Hall	Academic & Student Support Services	2,263	12,127
	Academic & Student Affairs (Admin)	795	
	Administrative Services	5,465	
	Institutional Advancement & Enrollment Services	3,644	
Taft Hall	MSHC Math Science & Health Careers	18,883	24,577
	BCTS Business Computer & Technical Studies	2,938	
	Classrooms / Shared Instructional Resources	2,717	
	Academic & Student Support Services	239	
Trellers A,B,C	Classrooms / Shared Instructional Resources	5,135	5,135
Truman Hall	AHSS Arts Humanities & Social Sciences	1,282	23,422
	MSHC Math Science & Health Careers	4,214	
	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	1,605	8,910
	Institutional Advancement & Enrollment Services	5,420	
Wilson East	AHSS Arts Humanities & Social Sciences	3,631	7,762
	MSHC Math Science & Health Careers	761	
	Academic & Student Support Services	2,612	
	Institutional Advancement & Enrollment Services	818	
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	956	
	Open Laboratories	1,240	
	Academic & Student Support Services	1,330	



CAMDEN COUNTY COLLEGE

CAMPUS MASTER PLAN

- EXISTING FACILITY USE**
- ATHLETICS/RECREATION
 - ADMINISTRATIVE/OFFICE/STUDENT SERVICES
 - MAINTENANCE/SUPPORT
 - ASSEMBLY/DINING/RETAIL
 - ACADEMIC
 - LIBRARY
 - RESIDENTIAL
 - PUBLIC USE/CLINICS

ELLERBE BECKETT



FIGURE 2.2

Project Components	Construction Cost		Owners Costs			Escalation	PROJECT TOTALS w Contingency
	Construction - Trade Cost	Design/Const. Contingency	Construction MGNT/Admin	Construction Indirects			
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	\$ 1,216,083	
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 Rober 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	\$ 16,906,560	
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	\$ 21,735,000	
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	\$ 195,999	\$ 4,311,983	
22 Washington Hall	\$ 874,428	\$ 174,886	\$ 43,721	\$ 8,744	\$ 52,466	\$ 1,154,245	
23 Papiano Gym	\$ 5,284,898	\$ 1,056,980	\$ 264,245	\$ 52,849	\$ 317,094	\$ 6,976,065	
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	\$ 8,103	\$ 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	

2013 Budget Summary

Blackwood Campus	
Building	S.F.
Otto R. Mauke Community Center	51,414
Connector Building - Civic Hall, Atrium	31,748
Madison Hall	50,508
Taft Hall	44,880
Gabriel E. Danch CIM Center	72,359
The New Roosevelt Hall	36,000
Polk Hall (Formerly Laser)	10,613
Kevin G. Halpern Hall for Science & Health Education	114,128
Washington Hall	13,702
Papiano Gymnasium	41,227
Library/Learning Resources Center	53,567
Truman Hall	32,990
Lincoln Hall - Dennis Flyer Memorial Theater	42,500
Jefferson Hall	14,242
Child Care Center	4,649
Facilities	11,213
Adams Hall	9,674
Trailers A, B & C (next to Adams Hall)	5,880
Facility Storage (Formerly Animal Science Building)	2,831
Central Power Plant	6,369

Camden Campus	
Building	S.F.
College Hall - Camden City Campus	50,718
Camden Garage/Technology Center	271,102
Camden Conference Center	7,680

William G. Rohrer Center	
Building	S.F.
William G. Rohrer Center	31,000

Regional Emergency Training Center (RETC)	
Building	S.F.
Regional Emergency Training Center	36,887
Annex/Police Academy	7,071
Pole Barn (Fire Training & Service Garage)	4,453
Command Tower	1,451
Burn Building	4,306
Maintenance Shed	1,566
Smoke House	2,490
Concrete Burn Testing Structure	576

MONITOR THE SUCCESS OF THE CAMPUS MASTER PLAN

The campus Master Plan is an integrated document that identifies the inter-related natural, built and social environments that will support Camden County College's mission. Times change and so will academic and administration goals. The Master Plan should be checked periodically with regards to such changes and against development that has occurred under the plan, to ensure it remains a living document, responsive and relevant to Camden County College's needs.

Active integration of the Master Plan with the Strategic Plan, Academic Plan and Capital Plan will require close cooperation between Faculties Services, Financial Administration Office. There are many administrative and financial challenges that the College will need to overcome to successfully implement the Master Plan. This will include financial models that rely upon individual capital projects for both maintenance and new construction.

The College's planning office, should prepare semiannual reports to the Board of Trustees indicating the progress in meeting the Master Plan objectives, and new goals to the plan as appropriate and update the elements as needed. Reviews and updates of the Campus Master Plan should occur periodically to ensure that it continues to be an effective guide, responsive to changing conditions.

ACKNOWLEDGEMENTS

CAMDEN COUNTY COLLEGE



BLACKWOOD CAMPUS

P.O. BOX 200
COLLEGE DRIVE
BLACKWOOD, NJ 08012-0200
(856) 227-7200

CAMDEN CITY CAMPUS

200 N. BROADWAY
CAMDEN, NJ 08102-1185
(856) 338-1817

WILLIAM G. ROHRER CENTER

1889 RT. 70 EAST
CHERRY HILL, NJ 08003-2013
(856) 874-6000

REGIONAL EMERGENCY TRAINING CENTER

420 NORTH WOODBURY – TURNERSVILLE ROAD
BLACKWOOD, NJ 08012
(856) 374-4986

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Elaine G. Flacco – Administrative Assistant to the Exec. Director of Financial Administrative Services

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Christopher Sabatino – Sr. Construction Director, Office of Planning & Construction

CAMDEN COUNTY IMPROVEMENT AUTHORITY – PROJECT TEAM



2220 VOORHEES TOWN CENTER

VOORHEES, NJ 08043

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Mike Hagarty – Director of Project Management

Harry G. Collins – Deputy Director of Project Management

James R. Lex – Chief Operating Officer

Maria Mamas – Administrative Assistant

William H. Hurley Jr. – Project Manager (CCIA) – Director of Facilities Camden County College



*Blackwood Campus, Blackwood, NJ * Camden Campus, Camden, NJ * William G. Rohrer Campus, Cherry Hill, NJ * RETC, Blackwood, NJ