Rock Valley College

District Wide Facilities Master Plan
June 2021
UPDATED JUNE 2023

Rock Valley College

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Overview

Preface

The 2021 District-Wide Facilities Master Plan and updated 2023 plan for Rock Valley College summarizes the master planning process, findings, and resulting recommendations for short-term and long-term growth and development of the college's primary campus located in Rockford, Illinois as well as its satellite facilities.

The planning process was undertaken to support the college's Mission and Vision and is based on a detailed analysis of existing conditions, goals and objectives, and programmatic needs throughout the Rock Valley College community. Upon approval, this document is intended to serve as a guide for the community's investment, protection, and utilization of its valuable land and building resources as they are developed over time.

It is important to note that the Facilities Master Plan truly represents a "snapshot in time" and accounts for the college's current thoughts on how to best respond to potential future issues as they arise. With this in mind, the Facilities Master Plan must always be viewed as a "living document" that will inherently change over time as the institution's needs, challenges, and growth patterns change.

Acknowledgments

The Facilities Master Plan for Rock Valley College was prepared with the assistance of many people throughout the College community. The planning team consisted of the following groups of individuals:

- Steering Committee
- Focus Groups
- Administrative Work Group

The Steering Committee was made up of the campus administration and any other individuals ultimately responsible for providing the long-term direction and vision for the campus.

In addition to acting as the ultimate guiding force throughout the planning process, the Steering Committee provided confirmation at the conclusion of each work session that the planning team was ready to proceed to the next step in the process. In addition to the Steering Committee, numerous Focus Groups were assembled to provide the planning team additional information regarding their specific areas / programs throughout the district.

The information gathered from the 2021 Facilities Master Plan focus groups was reviewed and re-evaluated by the 2023 FMP steering committee and smaller focus groups were utilized when additional information was needed.

Following is a list of the specific Focus Groups that participated in the focus group sessions:

- Financial Services
- Business Services
- Marketing
- Human Resources
- Plant Operations & Maintenance
- Campus Police
- Information Technology
- Student Center
- Student Services
- Disability Services
- Food Service
- Student Activities
- Testing Center
- Tutoring Center
- Mass Communications
- Performing Arts Room (PAR)
- Online Learning Academy / Eagle Support
- Library
- Institutional Research
- Center for Learning in Retirement
- Community and Continuing Education
- Fitness / Wellness & Athletics
- Campus Environment / Landscaping
- Academic VP's & Deans
- Open Forum - Woodward Technology Center
- Open Forum - Educational Resource Center
- Open Forum - Student Center

Finally, the Administrative Work Group was responsible for working with the planning team to develop the planning process, and to ensure that the process was followed by the planning team. To assist in the development of the Facilities Master Plan, the College engaged LDG and Demonica Kemper Architects.

Overview

Purpose

The Facilities Master Plan document is a critical review of the existing facilities and land use for Rock Valley College and includes a plan of recommended projects that respond to the challenges facing the college as it functions in a dynamic environment.

The purpose of the Facilities Master Plan is to provide a rational and orderly plan to address existing concerns and needs and to accommodate future needs throughout the Rock Valley College District. In order to help accomplish its mission and strategic plans over time, the College will likely require additional structures and improvements to its existing physical resources.

The Facilities Master Plan must align with and support the College's mission, objectives, and core values. Rock Valley College's mission is stated as follows:

> *"Rock Valley College empowers students and community through lifelong learning."*

Although many of the above items cannot be literally accommodated for in a facilities master plan, it is imperative to be cognizant of the ideals under which the College operates as the plan is developed.

Process

The facilities master planning process was organized into three distinct phases as follows:

- Phase 1 - Inventory & Analysis
- Phase 2 - Concept Development
- Phase 3 - Master Plan Development

Phase 1 – Inventory & Analysis

The Inventory & Analysis Phase included the evaluation and documentation of existing physical conditions and space use throughout the Rock Valley College facilities as well as an in-depth understanding of programmatic needs and critical issues to be addressed as part of the planning process. The evaluation of existing conditions was conducted through a series of site visits throughout the various college facilities as well as a thorough review of existing facility related documentation provided by the college. The programmatic needs and critical issues were identified through a series of focus group meetings and interviews with numerous stakeholder groups throughout the college community. Once gathered and evaluated, this information was reviewed with the Steering Committee and ultimately form the basis upon which the master planning concepts were developed.

Phase 2 - Concept Development

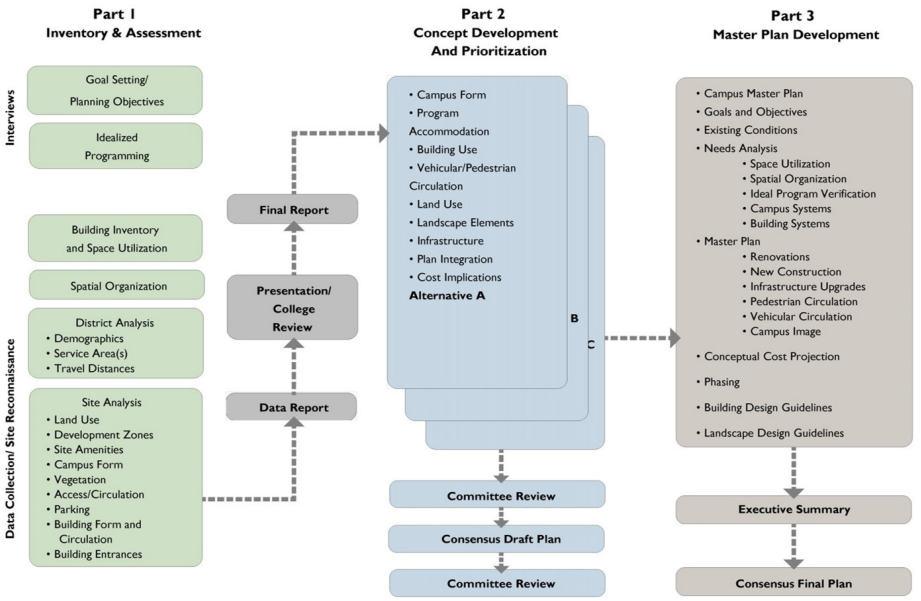
Based on information derived during the Inventory and Assessment Phase, various concept alternatives were developed to address the concerns and issues that exist throughout the district. Each alternative was tested against the planning objectives and the identified program needs to ensure that they met the needs of the college, and were reviewed in detail with the Steering Committee. This phase of the process was highly iterative and interaction with the Steering Committee occurred primarily during a series of workshop sessions.

Between the workshop sessions, the planning team documented, generated, and developed concepts and ideas for review at subsequent workshop sessions.

At the completion of this phase, a consensus plan was agreed upon, reviewed by the Steering Committee and ultimately served as the initial draft of the Facilities Master Plan.

Phase 3 – The Master Plan

The consensus plan underwent additional development through various stages of testing and refinement. Simultaneously, cost estimates for each of the major projects identified in the master plan were developed. Ultimately, a final draft of the plan was prepared to clearly define the rationale and process for the planning effort.



Overview

College Background

Site Location and Context

The main campus of Rock Valley College is located in Rockford, Illinois along with its satellite locations. The College currently serves over 336,000 residents within a six county area. In Fiscal Year 2022, the College enrolled 9,175 unique students in credit courses.

Campus

Rock Valley College was created through a district-wide referendum on October 10, 1964, after a two-year study by several citizens' committees that established the need for a community college.

The current tract of land located at the intersection of Mulford and Spring Brook Roads in Rockford was chosen as the permanent campus for the new College.

In the summer of 1966, construction of interim buildings resulting from the conversion of existing farm buildings into College buildings was completed. In the fall of 1967, construction began on the permanent college buildings after voters approved a bond referendum to provide 25% of the construction funds while the state provided the other 75%. The first three permanent buildings included the Boiler House (BH), Classroom Building I (CL I), and Classroom Building II (CL II), which were completed in 1969. The Educational Resource Center (ERC), Student Center (SC), and Physical Education Center (PEC) were then completed during the fall semester of 1971.

In 1975, a fund drive was launched for the construction of a permanent home for the College's outdoor theatre, Starlight Theatre, and in 1982, the RVC Foundation committed to completing the project. In 1983, the facility was renamed the Bengt Sjostrom Theatre (BST) as a donation in memory of the general contractor that built the first permanent facilities on campus.

Original farm structures (view from southeast), c.1940

Original farm and surrounding land (view from southwest), c.1950

In 1985, voters approved the construction of the Woodward Technology Center (WTC), and the facility was completed in January of 1988.

In 1999, the College completed the development of its updated Facilities Master Plan, which resulted in the construction or acquisition of the following facilities:

- Construction of the Student Center (SC) addition
- Construction of the Support Services Building (SSB)
- Purchase of the Samuelson Road Center (SAML)
- Purchase of the Spring Brook Road House (SBHS)
- Renovation of the Educational Resource Center (ERC)

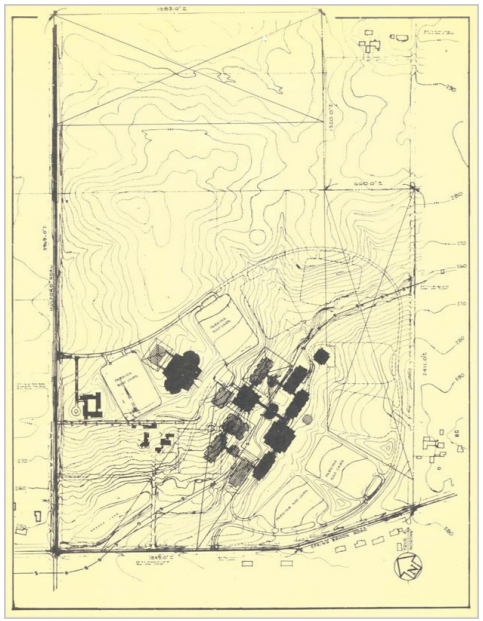
In 2008, the college completed the development of its updated Facilities Master Plan. As a result of this effort, the following facilities were constructed and renovated:

- Expansion and renovation of the Physical Education Center (PEC) on the main campus
- Expansion and renovation of the Woodward Technology Center (WTC) on the main campus
- Construction of the Karl J. Jacobs Center for Science and Math (JCSM) on the main campus

Following the development of the 2014 Facilities Master Plan, the following facilities were constructed and renovated:

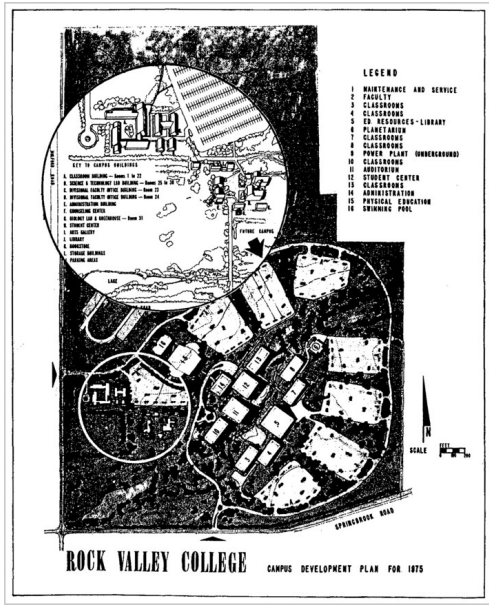
- Expansion and Renovation of Classroom Building I (CL I) on the main campus
- Construction of the Health Sciences Center (HSC) on the main campus
- Construction of the Aviation Career Education Center (ACEC) at Chicago Rockford International Airport

In 2021, the college completed the construction of the Advanced Technology Center (ATC). This satellite facility, located in Belvedere IL, will serve as a regional center for advanced training and workforce development in manufacturing, technology, and industrial-based programs.



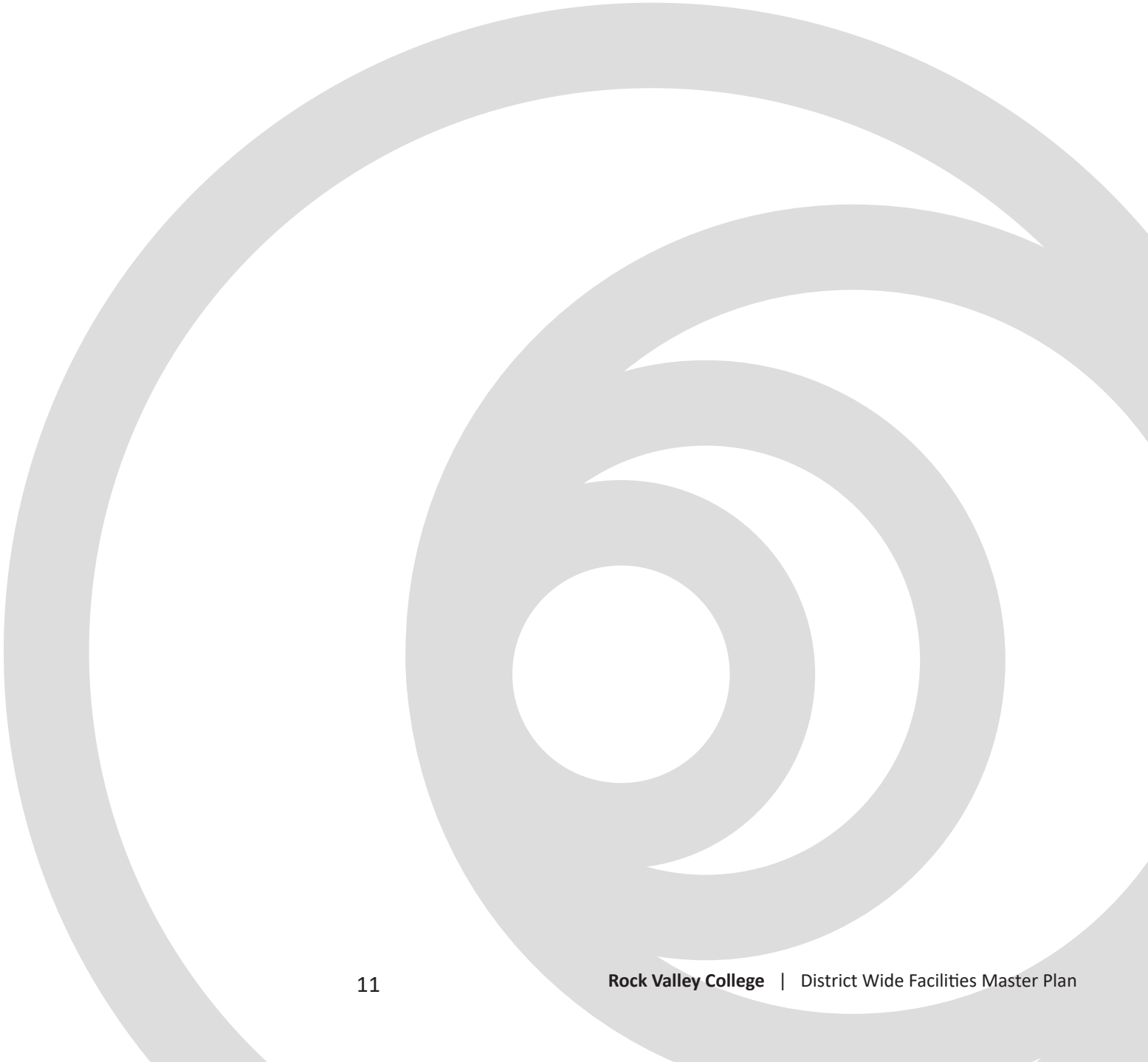
1966 Facilities Master Plan

1999 Facilities Master Plan



1975 Facilities Master Plan

2008 Facilities Master Plan



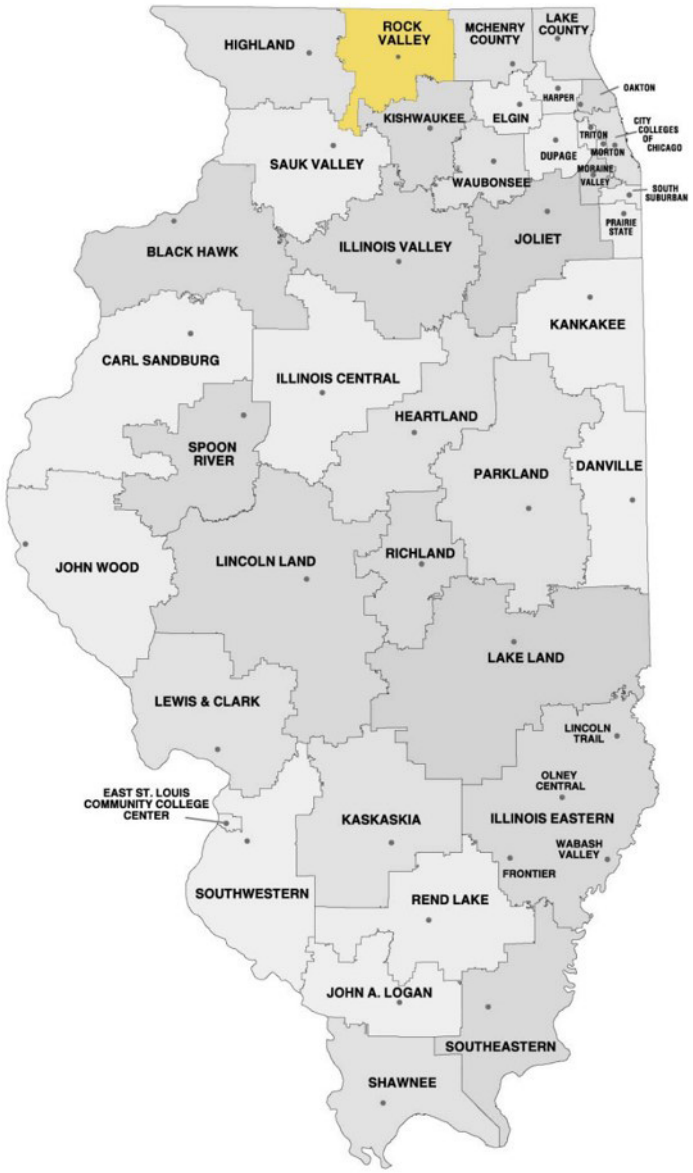
Existing Conditions

Existing Conditions

A series of investigations and analyses were undertaken to serve as a basis for the Facilities Master Planning process. The investigation provided the context and framework from which the planning options were developed, and was organized into the following components:

- The College District
- Campus Locations
- Site Adjacencies
- Land Use / Campus Zoning
- Vehicular Circulation
- Parking
- Pedestrian Circulation
- Campus / Building Organization
- Existing Facilities Floor Plans
- Space Utilization
- Natural Areas / Landscaping
- Campus Infrastructure

Analyses were created documenting the existing conditions of the above items. Each analysis contains specific information that influenced how the overall plan was developed.



Rock Valley College District 511 encompasses approximately 1,033 square miles and currently serves over 336,000 residents within the following Illinois (6) counties:

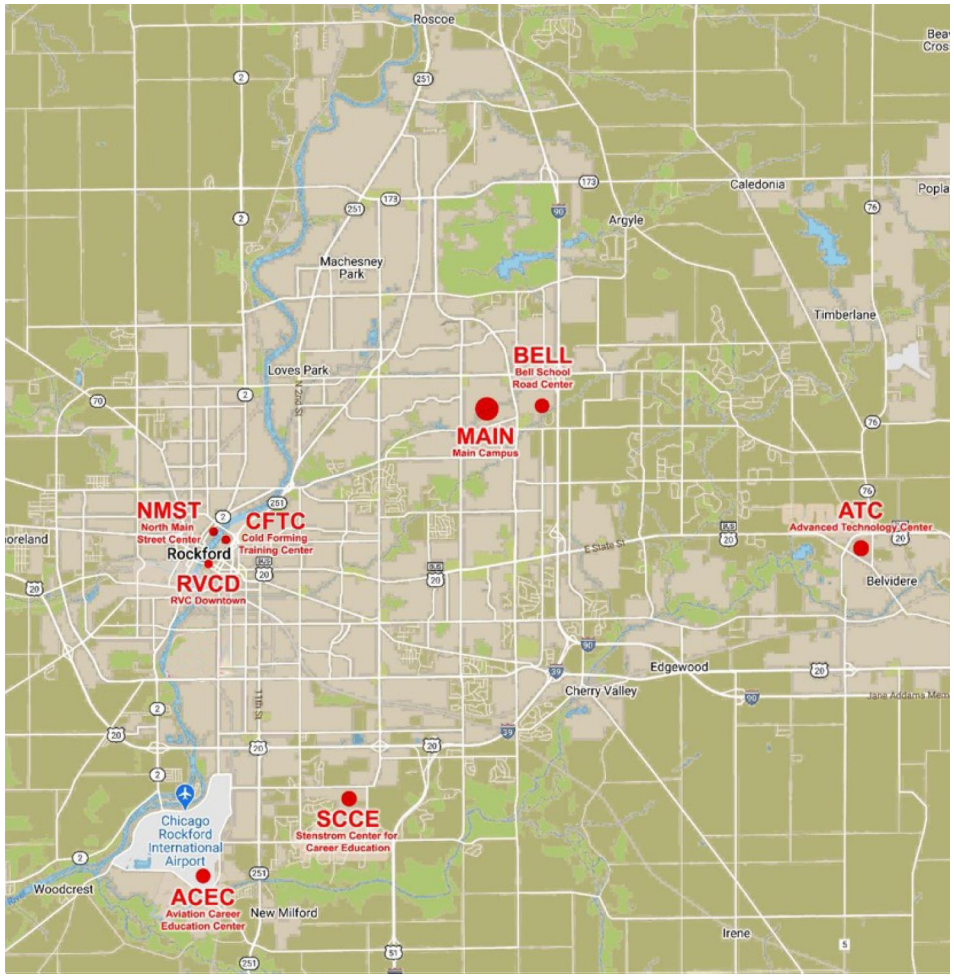
- Winnebago County
- Boone County
- Ogle County (portion)
- Stephenson County (portion)
- McHenry County (portion)
- DeKalb County (portion)

Bordering the District boundaries are Highland Community College to the west, Kishwaukee College and Sauk Valley Community College to the south, and McHenry County College to the east.

Campus Locations

Rock Valley College's Main campus is located at 3301 North Mulford Rd in Rockford IL. Additionally, the College has satellite facilities throughout the district, to serve the community in the following locations:

- Bell School Road Center (BELL)
- Stenstrom Center for Career Education (SCCE)
- North Main Street Center (NMST)
- Cold Forming Training Center (CFTC)
- RVC Downtown (RVCD)
- Aviation Career Education Center (ACEC)
- Advanced Technology Center (ATC)



The land surrounding the Main Campus consists primarily of single-family residential areas with the exception of the northwest corner which consists of commercial property and the southeast corner which consists of multi-family residential property.

The western edge of the campus is bounded by Mulford Road, a four-lane road, and the southern edge of campus is bounded by Spring Brook Road, a two-lane road.

Due to the proximity of the campus to the adjoining residential areas, it is important to be cognizant of the impact that any future development on campus may have on its surrounding neighbors.

Land Use / Campus Zoning

The Main Campus consists of approximately 217 acres and can be organized into six basic zones as follows:

- Academic Zone
- Parking Zone
- Natural / Vegetation Zone
- Historic / Cultural Zone
- Recreation / Sports Zone
- Support Zone

The Academic Zone encompasses the primary academic / instructional facilities on campus and is located in the center of the area bounded by the perimeter ring road.

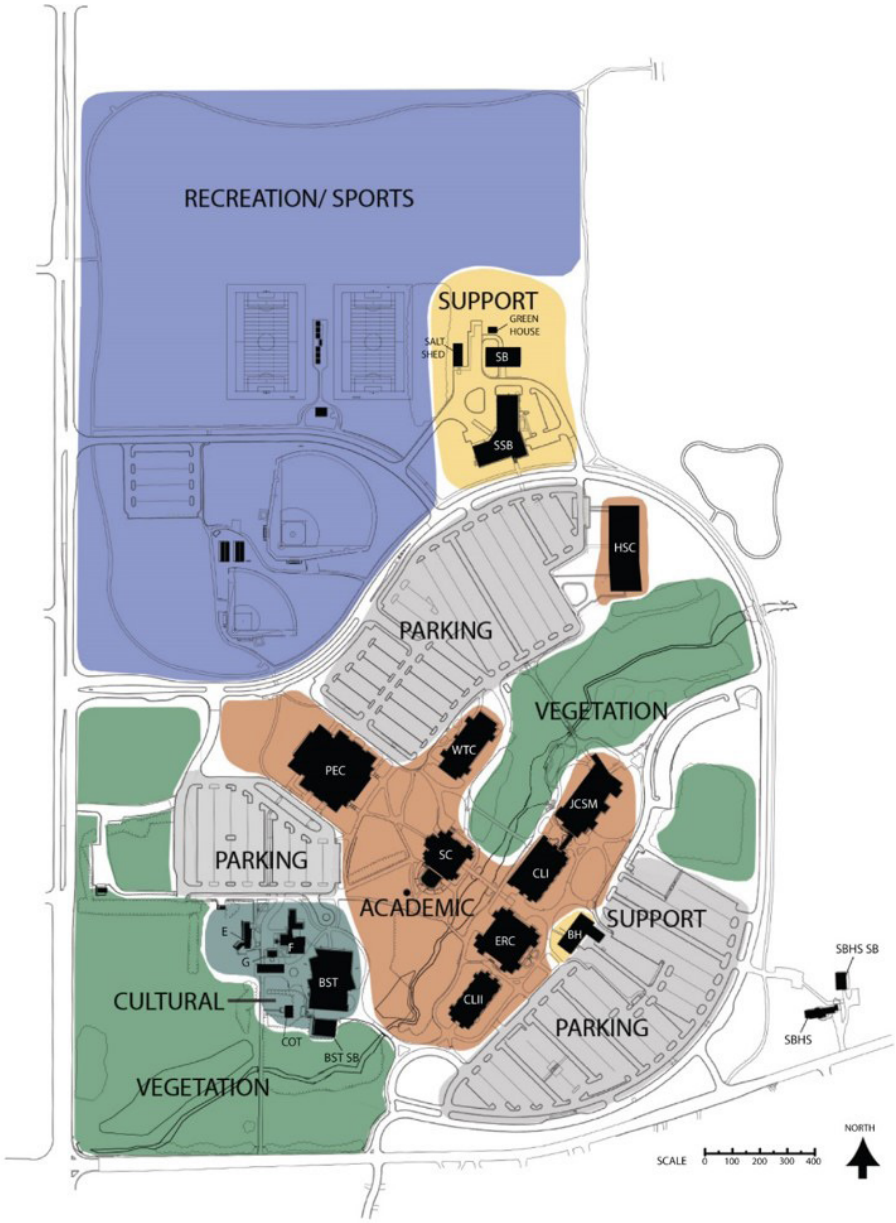
The Parking Zone consists of three distinct areas on campus and surrounds the Academic Zone. These areas accommodate the majority of vehicular parking on campus.

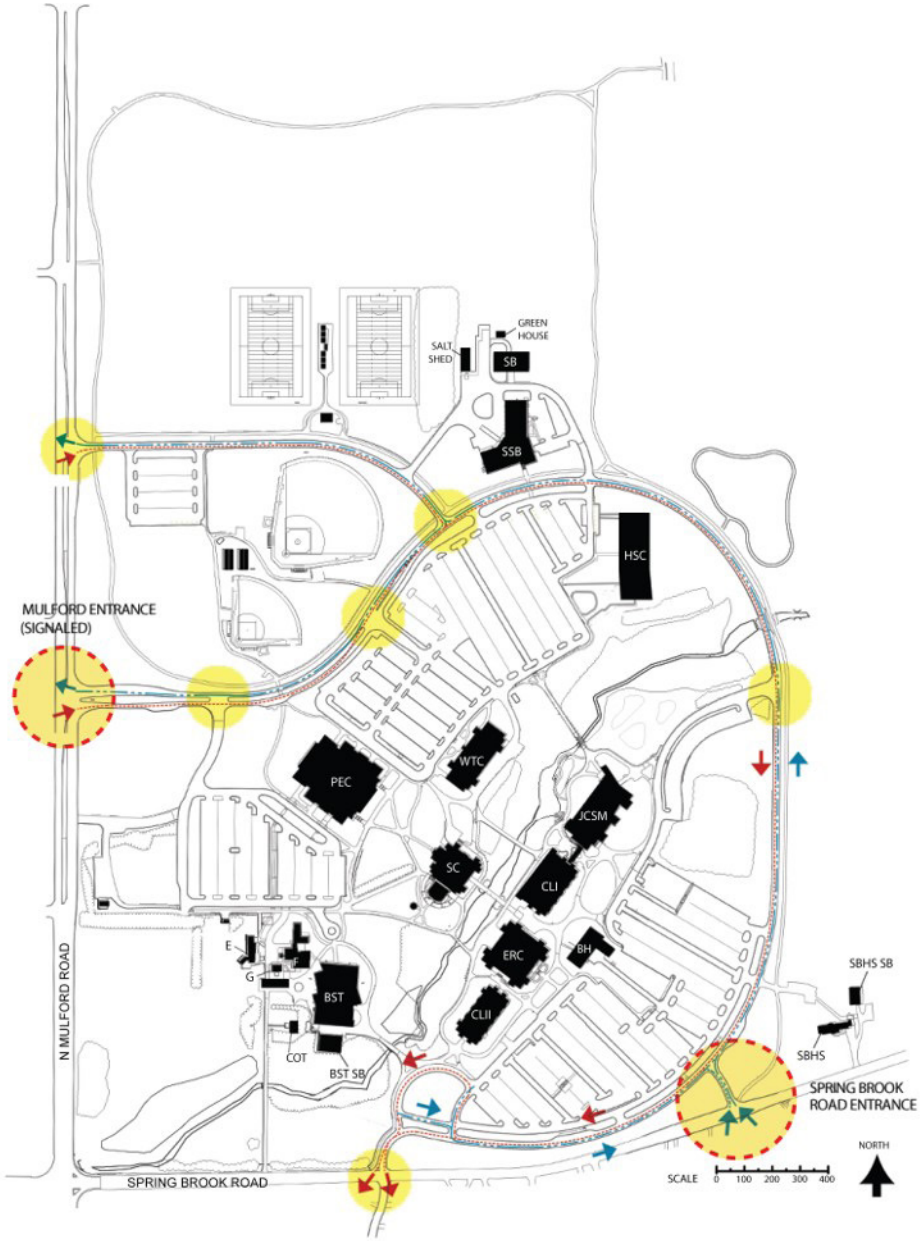
A Natural / Vegetation Zone extends through the Academic Zone from the southwest corner of campus to the northeast corner. This zone consists of a creek and wooded areas and creates a unique focal point for the campus.

The Historic / Cultural Zone is located directly southwest of the Academic Zone and consists of the original historic structures on campus as well as the Bengt Sjostrom Theatre.

The Recreation / Sports Zone is located within the northern half of the campus and includes competition and practice sports fields as well as open recreation space for community use.

The Support Zone consists of the Support Services Building located directly north of the perimeter road as well as the Boiler House located at the southeast corner of the Academic Zone.





The campus can be accessed via two locations from Mulford Road. The northern-most entrance traverses through the recreational / sports fields and terminates into the perimeter ring road adjacent to the Support Services Building (SSB). Along this entrance drive is Parking Lot 10 that serves the recreational / sports fields as well as the service drive for the Support Services Building.

The southern-most entrance from Mulford Road is a signaled entrance for the campus. This entrance leads directly onto the perimeter ring road around campus and provides access to all of the parking that serves the campus.

Along Spring Brook Road, there is one entrance leading into campus and one exit leaving campus. Due to the limited length of the roadways that connect the ring road to Spring Brook Road, frequent vehicular congestion occurs that these non-signaled intersections.

The perimeter ring road terminates at Mulford Road and Spring Brook Road and does not allow vehicles to make a complete loop around the campus without exiting onto one of these roads. There are currently two bus stops located at RVC the first is located just north of the HSC on the perimeter road the second is located along the southern portion of the perimeter ring road between the entrance and exit points to and from Spring Brook Road.

Parking

Vehicular parking for the campus is accommodated through the use of surface lots located primarily along the north and south edges of the perimeter drive.

A total of 3,033 parking spaces are provided on campus as indicated in the legend.

Lot 1 primarily serves the Bengt Sjostrom Theatre (BST) as well as the Physical Education Center (PEC) while Lot 10 primarily serves the recreational / sports fields. The remaining lots on campus serve the facilities located within the Academic Zone.

Lots 2 through 4 and 7 through 9 have been designed to provide an inner thoroughfare parallel with the perimeter drive. This situation has been cited as a safety concern as vehicles enter the parking lots from the perimeter drive and cross the inner thoroughfare.

LEGEND

	Handicap	Reserved	Open	Other	**Total**
Lot 1	15	4	331	0	**350**
Lot 2	15	0	435	4	**454**
Lot 3	2	23	719	0	**744**
Lot 4	5	0	76	0	**81**
Lot 6	5	0	99	0	**104**
Lot 7	8	0	421	0	**429**
Fac. Lot 7	3	38	0	0	**41**
Lot 8	11	0	340	6	**357**
Lot 9	7	0	161	0	**168**
Fac. Lot 9	2	66	0	0	**68**
Lot 10	6	0	170	0	**176**
SSB	3	18	18	0	**39**
SB House	1	21	0	0	**22**
Total Parking:					**3,033**

Due to the varying topography on campus, there are two different levels of exterior pedestrian circulation between buildings. In general, as the topography drops along the creek's edge, access to the buildings within the central portion of the Academic Zone from the creek level occurs at the lowest level (level 0) of the buildings, and access occurs at the first floor level (level 1) at all other locations.

The creek forms a natural divider between the north and south sides of the Academic Zone, however, five access points / bridges have been created to allow pedestrians to cross this natural barrier. The primary crossing occurs at a stone bridge connecting the plaza space between the Educational Resource Center (ERC) and Classroom Building I (CL I) to the south entrance of the Student Center (SC). This bridge aligns with a primary organizing axis running north and south through the campus. The other four access points across the creek are secondary in nature.

A walking path also exists along the perimeter ring road and around the recreation / sports fields and is available for community use.

Campus / Building Organization

The Main Campus currently houses sixteen (16) primary buildings totaling approximately 771,597 square feet in area, and the buildings within the Academic Zone are organized along two major organizing elements:

- A pedestrian axis running northwest to southeast
- Spring Creek running northeast to southwest

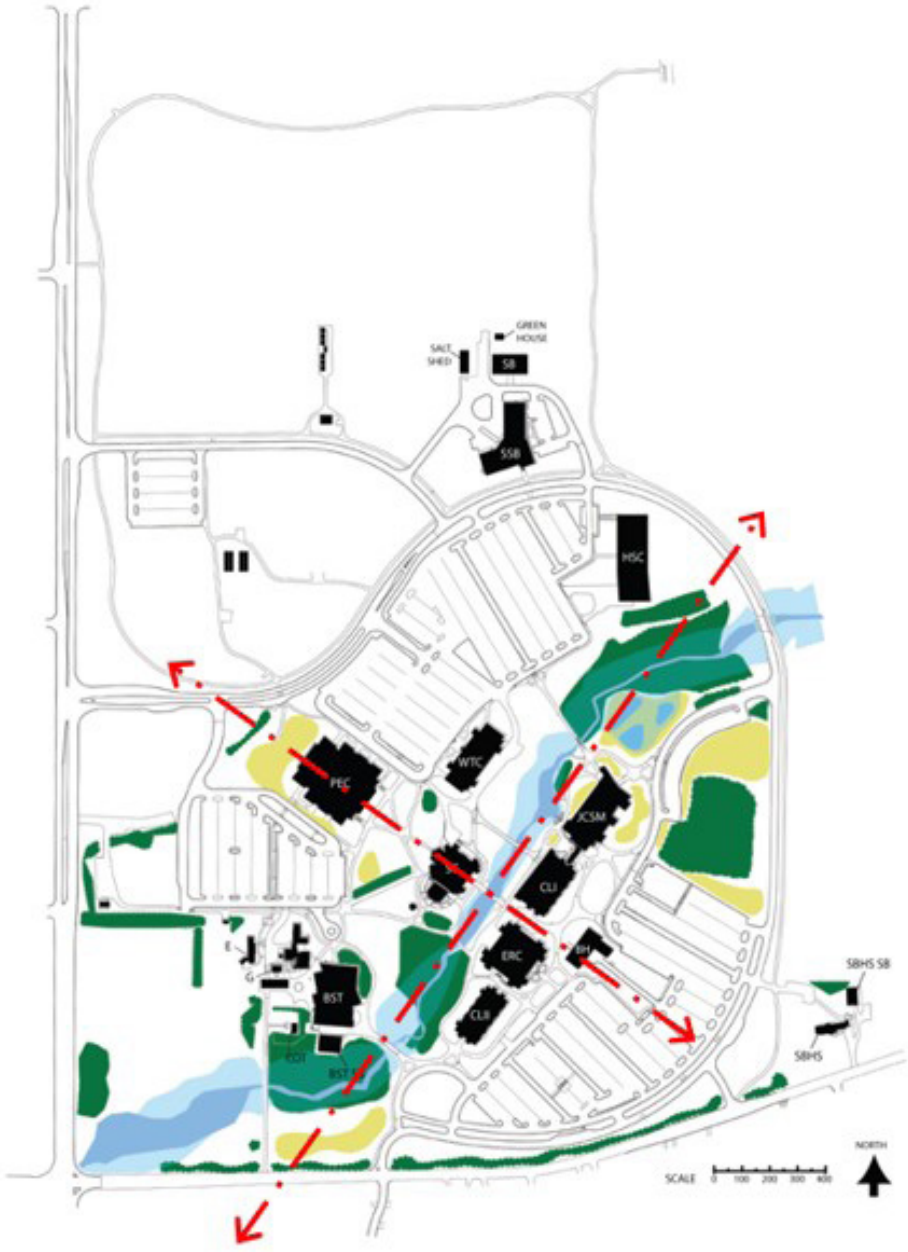
The Student Center (SC) is located in the approximate center of this cluster of buildings and is on the north side of the creek along with the Physical Education Center (PEC), the Woodward Technology Center (WTC), and the Health Sciences Center (HSC). The Educational Resource Center (ERC), Classroom Buildings I & II (CL I, CL II), the Karl J. Jacobs Center for Science and Math (JCSM), and the Boiler House (BH) are located on the south side of the creek.

The Bengt Sjostrom Theatre (BST) is clustered with the original farm buildings on campus to the southwest of the Academic Zone, and the Student Services Building (SSB) is located north of the perimeter ring road. All of the buildings outside of the Academic Zone are oriented in the true north-south direction.

Program spaces throughout the campus were analyzed within each of the existing facilities in order to identify the following information:

- Locations of spaces and functions on campus
- Adjacencies between various functions on campus
- Programmatic fragmentation within functional components

Areas of concern have been addressed as these issues were reviewed and discussed throughout the planning process.



Following is a summary of the existing facilities on the main campus that house the primary programmatic functions for the college:

KEY	BUILDING	YEAR BUILT	LEVELS	GROSS SQ. FT.
BH	Boiler House	1969	1	8,971
BST	Bengt Sjostrom Theatre	1983	2	38,726
CLI	Classroom Building I	1969	3	87,408
CLII	Classroom Building II	1969	3	61,550
E	Building E	Farm	3	4,323
ERC	Educational Resource Center	1971	3	102,327
F	Building F	Farm	2	10,260
G	Building G	Farm	1	959
HSC	Health Sciences Center	2011	4	116,437
JCSM	Jacobs Center for Science & Math	2011	3	110,995
PB	Pole Barn	1994	1	6,020
PEC	Physical Education Center	1971	2	97,147
SC	Student Center	1971	3	69,480
SBHS	Spring Brook Road House	Unknown	2	5,851
SSB	Support Services Building	2003	3	44,797
WTC	Woodward Technology Center	1986	3	69,698
TOTAL				**861,949**

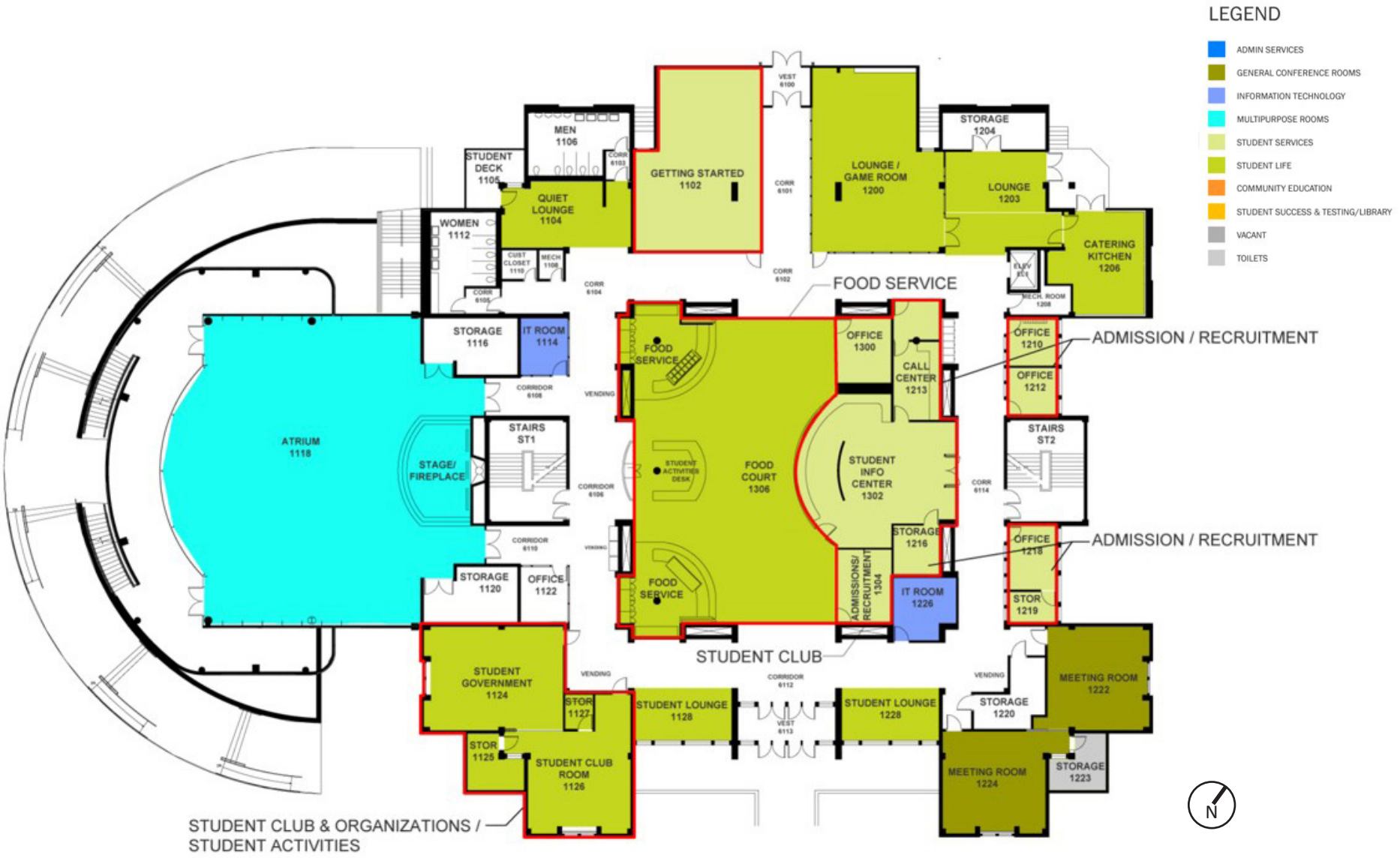
Additionally, the following is a summary of satellite locations for the college:

KEY	BUILDING	YEAR BUILT	LEVELS	GROSS SQ. FT.
ACEC	Aviation Career Education Center	2015	1	39,451
ATC	Advanced Technology Center	2021	1	74,878
BELL	Bell School Road Center	1982	1	11,450
CFTC	Cold Forming Training Center	Unknown	1	11,808
RVCD	RVC Downtown	2016	1	13,683
SCCE	Stenstrom Center for Career Ed.	1999	2	133,221
NMST	North Main Street Center	2008	6	10,744
TOTAL				**295,235**

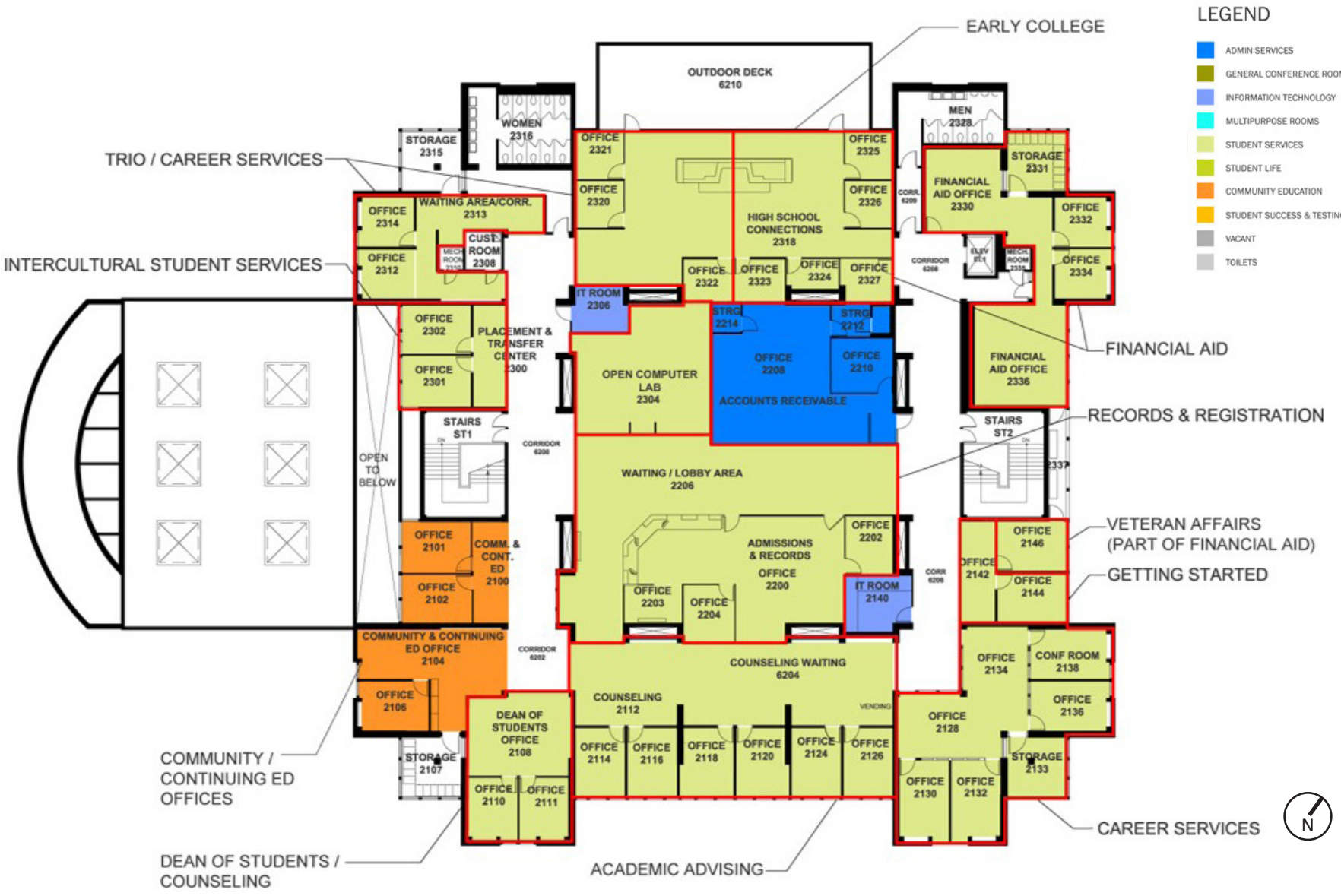
In addition to the above facilities on the main campus, the following support facilities exist as well:

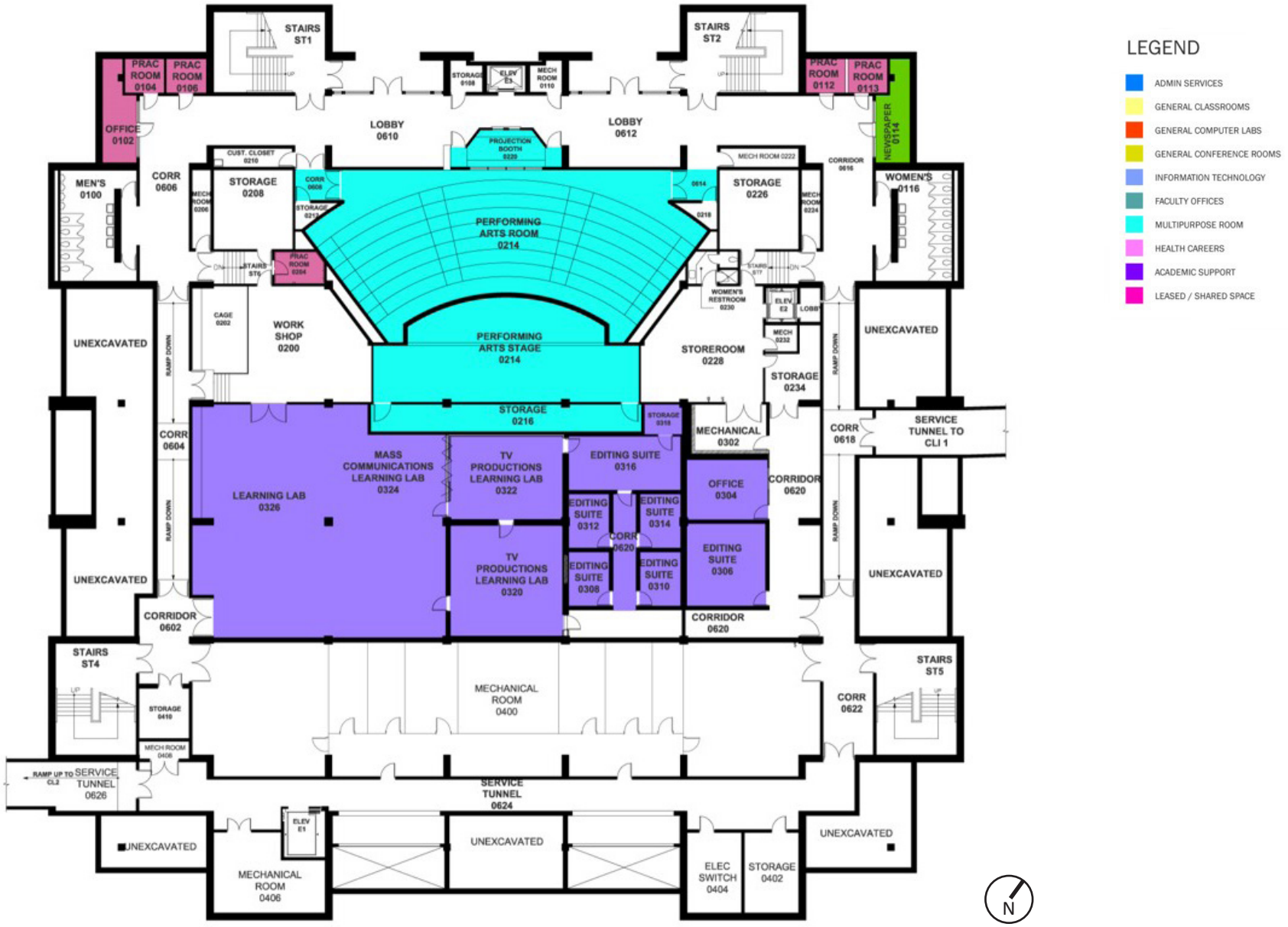
KEY	BUILDING	YEAR BUILT	LEVELS	GROSS SQ. FT.
AFGR	Athletic Fields Garage	2003	1	336
BPRS	Baseball Press Box	2008	2	324
CNCS	Athletic Field Concessions	2003	1	1,010
CTTG	Cottage	1966	1	192
DISH	Satellite Dish Control Building	2001	1	190
DUG1	Dugout 1	2003	1	364
DUG2	Dugout 2	2003	1	364
DUG3	Dugout 3	2003	1	364
DUG4	Dugout 4	2003	1	364
FMSS	Facilities Maint. Storage Shed	2004	1	7,200
FPRS	Football Pres Box	2003	2	576
GRN	Greenhouse	2011	1	400
GZBO	Gazebo	1993	1	454
PWRH	Power House	1966	1	425
SALT	Salt Storage Bin	1996	1	2,400
SBST	Spring Brook Storage	2001	1	2,568
SSPRS	Softball Press Box	2008	2	324
TOTAL				**17,855**

Student Center (SC) - Existing Floor Plan - Level 0


LEGEND
ADMIN SERVICES
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
MULTIPURPOSE ROOMS
STUDENT SERVICES
STUDENT LIFE
COMMUNITY EDUCATION
STUDENT SUCCESS & TESTING/LIBRARY
VACANT
TOILETS
MEN 1106
STUDENT DECK 1105
GETTING STARTED 1102
LOUNGE / GAME ROOM 1200
STORAGE 1204
LOUNGE 1203
QUIET LOUNGE 1104
WOMEN 1112
CATERING KITCHEN 1206
FOOD SERVICE
STORAGE 1116
IT ROOM 1114
OFFICE 1300
CALL CENTER 1213
OFFICE 1210
OFFICE 1212
ADMISSION / RECRUITMENT
ATRIUM 1118
STAGE/ FIREPLACE
STAIRS ST1
FOOD COURT 1306
STUDENT INFO CENTER 1302
STAIRS ST2
STORAGE 1216
OFFICE 1218
ADMISSION / RECRUITMENT
STORAGE 1120
OFFICE 1122
ADMISSIONS/ RECRUITMENT 1304
IT ROOM 1226
STOR 1219
STUDENT CLUB
STUDENT GOVERNMENT 1124
STOR 1127
STUDENT LOUNGE 1128
STUDENT LOUNGE 1228
STORAGE 1220
MEETING ROOM 1222
STOR 1125
STUDENT CLUB ROOM 1126
MEETING ROOM 1224
STORAGE 1223
N
STUDENT CLUB & ORGANIZATIONS / STUDENT ACTIVITIES

Student Center (SC) - Existing Floor Plan - Level 2

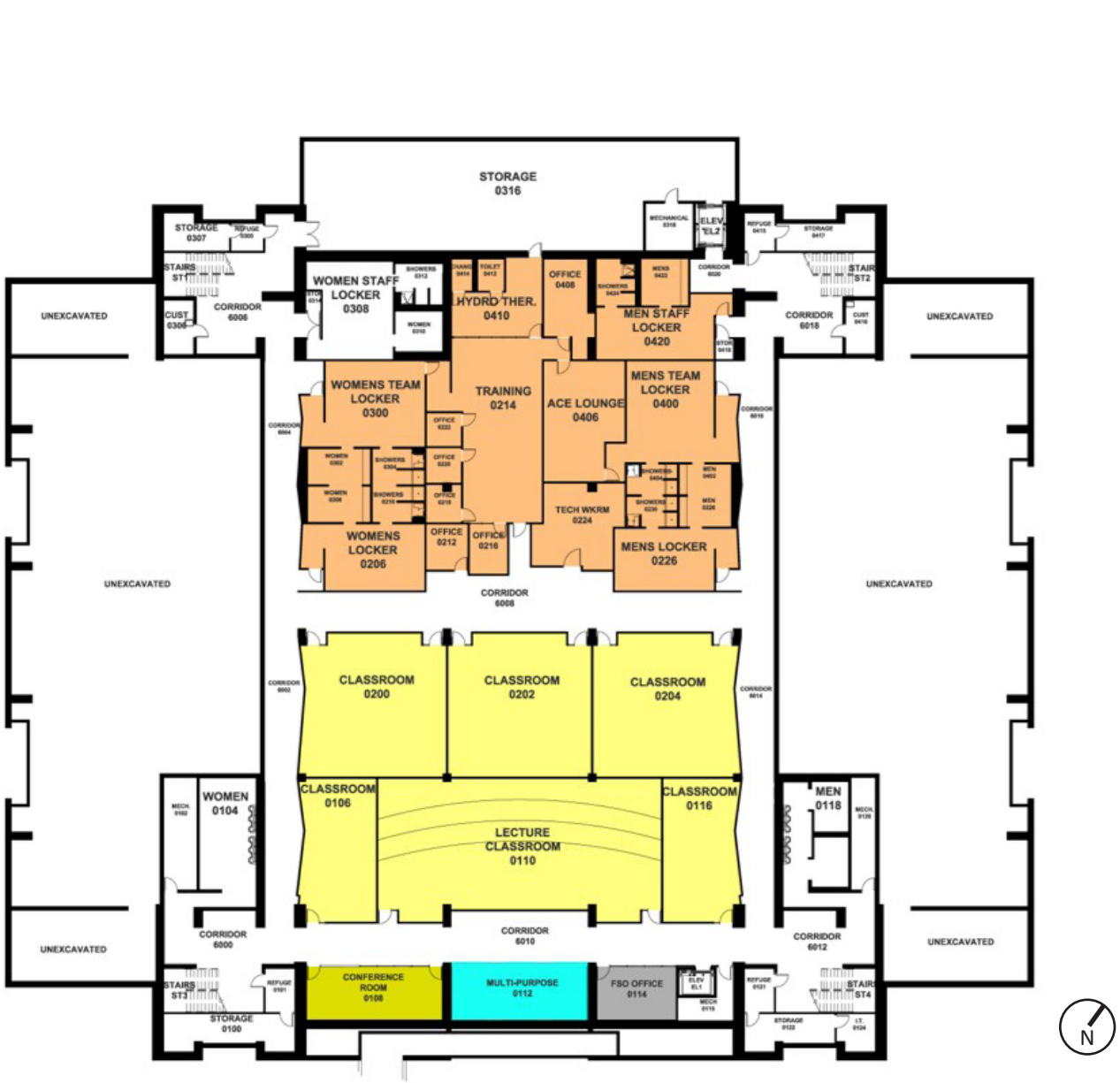


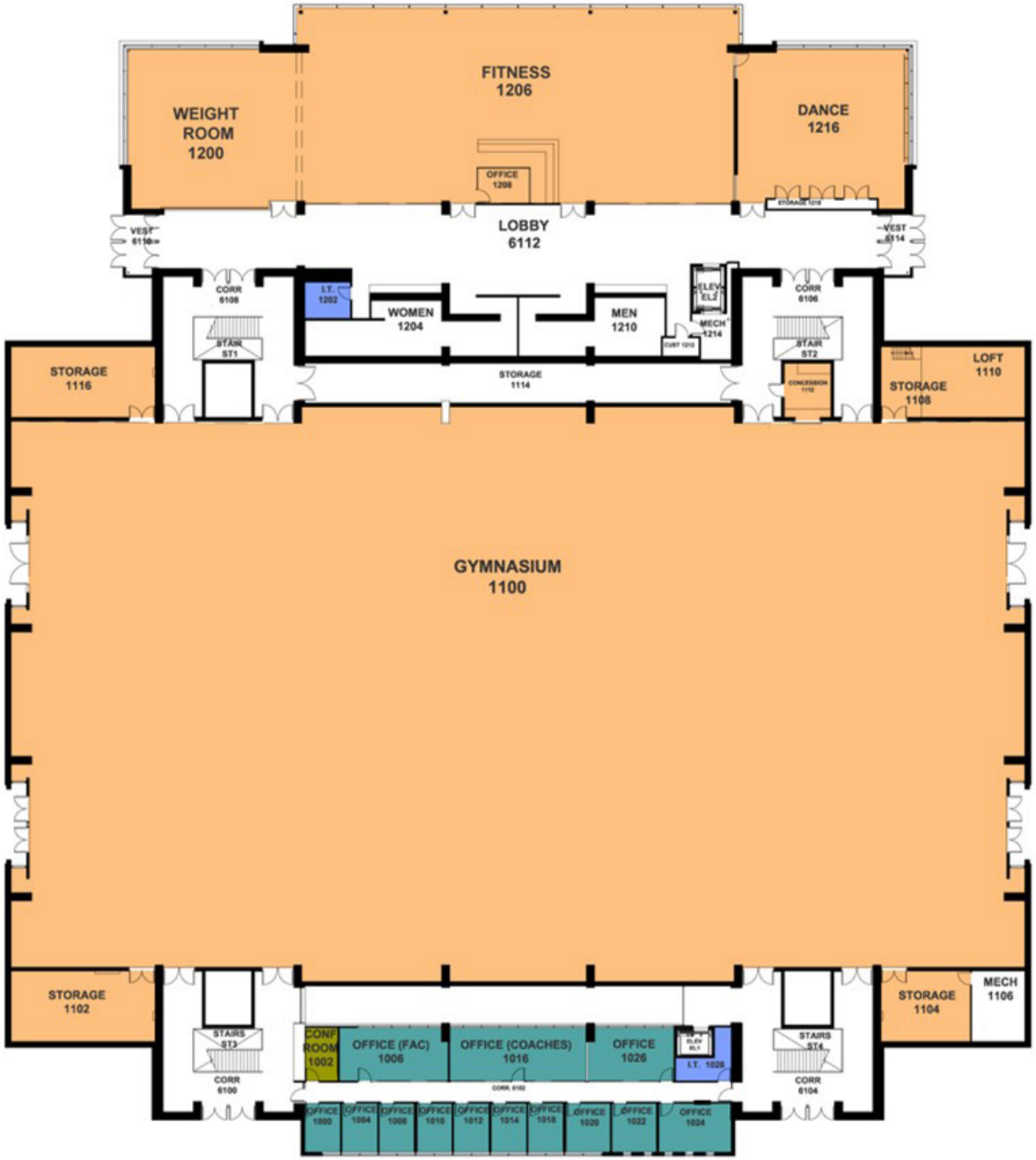

STAIRS ST1
STAIRS ST2
PRAC ROOM 0104
PRAC ROOM 0106
PRAC ROOM 0112
PRAC ROOM 0113
NEWSPAPER 0114
OFFICE 0102
LOBBY 0610
LOBBY 0612
PROJECTION BOOTH 0220
MEN'S 0100
WOMEN'S 0116
CORR 0606
STORAGE 0208
STORAGE 0226
PERFORMING ARTS ROOM 0214
PERFORMING ARTS STAGE 0214
WORK SHOP 0200
STOREROOM 0228
STORAGE 0234
STORAGE 0216
UNEXCAVATED
CORR 0604
CORR 0618
SERVICE TUNNEL TO CLI 1
MECHANICAL 0302
LEARNING LAB 0326
MASS COMMUNICATIONS LEARNING LAB 0324
TV PRODUCTIONS LEARNING LAB 0322
TV PRODUCTIONS LEARNING LAB 0320
EDITING SUITE 0316
EDITING SUITE 0312
EDITING SUITE 0314
EDITING SUITE 0308
EDITING SUITE 0310
EDITING SUITE 0306
OFFICE 0304
CORRIDOR 0620
CORRIDOR 0602
STAIRS ST4
STAIRS ST5
MECHANICAL ROOM 0400
CORR 0622
STORAGE 0410
SERVICE TUNNEL 0626
SERVICE TUNNEL 0624
MECHANICAL ROOM 0406
ELEC SWITCH 0404
STORAGE 0402
N
LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
MULTIPURPOSE ROOM
HEALTH CAREERS
ACADEMIC SUPPORT
LEASED / SHARED SPACE

Educational Resource Center (ERC) - Existing Floor Plan - Level 1


LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
MULTIPURPOSE ROOM
HEALTH CAREERS
ACADEMIC SUPPORT
LEASED / SHARED SPACE
STUDY AREA 2100
STAIRS ST1
GROUP STUDY 2102
GROUP STUDY 2104
GROUP STUDY 2106
STOR 2107
GROUP STUDY 2108
GROUP STUDY 2110
GROUP STUDY 2112
STAIRS ST2
STUDY AREA 2114
CORR. 6200
SEATING/ STUDY
CORR. 6202
ARCHIVE ROOM 2304
OFFICE 2302
OFFICE 2316
CORR. 6204
BOOK COLLECTION
BOOK COLLECTION 2000
BOOK COLLECTION
MECH ROOM 2300
MECH ROOM 2200
INFO DESK
WOMEN 2202
CORR. 6206
MEN 2204
ASSISTIVE TECHNOLOGY LAB 2206
IT EQUIP 2306
TECHNICAL SERVICES 2308
STAIRS ST3
IT EQUIP 2208
OFFICE 2448
CUST STR 2210
OFFICE 2446
CONFERENCE ROOM 2318
BOOK COLLECTION
OPEN BELOW
BOOK COLLECTION
WORK ROOM 2442
CORR. 6208
STORAGE 2444
OFFICE 2440
ADULT EDUCATION COMPUTER LAB 2400
OFFICE 2436
OFFICE 2438
LEARNING SERVICES OFFICE 2432
OFFICE 2434
ACADEMIC AFFAIRS / PROVOST OFFICE
BOOK COLLECTION
STUDY AREA
BOOK COLLECTION
MECH ROOM 2320
MECH ROOM 2210
CORR. 6218
CORR. 6210
STAIRS ST4
6214
STAIRS ST5
EAGLE SUPPORT
CORR. 6212
OFFICE 2430
INSTITUIONAL EFFECTIVENESS
CUST STR 2404
WOMEN 2406
CORR. 6216
CLASSROOM 2412
CLASSROOM 2414
CLASSROOM 2416
OFFICE 2418
OFFICE 2420
OFFICE 2425
RESOURCE LAB 2402
ELEV E2
MEN 2410
STOR 2408
OFFICE 2422
OFFICE 2424
OFFICE 2426
OFFICE 2428
N

Physical Education Center (PEC) - Existing Floor Plan - Level 0





LEGEND

- GENERAL CLASSROOMS
- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- MULTIPURPOSE ROOMS
- FACULTY OFFICES
- FITNESS, WELLNESS & SPORTS
- VACANT

Woodward Technology Center (WTC) - Existing Floor Plan - Level 0


LEGEND
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
FACULTY OFFICES
ENGINEERING/TECH LABS
LEASED/SHARED SPACE
SHARED WITH N.I.U.
SHARED WITH N.I.U.
SHARED WITH N.I.U.
VEST 6100
VEST 6102
LOBBY 1000
LOUNGE 1002
STAIR 1 7110
STAIR 2 7120
STAIR 3 7130
STAIR 4 7140
VESTIBULE 6114
CORRIDOR 6112
STOR. 1108
JC 1106
MEN 1104
NIU / CAD GRAPHICS 1102
COMPUTER LAB 1110
COMPUTER LAB 1112
COMPUTER LAB 1100
CAD GRAPHICS LAB 1114
CAD GRAPHICS LAB 1120
CORRIDOR 6110
JC 1118
WOMEN 1116
CORRIDOR 6108
OPEN TO CIM CELL BELOW
OFFICE 1202
OFFICE 1204
OFFICE 1210
OFFICE 1212
HALL 6116
OFFICE RECEPTION 1200
OFFICE 1206
OFFICE 1208
OFFICE 1214
MEN 1302
STOR 1306
JC 1304
VEST 6118
CLASSROOM 1308
IT 1300
STORAGE 1318
COLLABORATION 6122
CORRIDOR 6120
CORRIDOR 6124
FLEX. LEARNING LAB II 1320
FLEX. LEARNING LAB I 1310
CLASSROOM 1322
WOMEN 1314
STOR 1312
LAB CART STORAGE 1316
N

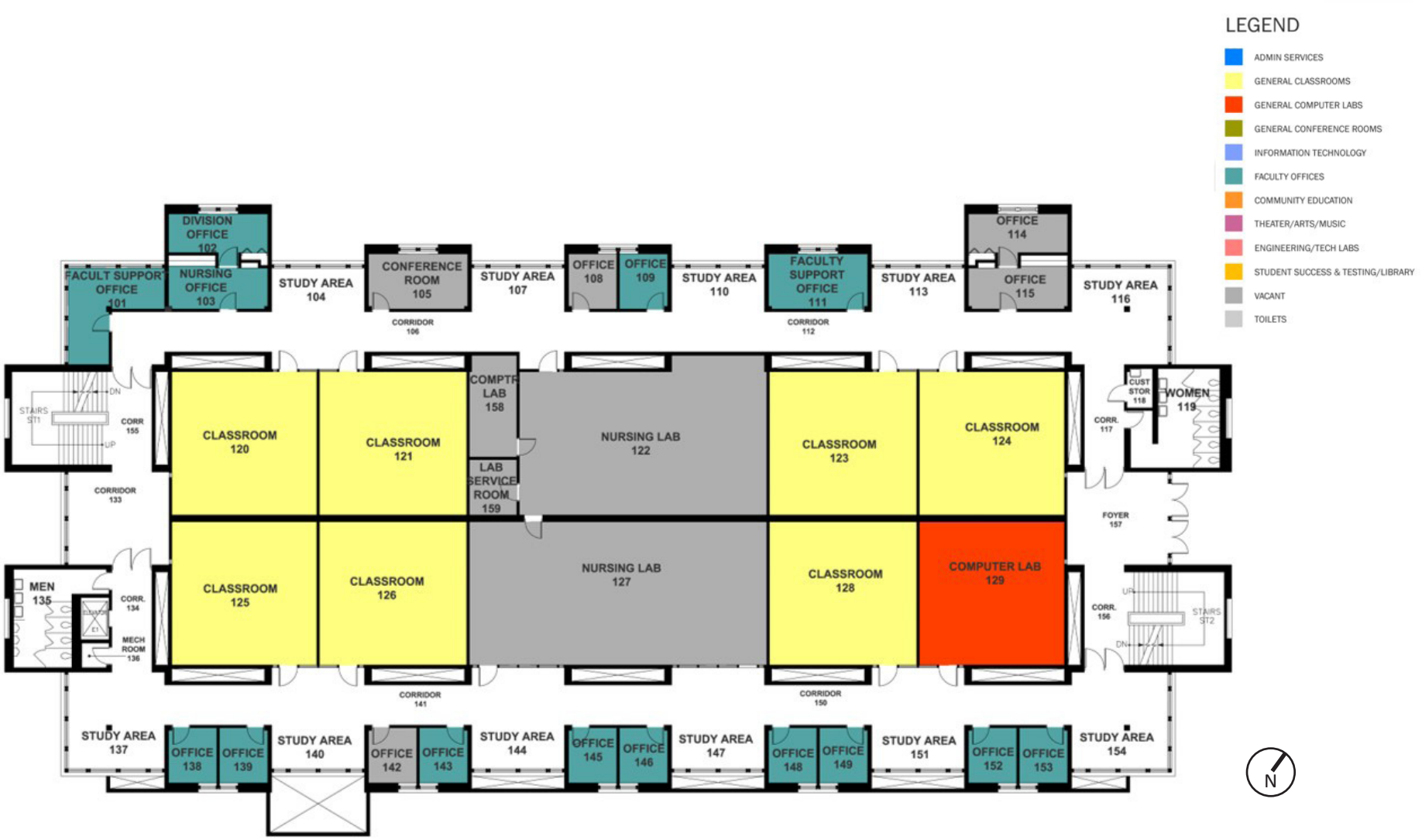
Woodward Technology Center (WTC) - Existing Floor Plan - Level 2


LEGEND
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
THEATER/ARTS/MUSIC
Vest 0618
Classroom 0226
Classroom 0222
Classroom 0218
Mech 0129
Classroom 0202
Vest 0604
Stairs ST1
Stairs ST2
Corridor 0606
Elevator EL1
Office 0149
Office 0147
Office 0145
Office 0143
Office 0141
Office 0139
Office 0137
Office 0135
Office 0133
Corridor 0608
Women 0151
IT Network 0153
IT Office 0157
Classroom 0224
Corridor 0614
Ceramics 0210
Corridor 0612
Art Lab 0200
Women 0115
Elec 0111
Corridor 0620
Corridor 0602
Elec 0155
Men 0159
Storage 0223
Art Studio 0220
Storage 0209
Kiln Room 0211
Art Lab 0206
Gender Neutral 0109
Cust 0103
Men 0105
Mechanical 0600
Mechanical 0601
N

Classroom Building I (CLI) - Existing Floor Plan - Level 1


LEGEND
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
THEATER/ARTS/MUSIC
Classroom 2234
Classroom 2230
Classroom 2226
Classroom 2222
Classroom 2218
Stairs ST1
Stairs ST2
Corridor 6204
Elevator EL1
Office 2149
Office 2147
Office 2145
Office 2143
Office 2141
Office 2139
Office 2137
Office 2135
Office 2133
Corridor 6120
Women 2101
Mech 2200
IT Network 2202
Comp & Lit Lab 2232
Comp & Lit Lab 2228
Comp & Lit Lab 2224
Comp & Lit Lab 2220
Womens Staff 2216
Mens Staff 2214
Cust 2212
Women 2131
Mech 2129
Corridor 6208
Corridor 6202
Comp & Lit Lab 2204
Comp & Lit Lab 2206
Comp & Lit Lab 2208
Comp & Lit Lab 2210
Mech 2103
Men 2105
Men 2211
Stairs ST3
Corridor 6200
Office 2107
Office 2109
Office 2111
Office 2113
Office 2115
Office 2117
Office 2119
Office 2121
Office 2123
Office 2125
N

Classroom Building II (CLII) - Existing Floor Plan - Level 0


LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
COMMUNITY EDUCATION
THEATER/ARTS/MUSIC
ENGINEERING/TECH LABS
STUDENT SUCCESS & TESTING/LIBRARY
VACANT
TOILETS
DIVISION OFFICE 102
FACULT SUPPORT OFFICE 101
NURSING OFFICE 103
STUDY AREA 104
CONFERENCE ROOM 105
CORRIDOR 106
STUDY AREA 107
OFFICE 108
OFFICE 109
STUDY AREA 110
FACULTY SUPPORT OFFICE 111
CORRIDOR 112
STUDY AREA 113
OFFICE 114
OFFICE 115
STUDY AREA 116
CUST STOR 118
WOMEN 119
CORR. 117
STAIRS ST1
DN
UP
CORR 155
CORRIDOR 133
CLASSROOM 120
CLASSROOM 121
COMPTR LAB 158
LAB SERVICE ROOM 159
NURSING LAB 122
CLASSROOM 123
CLASSROOM 124
FOYER 157
MEN 135
CORR. 134
MECH ROOM 136
CLASSROOM 125
CLASSROOM 126
NURSING LAB 127
CLASSROOM 128
COMPUTER LAB 129
CORR. 156
STAIRS ST2
UP
DN
CORRIDOR 141
CORRIDOR 150
STUDY AREA 137
OFFICE 138
OFFICE 139
STUDY AREA 140
OFFICE 142
OFFICE 143
STUDY AREA 144
OFFICE 145
OFFICE 146
STUDY AREA 147
OFFICE 148
OFFICE 149
STUDY AREA 151
OFFICE 152
OFFICE 153
STUDY AREA 154
N

Classroom Building II (CLII) - Existing Floor Plan - Level 2


CONF 0159
OFFICE 0157
OFFICE 0155
OFFICE 0153
OFFICE 0151
OFFICE 0149
OFFICE 0147
OFFICE 0145
VEST 0620
VEST 0624
VEST 0610
LOUNGE 0606
LOUNGE 0608
CLASSROOM 0200
CLASSROOM 0202
CLASSROOM 0204
CLASSROOM 0206
CLASSROOM 0208
STAIRS ST1
CORRIDOR 0622
CORRIDOR 0612
MEN 0101
WOMEN 0103
CORRIDOR 0604
CUST 0107
CORRIDOR 0602
STAIRS ST2
CLASSROOM 0201
CLASSROOM 0203
MATH STOR 0112
OFFICE 0113
IT 0114
CLASSROOM 0216
CLASSROOM 0214
MECHANICAL 0109
STORAGE 0108
ELEC 0110
MECHANICAL 0116
CORRIDOR 0614
MATH LAB 0212
MATH LAB 0210
OFFICE 0118
OFFICE 0119
CORRIDOR 0618
CORRIDOR 0615
OFFICE 0139
OFFICE 0137
OFFICE 0135
OFFICE 0133
STUDY 0617
OFFICE 0123
OFFICE 0131
CORRIDOR 0616
OFFICE 0125
OFFICE 0127
OFFICE 0129
LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
VACANT
SCIENCES
N

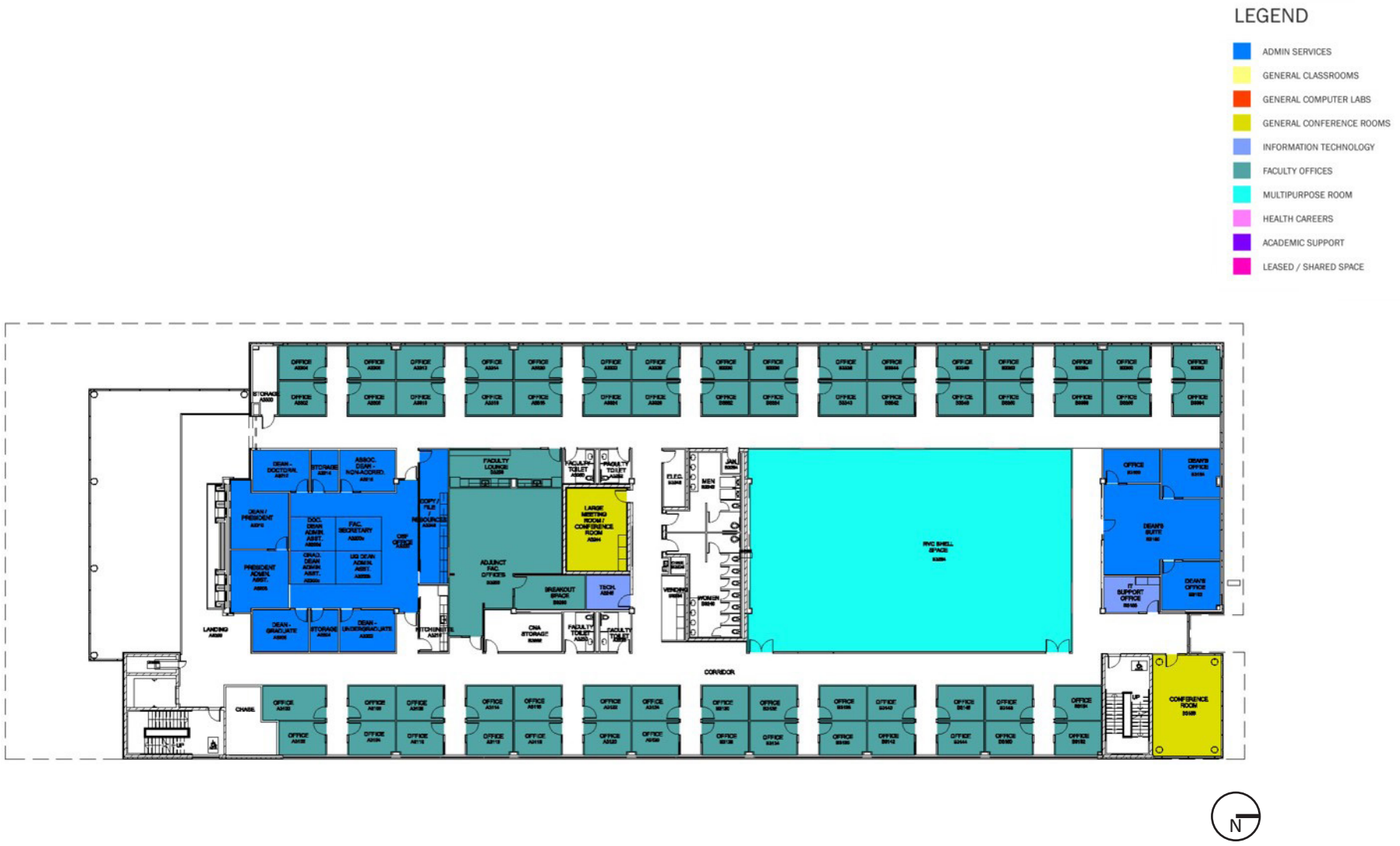
Karl J. Jacobs Center for Science & Math (JCSM) - Existing Floor Plan - Level 1


CONF 2059
OFFICE 2057
OFFICE 2055
OFFICE 2053
OFFICE 2051
OFFICE 2049
OFFICE 2047
OFFICE 2045
OFFICE 2043
OFFICE 2041
OFFICE 2039
OFFICE 2037
OFFICE 2035
OFFICE 2033
CORRIDOR 6214
CORRIDOR 6212
CHEMISTRY LAB 2124
CLASSROOM 2122
INSTR ROOM 2120
ORGANIC CHEM LAB 2118
GEOLOGY 2108
STAIRS ST1
MECH 2130
CHEMISTRY PREP 2126
LAB PREP 2132
PHYSICAL SCIENCE PREP 2134
IT 2114
MECH 2136
MEN 2001
WOMEN 2003
CORRIDOR 6200
STAIRS ST3
ELEV
STORAGE 2009
GREENHOUSE 2007
CHEMISTRY LAB 2100
CLASSROOM 2102
CLASSROOM 2104
CLASSROOM 2106
PHYSICS & ASTRONOMY 2116
STAIRS ST2
CORRIDOR 6202
CORRIDOR 6209
STUDY 2032
ROOF
PHYSICAL SCIENCE RESOURCE 2011
OFFICE 2013
OFFICE 2021
OFFICE 2015
OFFICE 2017
OFFICE 2019
CORRIDOR 6204
OFFICE 2023
OFFICE 2031
OFFICE 2025
OFFICE 2027
OFFICE 2029
CORRIDOR 6206
LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
VACANT
SCIENCES
N

Health Sciences Center (HSC) - Existing Floor Plan - Level 0


LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
MULTIPURPOSE ROOM
HEALTH CAREERS
ACADEMIC SUPPORT
LEASED / SHARED SPACE
N

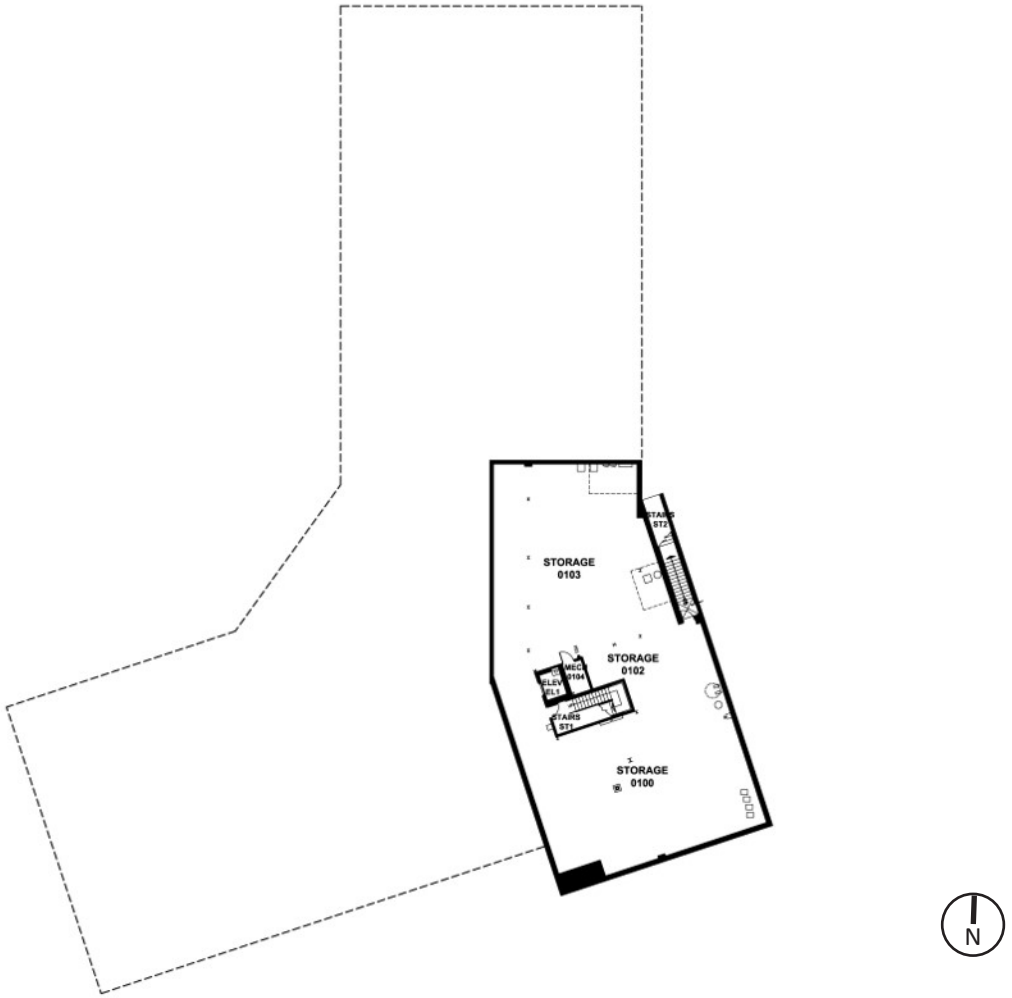
Health Sciences Center (HSC) - Existing Floor Plan - Level 2



LEGEND

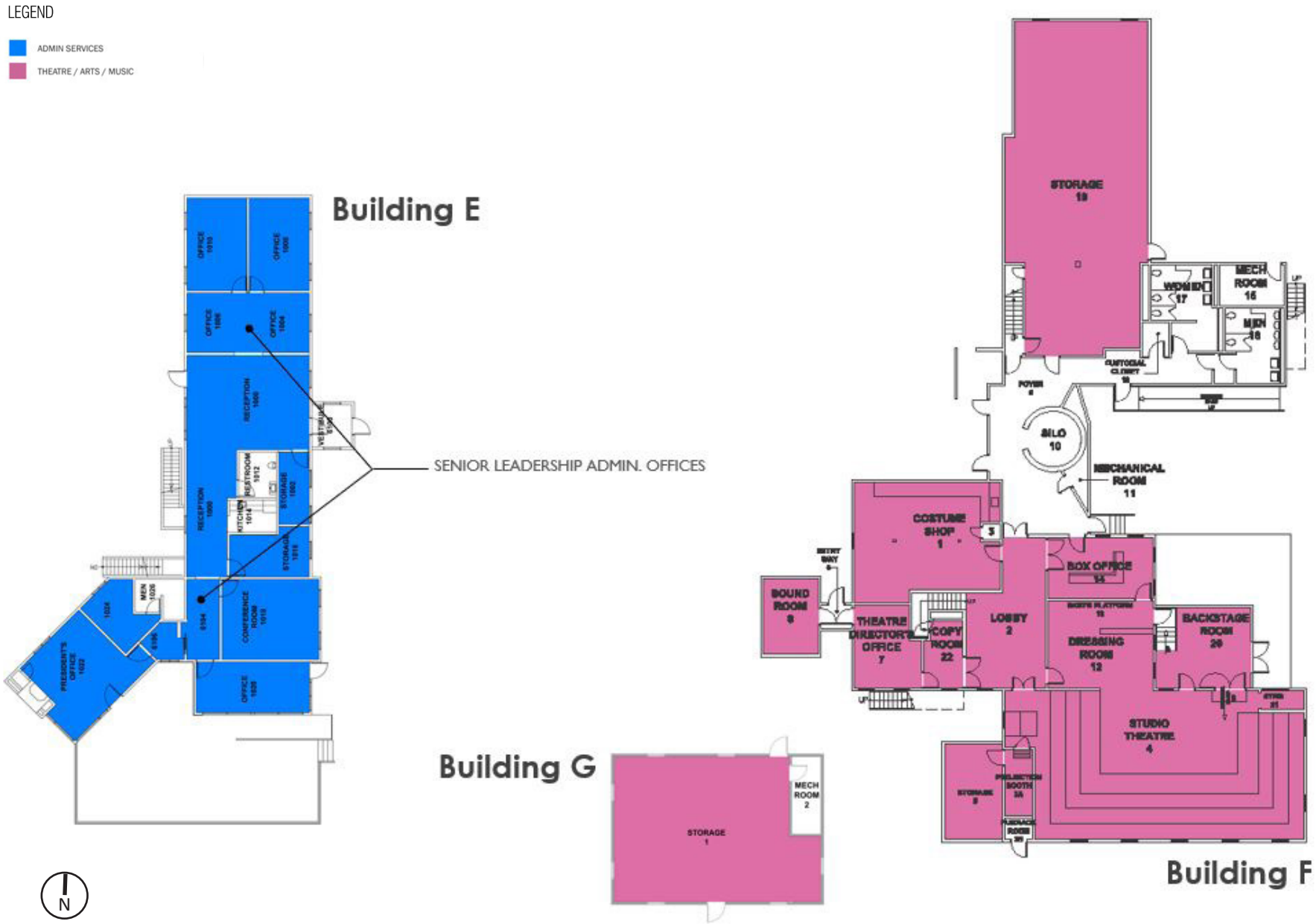
- ADMIN SERVICES
- GENERAL CLASSROOMS
- GENERAL COMPUTER LABS
- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- FACULTY OFFICES
- MULTIPURPOSE ROOM
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE

Support Services Building (SSB) - Existing Floor Plan - Level 0




LEGEND
ADMIN SERVICES
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACILITIES
PAINTING PLUMBING ELECTRICAL SHOP 1317
MILLWORK SHOP 1318
VEHICLE MAINTENANCE SHOP 1316
BREAK ROOM 1314
MECHANICAL ROOM 1310
CONF ROOM 1309
OFFICE 1315
HUMAN RESOURCES
MAIL DISTRIBUTION
MAIL/DISTRIBUTION 1211
PAPER STORAGE 1210
SECURED STORAGE 1213
MAIL/DISTRIBUTION 1214
OFFICE ROOM 1305
OFFICE ROOM 1306
OFFICE ROOM 1307
MEN 1304
WOMEN 1303
CONFERENCE ROOM 1300
OFFICE 1102
OFFICE 1114
OFFICE 1120
OFFICE 1118
OFFICE 1200
OFFICE 1201
OFFICE 1202
OFFICE 1203
OFFICE 1204
OFFICE 1205
OFFICE 1206
OFFICE 1212
PRINT SHOP 1216
HUMAN RESOURCES
PRINT SERVICES
N

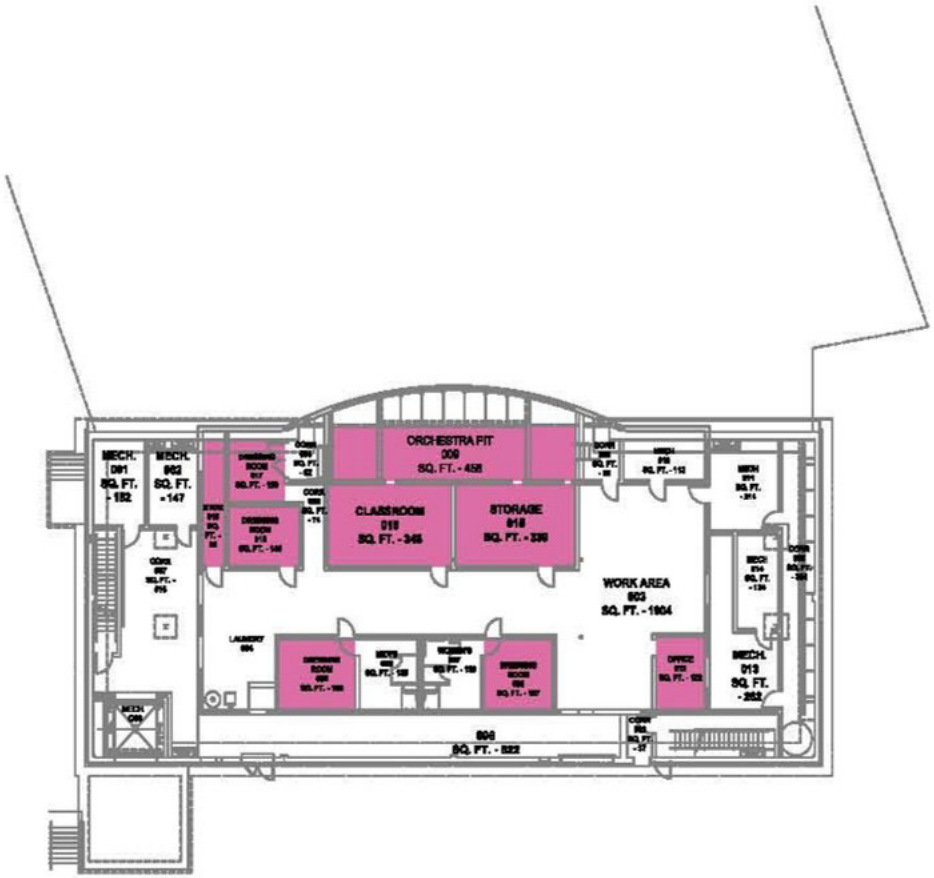
Support Services Building (SSB) - Existing Floor Plan - Level 2


LEGEND
ADMIN SERVICES
THEATRE / ARTS / MUSIC
Building E
SENIOR LEADERSHIP ADMIN. OFFICES
Building G
STORAGE
MECH ROOM
Building F
STORAGE
MECH ROOM
WOMEN
MEN
FOYER
MLO
MECHANICAL ROOM
COSTUME SHOP
BOX OFFICE
SOUND ROOM
THEATRE DIRECTOR'S OFFICE
COPY ROOM
LOBBY
DRESSING ROOM
BACKSTAGE ROOM
STUDIO THEATRE
PROJECTION BOOTH
STORAGE
N

Bengt Sjostrom Theatre (BST) - Existing Floor Plan - Level 0

LEGEND

THEATER/ARTS/MUSIC



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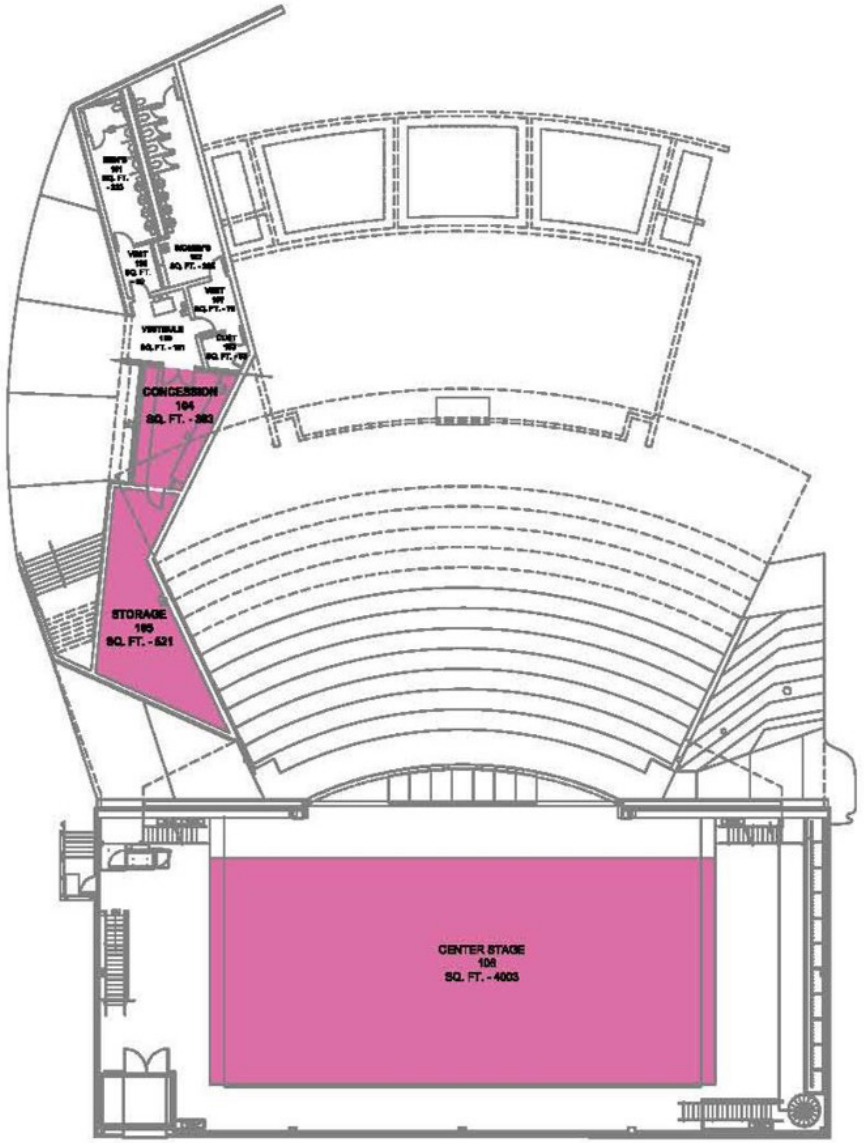
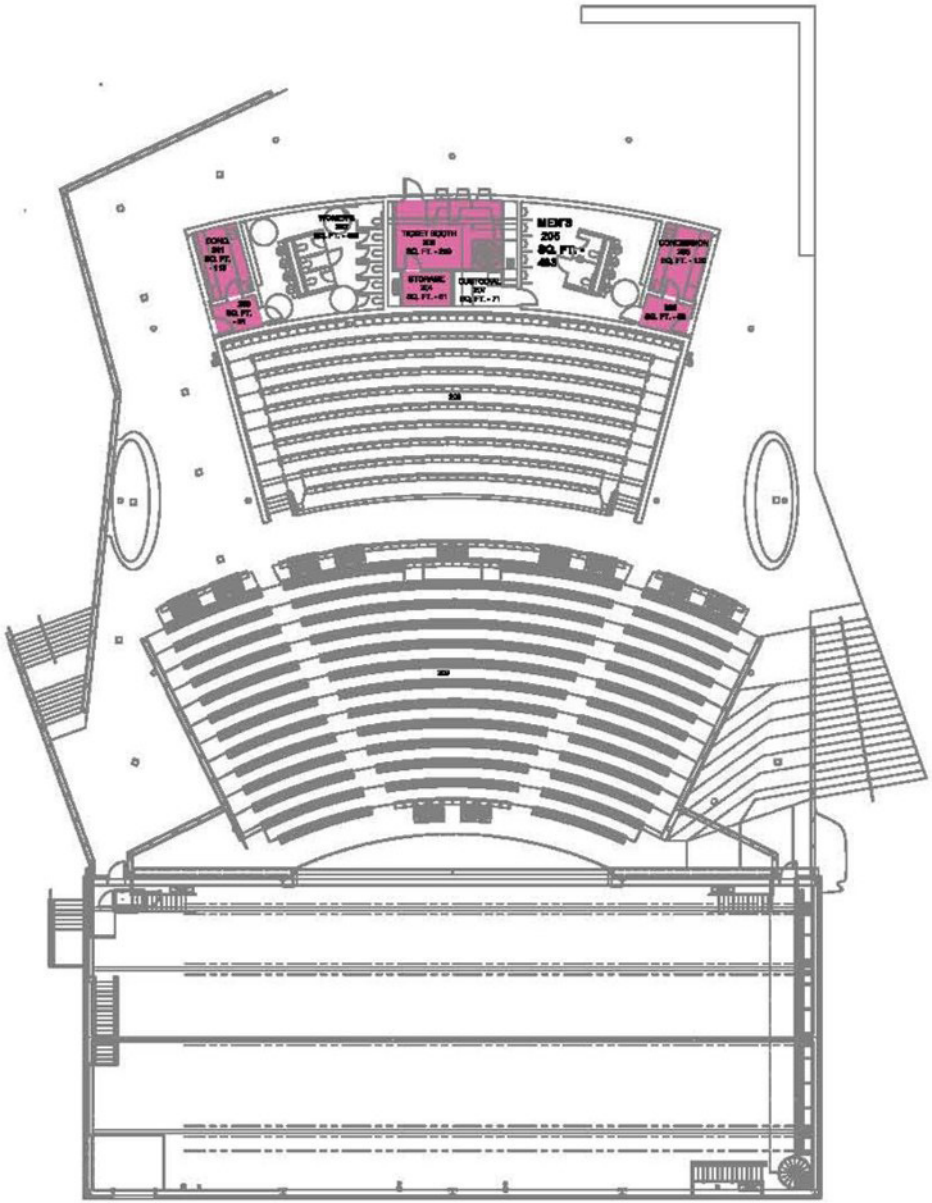


LEGEND

THEATER/ARTS/MUSIC

N

Bengt Sjostrom Theatre (BST) - Existing Floor Plan - Level 2

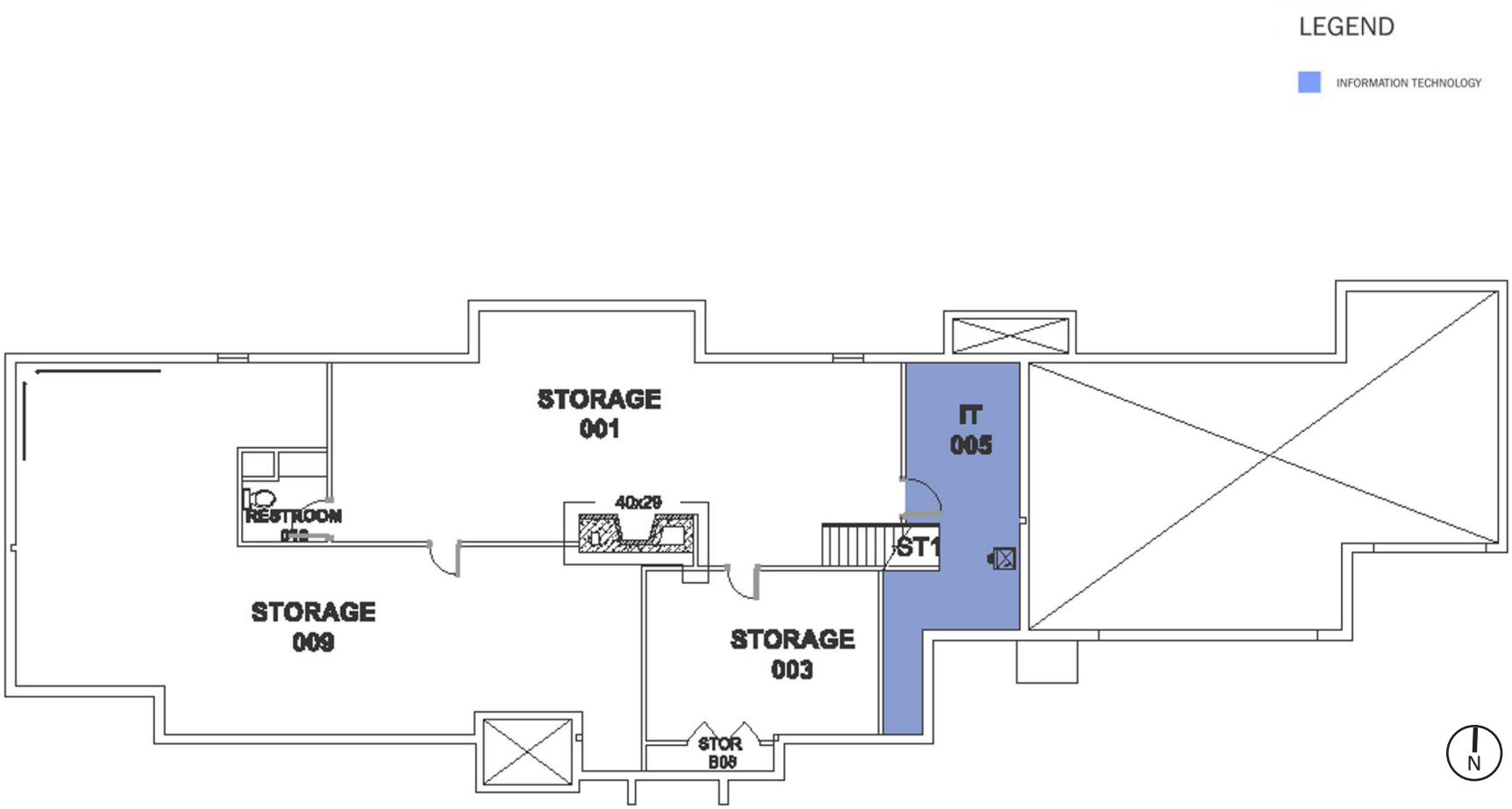


LEGEND

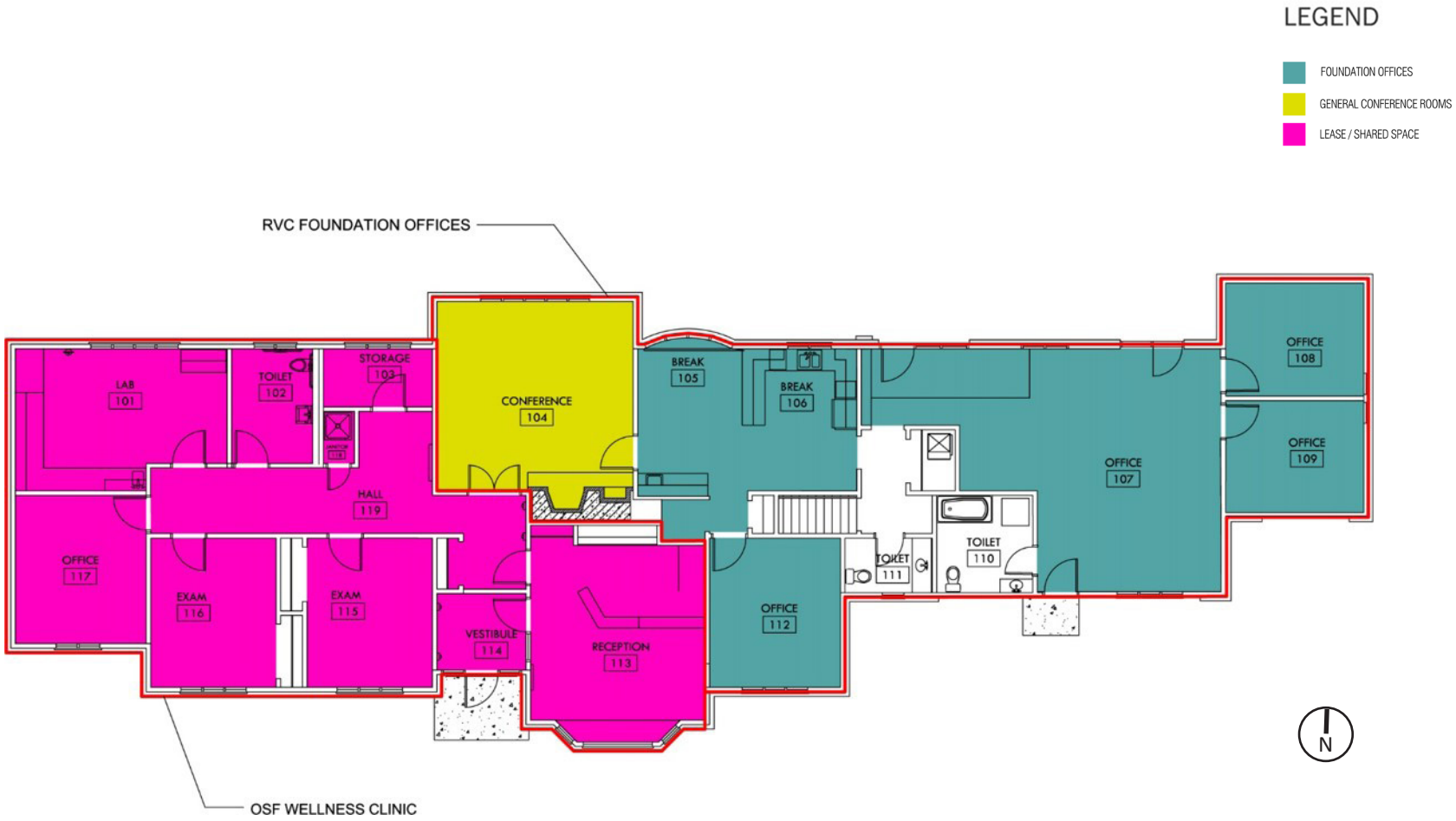
THEATER/ARTS/MUSIC

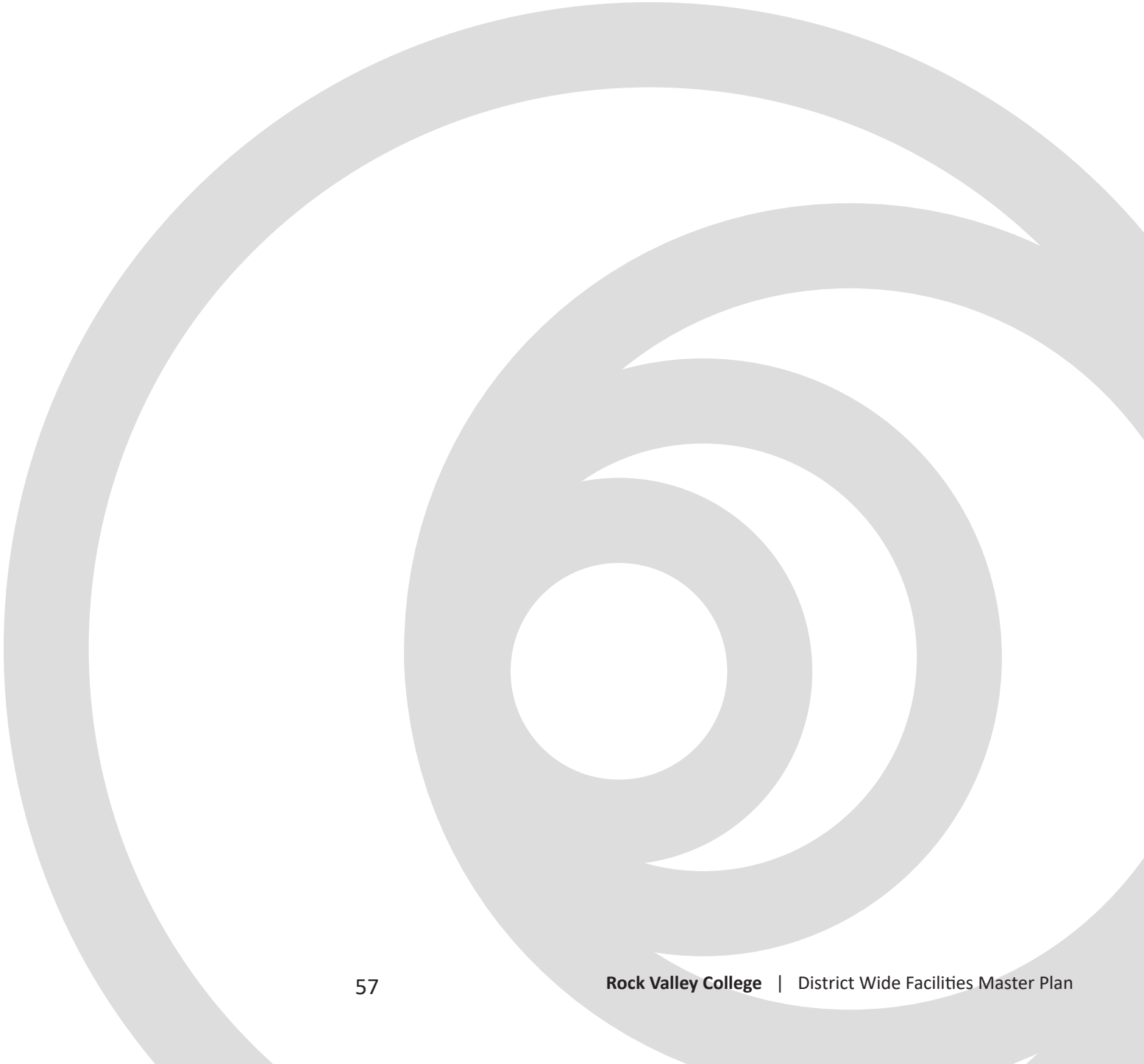
N

Rock Valley College


LEGEND
INFORMATION TECHNOLOGY
STORAGE
001
IT
005
RESTROOM
40x29
ST1
STORAGE
009
STORAGE
003
STOR
B09
N

Spring Brook House (SBH) - Existing Floor Plan - Level 1

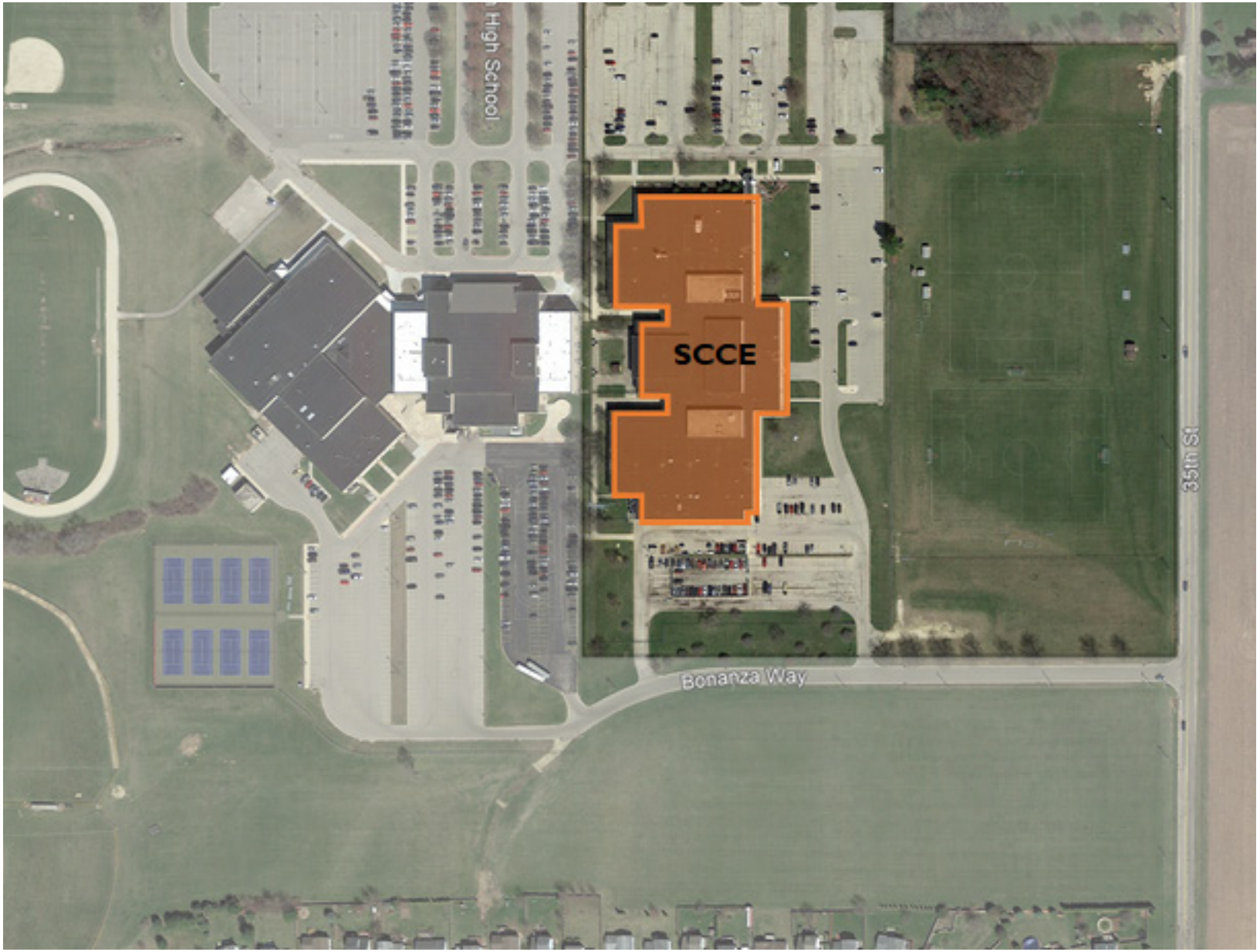




Bell School Road Center (BELL) - Existing Site Plan

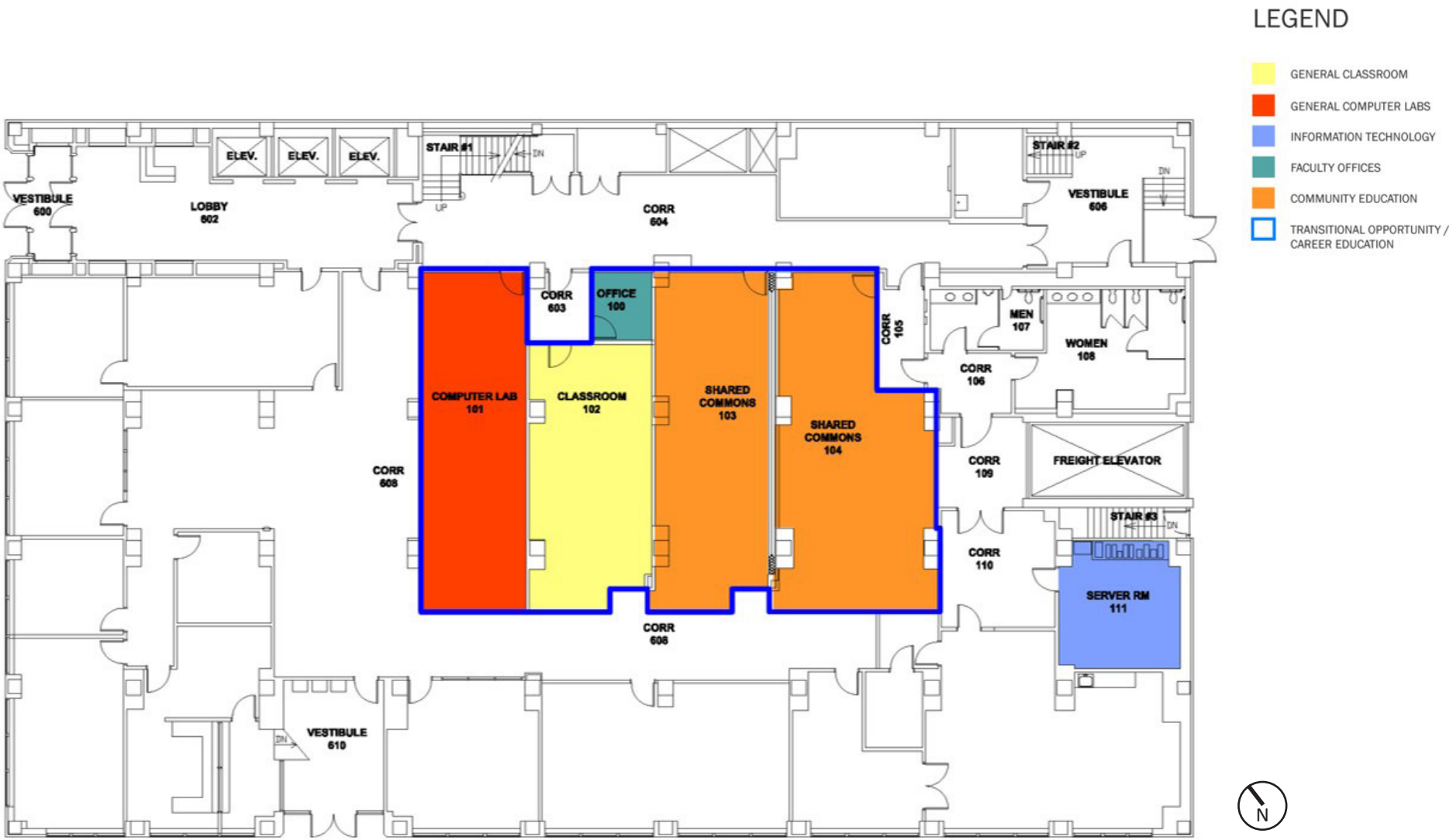

CLASSROOM
7
COMPUTER LAB
5
IT
12
WOMEN
20
MEN
19
CUSTODIAL
21
CLASSROOM
4
CLASSROOM
1
CORRIDOR
18
STOR
6B
OFFICE
6
OFFICE
6A
STRG
14
VENDING
15
KITCHEN
16
MECHANICAL
ROOM
17
MUILT-PURPOSE
ROOM
13
CLASSROOM
3
CLASSROOM
2
LEGEND
INFORMATION TECHNOLOGY
COMMUNITY EDUCATION
N

Stenstrom Center for Career Education (SCCE) - Existing Site Plan

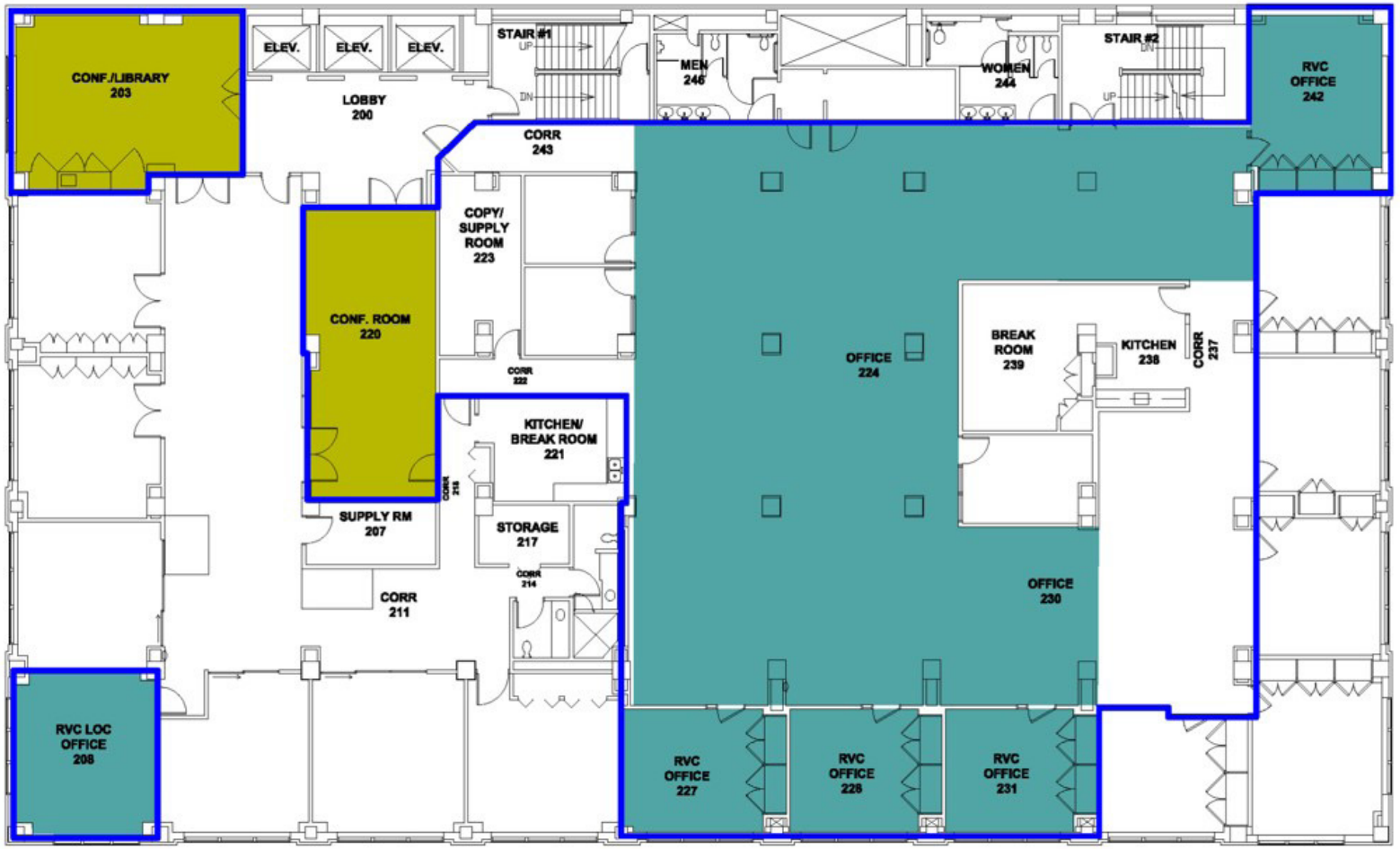



LEGEND
ENGINEERING/TECH LABS
VACANT
VACANT
STORAGE
VACATED SPACE
(Welding relocated to ATC)
TRUCK DRIVER TRAINING
AUTOMOTIVE PROGRAM
TOTAL SQ FT
8012
TOTAL SQ FT
4830
TOTAL SQ FT
201
TOTAL SQ FT
4746
TOTAL SQ FT
7131
N

North Main Street Center (NMST) - Existing Site Plan


LEGEND
GENERAL CLASSROOM
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
FACULTY OFFICES
COMMUNITY EDUCATION
TRANSITIONAL OPPORTUNITY / CAREER EDUCATION
VESTIBULE 600
LOBBY 602
ELEV.
ELEV.
ELEV.
STAIR #1
UP
DN
CORR 604
STAIR #2
UP
DN
VESTIBULE 606
CORR 603
OFFICE 109
COMPUTER LAB 101
CLASSROOM 102
SHARED COMMONS 103
SHARED COMMONS 104
CORR 105
MEN 107
WOMEN 108
CORR 106
CORR 608
CORR 109
FREIGHT ELEVATOR
STAIR #3
DN
CORR 110
SERVER RM 111
CORR 608
VESTIBULE 610
DN
N

North Main Street Center (NMST) - Existing Floor Plan - Level 2



LEGEND

- GENERAL CLASSROOM
- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- FACULTY OFFICES
- COMMUNITY EDUCATION
- TRANSITIONAL OPPORTUNITY / CAREER EDUCATION

N


LEGEND
GENERAL CLASSROOM
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
FACULTY OFFICES
COMMUNITY EDUCATION
TRANSITIONAL OPPORTUNITY / CAREER EDUCATION
BREAK ROOM 301
ENTRY 300
ELEV.
ELEV.
ELEV.
STAIR #1
UP
DN
MEN 331
WOMEN 329
STAIR #2
DN
UP
RVC BASIC SKILLS CLASS RM. 327
LOBBY 302
CORR 326
CORR 303
MEN 325
WOMEN 324
OFFICE 328
COMPUTER LAB 330
RVC OFFICE 307
REFUGE & IMMIGRANT 306
RVC OFFICE 308
CLOSET 303
RVC OFFICE 309
RVC OFFICE 310
RVC PROGRAM DIRECTOR 311
CONF./ BREAK RM. 320
N

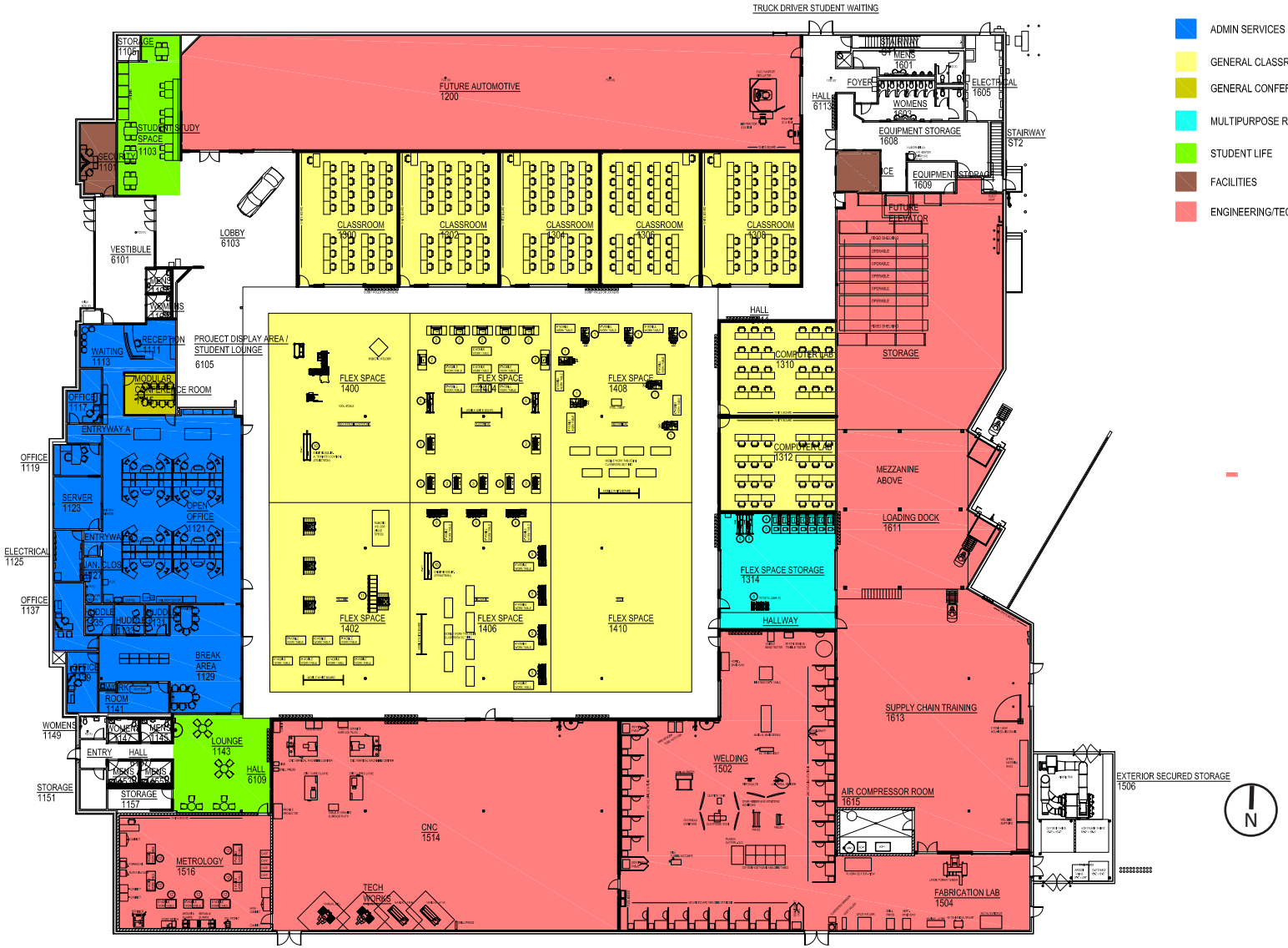
RVC Downtown (RVCD) - Existing Site Plan


LEGEND
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
FACULTY OFFICES
COMMUNITY EDUCATION
CLASSROOM 2110
COMPUTER LAB 2112
COMPUTER LAB 2108
OFFICE 2002
OFFICE 2004
OFFICE 2006
OFFICE 2008
INCUBATOR 2116
STUDY 2114
CLASSROOM 2118
MAC LAB 2120
WOMEN'S 2106
CUST 2104
TOILET 2102
STAIRS ST1
LOBBY 5200
OFFICE 2000
OFFICE 2010
CLASSROOM 2124
INCUBATOR 2122
MENS 2100
BREAK 2020
COPY 2018
IT 2126
OFFICE 2012
OFFICE 2014
OFFICE 2016
STAIRS ST2
AREA OF REFUGE
12,842 sqft
N

Aviation Career Education Center (ACEC) - Existing Site Plan


LEGEND
GENERAL CLASSROOMS
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
FACULTY OFFICES
ENGINEERING/TECH LABS
STRUCTURES LAB
AVIONICS LAB
PAINT BOOTH
HANGAR
POWER PLANT LAB
ENGINE LAB
COMPUTER LAB
CLASSROOM
CONF
OFFICE
STORAGE
WAITING
BREAK
HALL
STUDENT LOUNGE
VESTIBULE
MEN
WOMEN
I.T.
TOOLS
LUNCH
N

Advanced Technology Center (ATC) - Existing Site Plan


LEGEND
ADMIN SERVICES
GENERAL CLASSROOMS
GENERAL CONFERENCE ROOMS
MULTIPURPOSE ROOMS
STUDENT LIFE
FACILITIES
ENGINEERING/TECH LABS
TRUCK DRIVER STUDENT WAITING
FUTURE AUTOMOTIVE 1200
STORAGE 1105
STUDENT STUDY SPACE 1103
SECURITY 1101
LOBBY 6103
VESTIBULE 6101
CLASSROOM 1301
CLASSROOM 1302
CLASSROOM 1304
CLASSROOM 1306
CLASSROOM 1308
MENS 1601
WOMENS 1602
FOYER
ELECTRICAL 1605
HALL 6113
EQUIPMENT STORAGE 1608
EQUIPMENT STORAGE 1609
STAIRWAY ST2
FUTURE ELEVATOR
STORAGE
HALL 6112
COMPUTER LAB 1310
COMPUTER LAB 1312
MEZZANINE ABOVE
LOADING DOCK 1611
FLEX SPACE STORAGE 1314
HALLWAY
SUPPLY CHAIN TRAINING 1613
WELDING 1502
AIR COMPRESSOR ROOM 1615
FABRICATION LAB 1504
EXTERIOR SECURED STORAGE 1506
FLEX SPACE 1400
FLEX SPACE 1404
FLEX SPACE 1408
FLEX SPACE 1402
FLEX SPACE 1406
FLEX SPACE 1410
PROJECT DISPLAY AREA / STUDENT LOUNGE 6105
RECEPTION 1111
WAITING 1113
MODULAR CONFERENCE ROOM
OFFICE 1117
ENTRYWAY A
OFFICE 1119
SERVER 1123
OPEN OFFICE 1121
ENTRYWAY B
ELECTRICAL 1125
JAN. CLOS.
OFFICE 1137
BREAK AREA 1129
OFFICE 1139
DW/SK ROOM 1141
WOMENS 1149
WOMENS 1147
MENS 1145
ENTRY HALL
LOUNGE 1143
HALL 6109
STORAGE 1151
MENS
WOMENS
STORAGE 1157
METROLOGY 1516
CNC 1514
TECH WORKS
N

Natural Areas / Landscaping - Zones A & B

Zones A & B is a roughly 87-acre portion of RVC located on the Northern and Western edges of campus, adjacent to Mulford Road, the campus service drive, and residential developments.

Elements included in these zones are:

- Baseball and Softball Fields
- Football and Soccer Fields
- Press Boxes, Concessions/Restroom Building, Bleachers, and Storage Facilities
- Support Service Building
- Parking Lots
- Circuit Paths

Various maintenance, landscape, and programmatic issues have been identified for Zones A & B, including:

- Expansive areas of turf lawn, requiring resource intensive upkeep
- Lack of mature canopy cover along circuit path
- Underutilized depression of land on northern portion of campus
- Limited buffer plantings between the complexes and Mulford Road
- Declining condition of asphalt roads and paths


Softball Field w/ Storage Shed & Dugout


Support Service Buildings


Parking Lot 10


Circuit Path


Athletic Field with Concessions & Toilet Rooms

Natural Areas / Landscaping - Zone C

Zones C is a roughly 25-acre portion of RVC located in the Central and Eastern areas of campus, adjacent to residential developments, the campus service drive, and various academic buildings. Elements included in these zones are:

- Health Sciences & Dental Hygiene Center
- Wayfinding Signage
- Prairie Landscape and Foundation Plantings
- Service Drives
- Large Linked Parking Lots

Various maintenance, landscape, and programmatic issues have been identified for Zone C, including:

- Parking lot has minimal landscape and tree canopy leading to an intense heat island effect and a generally unpleasant experience
- Prairie landscape established at the Health Sciences Center is distinctly different than the rest of Zone C
- Declining condition of asphalt roads and paths
- Newly planted trees at the Health Sciences Center require maintenance/ clean-up

Health Sciences &
Dental Hygiene Center Entry

Health Sciences &
Dental Hygiene Center Rear

Parking Lots 3 & 4

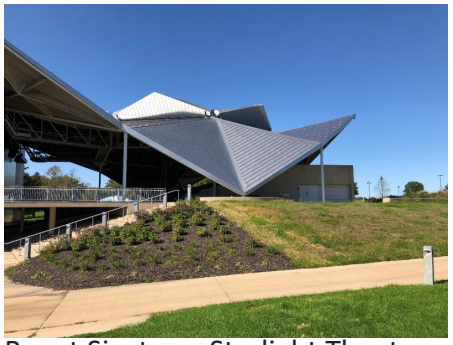
Natural Areas / Landscaping - Zone D

Zone D is a roughly 39-acre portion of RVC located in the Southern and Western areas of campus, adjacent to Mulford Road, Spring Brook Road, the campus service drive, and various academic buildings and parking areas. Elements included in this zone are:

- Bengt Sjostrom Theatre (BST), Accessible Path, and Adjacent Support Buildings
- Mom's Pond
- Buffer Landscape
- Parking Lot 1
- Physical Education Center

Various maintenance, landscape, and programmatic issues have been identified for Zone D, including:

- The large field along Mulford Road requires an outsized amount of maintenance relative to its current programmatic issues
- Mom's Pond and the Starlight Theatre have competing vernaculars and identities
- The Physical Education Center's entry landscape is minimal and may require a new maintenance strategy


Bengt Sjostrom Starlight Theatre


Parking Lot 1


Accessible Path

Physical Education Center


Mom's Pond


Buffer Landscape

Natural Areas / Landscaping - Zone E

Zone E is a roughly 25-acre portion of RVC located in the Central area of campus, running between various academic buildings, parking lots, and roadways. Elements included in this zone are:

- Woodward Technology Center
- Jacobs Center for Science & Math
- Educational Resource & Student Centers
- Pedestrian Bridges
- Spring Creek and Riparian Landscape

Various maintenance, landscape, and programmatic issues have been identified for Zone E, including:

- The landscapes around the Educational Resource & Student Centers don't reflect the established character around the creek
- Some asphalt paths in Zone E need replacing
- Established landscape needs on-going maintenance to preserve investment in spaces/ infrastructure


Woodward Technology Center


Student Center


Pedestrian Bridges


Spring Creek & Riparian Landscape


Jacobs Center for Science & Math

Natural Areas / Landscaping - Zone F

Zone F is a roughly 36-acre portion of RVC located in the Southern and Eastern areas of campus, adjacent to Spring Brook Road, central campus, the campus loop road, and residential developments. Elements included in this zone are:

- Parking Lots 6, 7, 8, and 9
- Access Paths and Pedestrian Lights
- Educational Resource & Student Centers
- Campus Loop Road

Various maintenance, landscape, and programmatic issues have been identified for Zone F, including:

- The parking lots lack any canopy or understory plantings
- Students are forced to walk down parking aisles to get from the cars to the academic buildings
- Expansive swaths of turf require significant maintenance
- The art located at the top of detention basin on the western end of Zone F deserves a more appropriate location

Access Paths & Pedestrian Lights

Loop Road

Parking Lots 6, 7, 8, and 9

Student Center (SC)

The original building was built in the 1970's and a good portion of the mechanical systems are original to the building. The systems provide good temperature control in the spaces and have been maintained very well, but they are beyond their published useful life and should be replaced as part of the large renovation and addition project. The building is served from the boiler house with heating water and chilled water. Two large variable air volume (VAV) units provide heating, cooling, and ventilation to the building. A third air handling unit (AHU) serves the atrium addition that was installed in 2003.

The building houses medium voltage switchgear serving the north half of campus. This equipment, the incoming medium voltage feeder, and the transformer/switchgear serving the building have all been replaced in recent years. The remainder of the electrical distribution equipment is mostly original to the building and in poor condition.

The existing premise structured cable system that serves as the technology utility for support of voice, data, security and wi-fi solutions complies with industry best practice standards and generally has been kept current with the RVC basis of design guidelines. Technology rooms are of adequate size and are located such that all areas of the building can be served. The existing outside plant fiber optic backbone infrastructure connecting the building to the campus data center no longer has the capacity to support proper network topology or the bandwidth needs of the building. The location and quantity of information outlets for Wi-Fi antennas (WAPs) are inadequate. This issue is independent of the Wi-Fi solution manufacturer.

Classroom Building II (CLII)

This building is served by six dual duct AHUs located in the lower level mechanical room. The systems have outlasted their published useful life and should be replaced as part of the renovation project that has been proposed as part of the master plan. The medium voltage feeder to the building was replaced approximately ten years ago when the original line failed. All electrical systems in the building are past their useful life and/or in poor condition. This includes the fire alarm system that needs to be upgraded.

The existing premise structured cable system that serves as the technology utility for support of voice, data, security and Wi-Fi solutions complies with industry best practice standards and generally has been kept current with the RVC basis of design guidelines. Technology rooms are of adequate size and are located such that all areas of the building can be served. The existing outside plant fiber optic backbone infrastructure connecting the building to the campus data center no longer has the capacity to support proper network topology or the bandwidth needs of the building. The location and quantity of information outlets for WAPs are inadequate. This issue is independent of the Wi-Fi solution manufacturer.

Support Services Building (SSB)

The Support Services Building is served by a combination of constant volume rooftop units, a make-up air unit, and two VAV units. The building was built in 2003 and operates very well. The existing boiler and chiller system are well within their published useful life and operate very well.

The electrical systems serving the building are generally in good condition and within their useful life. The existing lighting fixtures (primarily fluorescent) are planned to be upgraded to LED as part of a current project. The fire alarm system needs upgrading as it is not a mass notification system.

The existing premise structured cable system that serves as the technology utility for support of voice, data, security and Wi-Fi solutions complies with industry best practice standards and generally has been kept current with the RVC basis of design guidelines. Technology rooms are of adequate size and are located such that all areas of the building can be served. The location and quantity of information outlets for WAPs are inadequate. This issue is independent of the Wi-Fi solution manufacturer.

Woodward Technology Center (WTC)

The Woodward Technology Center is served by two main constant volume AHUs that are original to the building and split the building horizontally. They are in poor condition. The units have pneumatic controls, and the heating water coils have been disconnected. This has caused various freezestat trips during the winter months and they have been problematic for the facility staff. The building has a third unit that was installed in recent years that serves the entry lobby addition. This unit operates well and does not need to be modified. The facility is connected to the boiler water and chilled water from the boiler house.

The incoming medium voltage feeder and the transformer/switchgear serving the building are original to the building and near the end of their useful life and should be replaced. Electrical distribution equipment serving the basement and east half of the first floor was replaced as part of the recent renovation. The remainder of the electrical distribution equipment, including equipment in the basement mechanical rooms, is mostly original to the building and in fair to poor condition. The existing lighting fixtures (primarily fluorescent) are planned to be upgraded to LED as part of a current project. The existing fire alarm system is outdated and in need of replacement.

This building houses the campus information technology data center. The mechanical and electrical systems supporting the data center have all been replaced within the last ten years and are in good condition. The recent system upgrades include generator, UPS, clean agent fire suppression, and computer room air conditioning units.

The existing premise structured cable system that serves as the technology utility for support of voice, data, security and Wi-Fi solutions complies with industry best practice standards and generally has been kept current with the RVC basis of design guidelines. Technology rooms are of adequate size and are located such that all areas of the building can be served. The location and quantity of information outlets for WAPs are inadequate. This issue is independent of the Wi-Fi solution manufacturer. The data center requires a refurbishment to address cable management, racking and equipment organization.

There are active electronics that are not properly installed (sitting open on tabletops) or grounded and existing copper and fiber optic cable are not properly supported. Space appears is adequate; however, new racking products and a re-racking of existing equipment would maximize space for growth and air flow. The inside of cabinets and racks is dirty and potentially compromising the life span of the equipment and warranty claims.

Physical Education Center (PEC)

The Physical Education Center was fully renovated in 2006 and includes five indoor AHUs located in four separate penthouses. These units are VAV and utilize fan powered terminal air boxes to provide individual zone temperature control. The building is served from the boiler house for heating water and chilled water. The building operates very well.

The electrical systems serving the building are generally in good condition and within their useful life. The existing lighting fixtures (primarily fluorescent) are planned to be upgraded to LED as part of a current project. The existing fire alarm system should be replaced as it is outdated and does not meet the current campus standard utilizing mass notification. The building utilizes an inverter system for emergency lighting that is costly to maintain the batteries.

The existing premise structured cable system that serves as the technology utility for support of voice, data, security and Wi-Fi solutions complies with industry best practice standards and generally has been kept current with the RVC basis of design guidelines. Technology rooms are of adequate size and are located such that all areas of the building can be served. The existing outside plant fiber optic backbone infrastructure connecting the building to the campus data center no longer has the capacity to support proper network topology or the bandwidth needs of the building. The location and quantity of information outlets for WAPs are inadequate. This issue is independent of the Wi-Fi solution manufacturer. The audio-visual solution in the gym has recently been upgraded.

Educational Resource Center (ERC)

This building is served by two main AHUs that have direct digital controls on them. The units are a combination of VAV and dual duct units. The perimeter spaces utilize radiant hydronic heat. The heating and chilled water pumps have recently been replaced. The building operates very well and is comfortable for the students and faculty. The existing systems can easily be reconfigured to accommodate the modifications to the second floor.

The incoming medium voltage feeder and the main switchgear serving the building are original to the building and near the end of their useful life and should be replaced. Some panels and transformers were replaced or added as part of the most recent renovations, but many remain that are in poor condition and original to the building. The existing fire alarm system should be replaced as it does not meet the current campus standard of a mass notification system. The existing emergency lighting battery inverter system also serves CLI and CLII and it is expensive to maintain the battery system.

The existing premise structured cable system that serves as the technology utility for support of voice, data, security, and Wi-Fi solutions complies with industry best practice standards and generally has been kept current with the RVC basis of design guidelines. Technology rooms are of adequate size and are located such that all areas of the building can be served. The existing outside plant fiber optic backbone infrastructure connecting the building to the campus data center no longer has the capacity to support proper network topology or the bandwidth needs of the building. The location and quantity of information outlets for WAPs are inadequate. This issue is independent of the Wi-Fi solution manufacturer.

Boiler House (BH)

The boiler house provides heating water and chilled water to most buildings on campus. The system consists of four flexible water tube boilers manufactured by Bryan Boilers. Three boilers are rated for 25,200 MBH and one of the boilers is operated as a summer boiler rated at 5,500 MBH. The large boilers were manufactured in 2001 and the smaller boiler in 1999. These boilers have been maintained well and should have 10 to 15 years left of remaining useful life. There are four centrifugal water-cooled chillers, each manufactured by Trane and sized for 400 tons of cooling. Two of the chillers were installed in 2000 and the other two in 2004. These chillers should have 5 to 10 years left of remaining life expectancy. The cooling towers associated with these chillers are starting to deteriorate as they are at the end of their expected useful life and should be considered for replacement in the next few years. Overall, the plant operates very well and has plenty of capacity for a future campus expansion.

Electrical service to the campus is routed from Spring Brook Road into the boiler house. This medium voltage feeder is original to the campus and needs to be replaced soon. The medium voltage switchgear in the boiler house was replaced about ten years ago and is in good condition. The building also houses the campus co-gen plant. This equipment has been operating well, but it does not have capacity to power the entire campus. A third generator is desired to provide necessary capacity. Electrical equipment serving only the boiler house is in good condition. The fire alarm system is outdated and does not meet the existing campus standard of utilizing speakers for mass notification messaging.

The existing outside plant fiber optic backbone infrastructure connecting the building to the campus data center no longer has the capacity to support proper network topology or the bandwidth needs of the building.

Buildings E, F, G

These buildings are served by residential-style split system furnaces. They are all approximately 30 years old and need replacement. The College has indicated they are evaluating how these spaces will be utilized in the future which will dictate the appropriate systems for the buildings.

Electrical service to the buildings is from a medium voltage transformer and 480-volt distribution panels located in a shed north of the buildings. The medium voltage equipment is in good condition, but the equipment located in the shed is in poor condition. The electrical systems within the buildings are adequate, but they are aging, showing signs of wear, and are sometimes inappropriate for their current use (for example, residential grade equipment used in a commercial setting). The existing fire alarm system should be replaced as it does not meet the current campus standard of a mass notification system.

The location and quantity of information outlets for WAPs are inadequate. This issue is independent of the Wi-Fi solution manufacturer. The existing outside plant fiber optic backbone infrastructure connecting this area to the campus data center no longer has the capacity to support proper network topology.

Bengt Sjostrom Theatre (BST)

This facility was built in phases between 2001 and 2003. Two AHUs with direct expansion coils for cooling and hot water coils for heating serve the building. A condensing high-efficiency boiler provides hot water to the coils. The facility operates well, and the condensing boiler was replaced within the last ten years, so the systems are all within their published useful life.

The electrical systems serving the building are generally in good condition and within their useful life. The fire alarm system is outdated as it does not meet the current campus standard for utilizing speakers for mass notification messaging.

Program Needs

Planning Objectives

At the onset of the planning process, it was critical for the planning team as well as the stakeholder groups to clearly articulate and understand the overall planning goals or Planning Objectives that the ultimate master plan must meet. Because the planning process is highly iterative and there are many potential solutions to address the challenges that the college will face in the future, the Planning Objectives serve as a "litmus test" upon which the various potential planning solutions can be gauged to ensure that they are achieving the college's goals.

The key Planning Objectives that drove the planning process for the Rock Valley College Facilities Master Plan were as follows:

Image & Identity
- Continue to enhance the campus image and campus identity

Connectivity, Organization & Wayfinding
- Strengthen the physical organization of the campus and improve wayfinding between campus facilities

Synergize Programmatic Functions
- Consolidate and align functions to optimize use of the physical campus footprint

Campus Life Space
- Create additional indoor & outdoor of student and employee life spaces dispersed throughout the campus. Enhance multi-use recreational facilities for use by the college and the community

Learning Environment
- Create a master planning framework that allows the implementation of stimulating, convenient, accessible, functional, and comfortable learning environments supported by flexible learning spaces and online learning infrastructure

Safety
- Consider safety in the planning process for all users of the campus

Flexibility
- Develop a flexible framework for growth that can be modified to accommodate change

Feasibility
- Ensure that all planning directives are financially achievable and add value to the college

Sustainability
- Incorporate sustainable strategies into the development of the college's facilities, operations, and academics

2023 Updated Information

Information provided prior to this page was developed in the prior master plan that was developed with the assistance of the Larson and Darby Group.

Information developed after this page is an update to the previously completed master plan and was completed with the assistance of OPN Architects.

During the 2019 Facilities Master Plan (FMP), design focus groups were conducted by two architect firms, Larson and Darby and DKA architects. Due to the reduced timeline, less than one year, the 2023 updated FMP process did not include these same focus group meetings. The information gathered from the 2019 FMP was reviewed by the advisory committee, which consisted of representatives from RVC leadership, staff, students, and faculty. In addition, OPN Architects conducted additional interviews with members of campus in order to understand the College needs. It is important to recognize that the purpose for developing space needs during this planning study is to identify a general order of magnitude of needs rather than specific space needs. Because the Facilities Master Plan represents a long-term framework for the growth of the College, it is certain that specific needs will change over time; however, identifying relative growth requirements, by department, on a regular basis will ensure the plan's flexibility. Below are the main concerns and notes from the advisory committee meetings and interviews.

General Notes for all Buildings

- Break rooms - employees break from office- location for microwave, refrigerator, coffee machine.
- Lactation Rooms.
- Individual Restrooms.
- Printer / Work rooms.
- Upgrades needed to general ADA issues throughout campus.
- Better wayfinding to correct buildings for people new to campus. May be solved by maps or digital kiosks to help people navigate.

Student Interview Session

- Coffee Shop in Library.
- More windows with great views of the campus/nature.
- More quiet space.
- Better accommodations for ADA – specifically visually impaired.
- More space for clubs.
- More social events.
  - Gardening.
  - Movie theatre events.
  - Basketball.
  - Volleyball.
  - Greenhouse.
  - Tennis Courts.
- More sports.
  - Cross country.
  - Dance.
- Modernize architecture.
  - Electrical campus – renewable energy sources.
  - Sustainability needs to be incorporated.
  - Links between buildings (tunnels and bridges).
  - Involve Engineering students in renovations/new buildings.

Financial Services

- Stay in SSB and status quo.
- Keep Accounts Receivable in Student Center.
- Another breakroom with running water on the 2nd floor, with conference room.

Business Services / Purchasing

- Keep together in SSB.

Marketing

- Marketing to be more centrally located – SC or ERC are options.
- Future need – moving next to Media Lab.
- Easy to find for news conferences – etc.
- Centralizing all media processes.

Mail Room

- Possibility of adding a carport.
- Additional storage shed next to existing pole barn.
- Pole Barn would need a loading dock.
- A larger storage unit that is heated .
- Condense space inside SSB.

Human Resources
- Feels comfortable with PD next to them.
- HR being together instead of different offices; expand HR suite possibly into Print Services.
- Additional Offices.
- Interview Rooms.

Plant, Operations, and Maintenance
- First-floor breakroom exists for POM. Create second break room for other SSB employees.
- Vehicle storage for POM, PD, and Mailroom – Pole Barn addition.

Police Department
- Space for an officer(s) in the Student Center (Community Service Officer Model).
- Expand PD for emergency management personnel.
- Cars/vehicles – get inside.
- Better 5K path – Along Lot 6 – down center of campus – back along HSC to RVC Circle Dr.
- Pedestrian crosswalks at RVC Circle leading to the north for events.
- Add traffic signal and possibility change location of entrance on Spring Brook side of campus.

Information Technology (IT)
- Re-do IT office space into consolidate space.
- Reduce server room space.
- Add storage in WTC for IT equipment.
- Upgrade cooling in IT closets across campus to provide adequate cooling.

Student Center - Existing
- Have a more identifiable front door on PEC Side.
- Loading dock needs to be removed if not needed or moved to different location.
- Student Quad between SC, PEC, and WTC.
  - Outdoor Student band location.
  - Remove prairie grass.
  - Make area more level.
  - Area for food trucks.
- Make more accessible – Handicap parking closer to building.
- Student Center to have main stairwell – better access to Elevator (centrally located).
- New Signage.
- New walkways on how people are funneled to the Student Center.
- One stop shop concept that is more organized and easier to follow. Ideally on first floor.
- Possible addition on PEC side of SC to accommodate one stop shop concept.
- Move student spaces to ground floor.
- Clock tower scenario (with no stairs).
- Student Only Conference / Group meeting / Events area.
- Having a 21st Century Student Center (more inviting/ gathering space).

South Side of Student Center
- Three-season glass structure between SC, ERC and CLI.
- Covered bridge with everything enclosed for winter with windows/opening in warmer months.
- Have a modified version of that on the North side?

Student Building – New

- Located near PEC or Mulford Road.
- Construct a welcome center/visitors center.
- A space to hold larger gatherings for students / Conference area for student or outside groups to meet.
- Additional Conference space for outside or non-student related events.
- Add food vendors who could advertise on Mulford to get additional customers.
  - More people on campus for food.
  - Vendor not relying solely on students for income.
- Use existing Lot 1 parking lot.

Student Services

- Early College has moved to CLII and industry partnerships & community engagement.
- Advising; a one-stop shop – part of first floor concept.
- Move testing/tutoring/disability services from the lower level of the student center.
- Bookstore / Store – Do we need the same space? Looking at other options. May just need retail/clothing space if Bookstore goes online.

Food Services

- Have a building by Lot One where students can go for food, coffee, etc.
- Have signage on Mulford for other foot traffic.
- Welcome Center, Visitors Center, Video Game Room, etc.

CLII

- Have a dedicated board room area with Audio Visual permanently setup. Area for board member to escape out of behind board seats.
- Possible conference spaces for non-student related functions.

Disability Services

- Maintain adjacent to Testing Center - Convenient and helpful
- Will there need to be an expansion in the future? Possible down the road.
- Not planning on adding staff at this time.
- Should Disability Testing be separate from Testing Center and be part of Disability Services? Would be better closer together.
- Does DS need to be in the Student Center? Helpful and convenient, makes good sense.
- Is Testing Center and Disability part of the one stop shop? No.

Food Service

- Vending machines throughout the college or adding sandwich vending machines in ERC when food service is not available (evenings).
- Food Service operations all feel like they were pushed into the spots.
- Dedicated dining space; get out of main area.
- Keep food in Student Center - Take services off of the second floor and put food services on 2nd floor?
- Meg's location did not work for vendors - Far away for people.
- Put in the extension on the Student Center – advertise on Mulford Road.

Quad

- Small parking lot by the Student Center for handicap parking and timed parking for food vendors – Lot off of Parking Lot One.
- Leave food in SC and put an addition out towards the PEC and put food and activities inside addition.
- Create covered walkways between SC addition and the PEC and WTC.
- Create outdoor space between PEC, WTC and SC addition.
- Use empty space in front to make a Welcome Center - Admission Center.
- HR– Interview room in Welcome Center

Student Activities
- Currently in Student Center. Stay in Student Center.
- Need more space for meetings.
- Student based conference area.
- More space needed for Student Government Association.

Testing Center / Tutoring
- Changing testing for students (placement testing).
- Increase the size of the labs.
- A common office suite.

(ERC) Mass Communications
- NEW CARPET.
- Paint.
- Computer labs.
- Audio students – true recording studio.
  - Half classroom used as a recording studio.

Performing Arts Room
- Massive Technology upgrade.
  - Should be able to do multiple things there.
  - Audio recording/transmission.
  - Concert – livestream.
  - Couple of cameras.
  - Screens or large monitors.
- New Seats are needed in the PAR.
- Needs to have better ADA compliance.
- Elevator hard to find – Possible changes to first floor to utilize Elevator just outside PAR
- Better signage.
- Continue Music rooms / around the PAR.
- Floors and get rid of the slate floor.
- Bare concrete transitioning into the slate.

Eagle Support
- All departments in one space.

Library
- Hall to the elevator – See elevator when entering the building.
  - Corridor down center of building.
  - Go down to two elevators and eliminate the small one.
- A lot of space on the 2nd floor that is occupied by bookshelving
  - A way to consolidate those book.
  - Movable stacks.
  - Can we reduce our collection?
- Do we have to have a library that spans two floors? Maybe consolidate to one floor.
- Large offices/large space.
- Fair amount of space for periodicals – Is this still needed?
- Move the testing/disability/book store from Student Center.
- Computer lab being used by Adult Ed.

Institutional Effectiveness
- Grown with employees.
- Need 7 workspaces.
- Doesn't have to be next to Academic Affairs.
- Marketing? Not required.
- Need a meeting space or close access to a meeting room.

Center for Learning in Retirement
- Need the HVAC upgraded at Bell School.

Community and Continuing Education
- PEC Dance Room dance courses.
- Upgraded sound system in room.
- Conference center.
  - Possible community kitchen located inside.
  - Potentially locate in conference center.

Fitness/Wellness/Athletics

- Larger fitness center/dance studio.
- Consolidate Student Center, Concessions, and PEC (all in one).
- Food vendor spaces.
- Rework the space (restrooms in ticket space)
  - Areas to the sides put bathrooms/structures.
  - Concessions/restrooms under.
- Create another space where other classrooms or softball/baseball batting cages.
- Conference Center – doesn't need high ceilings.
  - Be utilized for conferences and multi-function things.
- Permanent seating in the gym.
- Exterior access to bathrooms.
- Closer restroom/concessions baseball/soccer.
- Covered outdoor netting for batting cages and pitching areas.
- Something to break the wind.
- Upgrade sprinkler system.
- Turf fields.
- Outdoor basketball/tennis area.

Fitness/Wellness

- Additional classrooms/labs.

Campus Environment and Landscaping

- Campus outdoor signage.
- Deliveries/concessions road or parking.
- Campus landmark.
- Adding a 5K route in the central part of campus.
- Adding pathways.
- Snow fence – Landscaping on N. Rock Valley Circle to prevent snow drifting.
- Add trees.

Woodward Technology Center

- Conference Room.
- IT lab.
- Elevator to be more centrally located.
- Get rid of the loading dock on back of building.
- Change the back area and make the building nicer.

Theater – Bengt Sjostrom Theatre

In order to determine a benchmark for the planning process, it is important to understand the current space utilization information associated with classroom usage at the College. In order to develop this information, the College provided utilization data for 2022 to the planning team. This data included space utilization, seat utilization, course subject, course time and course schedule (to determine use outside of normal semester scheduling). It is important to note that the above data provided by the college represents regular courses and not ongoing meetings and events at the campus locations. With an understanding that the primary operating hours for the college are 7:00 am to 10:00 pm, Monday through Friday, average space and seat utilization reports were developed. Based on the utilization reports, it is clear that there is not a current need for additional classroom / computer lab space purely based on current space utilization.

Following are samples of Room Utilization Reports and Seat Utilization Reports for classrooms and, per building, at the Main Campus and satellite buildings for Fall 2022 and Spring 2023. To facilitate a clear understanding of the utilization of classroom space during the time periods of morning, afternoon, and evening, the planning team developed the below charts that identify the extent of classroom utilization, per building, during the following time blocks from Monday through Friday:

- Morning: 7:00 am - 11:59 am
- Afternoon: 12:00 pm - 3:59 pm
- Evening: 4:00 pm - 10:00 pm

Supporting Notes:

- Known errors: there are errors with data being reported from Colleague. Known examples are missing labs.
- Semesters are organized on when class ends, not when it starts. There are cases were a class continues over multiple semesters.
- Usage Per Week is calculated by adding up all class hours in a room over a given week and dividing by the total available room hours. In one week, it is estimated that there are 75 usable room hours.
- Usage Per Semester is calculated by taking using the usage per week calculation and factoring total available days in a semester and total class time in that semester.
- Primary Function is the class type that occurs most often in a room. If no class occurs most often #N/A will be displayed.
- % Free Week is calculated as 100% - Usage Per Week.
- % Free Semester is calculated as 100% - Usage Per Semester

The following documents show a formal data chart of the space utilization information for all properties that are owned by Rock Valley College. As noted, only classroom/lab spaces where analyzed. Stand alone computer labs not tied to a credit or non-credit class where not analyzed. Spaces that are occupied by other universities or colleges were not included. These locations are the classrooms in Woodward Technology Center (WTC) dedicated to Northern Illinois University and the classrooms located on the fourth floor of the Health Sciences Center (HSC) dedicated to the OSF College of Nursing.

The results of the analysis indicate that Rock Valley College has enough classroom space on main campus. Most areas of campus have an occupancy rate at or below 20 percent which is below the target rate of 35 percent. This means that the college would be able to concentrate efforts on improving or adding space in other areas that have been identified as needing improvement. The two main areas that have been identified are student engagement spaces like clubs and organizations and conference room/center spaces.

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	2620	11.00%	8.80%	CIS	89.00%	91.20%
Fall	2614	125.67%	8.03%	DPR	0.00%	91.97%
Fall	2610	9.33%	5.51%	ATG	90.67%	94.49%
Fall	2606	9.33%	7.47%	APT	90.67%	92.53%
Fall	2114	2.67%	2.04%	BIT	97.33%	97.96%
Fall	2100	18.33%	7.33%	PCT	81.67%	92.67%
Fall	1320	1.11%	0.44%	STU	98.89%	99.56%
Fall	1310	20.67%	16.53%	EGR	79.33%	83.47%
Fall	1120	22.44%	17.96%	MET	77.56%	82.04%
Fall	1114	17.00%	12.27%	CIS	83.00%	87.73%
Fall	1110	7.22%	5.07%	#N/A	92.78%	94.93%
Fall	1102	29.44%	14.98%	MEC	70.56%	85.02%
Fall	0242	474.00%	151.27%	FTW	0.00%	0.00%
Fall	0234	30.00%	6.75%	MEC	70.00%	93.25%
Fall	0228	18.44%	14.76%	MET	81.56%	85.24%
Fall	0226	474.00%	151.27%	FTW	0.00%	0.00%
Fall	0224	34.44%	10.31%	MEC	65.56%	89.69%
Fall	0214	14.00%	11.20%	#N/A	86.00%	88.80%
Fall	0212	30.00%	6.68%	MEC	70.00%	93.32%
Fall	0206	18.44%	14.76%	MET	81.56%	85.24%
Spring	2620	14.67%	12.54%	PCT	85.33%	87.46%
Spring	2614	0.00%	8.23%	DPR	100.00%	91.77%
Spring	2610	8.89%	7.60%	ATG	91.11%	92.40%
Spring	2606	12.00%	10.26%	BUS	88.00%	89.74%
Spring	2114	26.67%	22.80%	CIS	73.33%	77.20%
Spring	2112	53.33%	35.17%	FTW	46.67%	64.83%
Spring	2110	362.67%	221.76%	FTW	0.00%	0.00%
Spring	2108	6.67%	5.70%	#N/A	93.33%	94.30%
Spring	2100	11.00%	8.98%	PCT	89.00%	91.02%
Spring	1320	15.56%	13.30%	EGR	84.44%	86.70%
Spring	1310	19.78%	16.91%	#N/A	80.22%	83.09%
Spring	1120	9.11%	7.79%	MET	90.89%	92.21%
Spring	1114	10.33%	10.16%	CIS	89.67%	89.84%
Spring	1110	6.22%	4.59%	#N/A	93.78%	95.41%
Spring	1102	23.78%	20.33%	MET	76.22%	79.67%
Spring	0228	9.11%	8.76%	MET	90.89%	91.24%
Spring	0224	4.67%	3.99%	EET	95.33%	96.01%
Spring	0214	21.33%	18.24%	EET	78.67%	81.76%
Spring	0206	13.56%	11.59%	MET	86.44%	88.41%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	1216	11.22%	6.86%	YOG	88.78%	93.14%
Fall	1206	20.33%	13.38%	FWS	79.67%	86.62%
Fall	1200	17.22%	10.89%	FWS	82.78%	89.11%
Fall	1100	7.78%	6.22%	FWS	92.22%	93.78%
Fall	0204	11.11%	6.22%	FWS	88.89%	93.78%
Fall	0202	17.67%	10.64%	FWS	82.33%	89.36%
Fall	0200	9.89%	7.66%	FWS	90.11%	92.34%
Fall	0110	9.33%	2.13%	STU	90.67%	97.87%
Fall	0106	2.22%	1.78%	FWS	97.78%	98.22%
Spring	1216	1.11%	3.52%	#N/A	98.89%	96.48%
Spring	1206	15.56%	10.76%	FWS	84.44%	89.24%
Spring	1200	13.33%	10.19%	FWS	86.67%	89.81%
Spring	1100	2.22%	3.67%	FWS	97.78%	96.33%
Spring	0204	5.56%	4.75%	FWS	94.44%	95.25%
Spring	0202	10.22%	10.40%	FWS	89.78%	89.60%
Spring	0200	11.11%	10.40%	FWS	88.89%	89.60%
Spring	0116	4.44%	4.69%	FWS	95.56%	95.31%
Spring	0110	2.67%	1.08%	STU	97.33%	98.92%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	2240	16.67%	6.46%	NRS	83.33%	93.54%
Fall	2232	16.00%	6.29%	NRS	84.00%	93.71%
Fall	2228	38.67%	14.39%	HLT	61.33%	85.61%
Fall	2206	100.33%	43.62%	#N/A	0.00%	56.38%
Fall	2202	49.89%	36.04%	RSP	50.11%	63.96%
Fall	2200	18.67%	11.07%	RSP	81.33%	88.93%
Fall	2126	36.33%	19.07%	NAD	63.67%	80.93%
Fall	2104	46.67%	27.63%	NAD	53.33%	72.37%
Fall	1308	48.00%	38.40%	DNT	52.00%	61.60%
Fall	1220	2.67%	2.13%	DNT	97.33%	97.87%
Fall	1218	33.33%	23.13%	DNT	66.67%	76.87%
Fall	1216	22.67%	8.97%	PLB	77.33%	91.03%
Fall	1214	32.00%	25.60%	FRE	68.00%	74.40%
Fall	1212	29.33%	7.79%	#N/A	70.67%	92.21%
Fall	1202	111.33%	30.61%	HLT	0.00%	69.39%
Fall	1110	32.00%	25.60%	FRE	68.00%	74.40%
Fall	1108	67.67%	56.19%	FRE	32.33%	43.81%
Fall	1104	71.22%	59.03%	FRE	28.78%	40.97%
Spring	2240	0.00%	5.05%	NRS	100.00%	94.95%
Spring	2232	10.67%	8.50%	NRS	89.33%	91.50%
Spring	2228	10.67%	8.50%	NRS	89.33%	91.50%
Spring	2220	0.00%	1.89%	HLC	100.00%	98.11%
Spring	2206	57.00%	46.41%	#N/A	43.00%	53.59%
Spring	2202	20.67%	9.58%	RSP	79.33%	90.42%
Spring	2200	3.33%	5.51%	RSP	96.67%	94.49%
Spring	2126	36.33%	29.80%	NAD	63.67%	70.20%
Spring	2104	20.67%	16.42%	NAD	79.33%	83.58%
Spring	1320	8.00%	6.84%	DNT	92.00%	93.16%
Spring	1310	34.67%	29.72%	DNT	65.33%	70.28%
Spring	1308	24.00%	20.52%	DNT	76.00%	79.48%
Spring	1220	2.67%	19.99%	HLT	97.33%	80.01%
Spring	1218	13.33%	11.40%	DNT	86.67%	88.60%
Spring	1216	6.67%	5.44%	PLB	93.33%	94.56%
Spring	1214	19.33%	12.57%	NRS	80.67%	87.43%
Spring	1212	0.00%	3.45%	HLT	100.00%	96.55%
Spring	1202	38.00%	32.49%	#N/A	62.00%	67.51%
Spring	1110	32.00%	27.36%	FRE	68.00%	72.64%
Spring	1108	64.00%	54.03%	FRE	36.00%	45.97%
Spring	1104	44.11%	37.02%	FRE	55.89%	62.98%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	2124	39.11%	28.44%	CHM	60.89%	71.56%
Fall	2122	21.78%	14.58%	CHM	78.22%	85.42%
Fall	2118	3.56%	2.84%	CHM	96.44%	97.16%
Fall	2116	14.22%	11.38%	GEL	85.78%	88.62%
Fall	2108	49.56%	39.64%	PHY	50.44%	60.36%
Fall	2106	2.67%	0.02%	TRV	97.33%	99.98%
Fall	2102	10.89%	8.71%	CHM	89.11%	91.29%
Fall	2100	24.89%	19.91%	CHM	75.11%	80.09%
Fall	1126	36.44%	29.16%	BIO	63.56%	70.84%
Fall	1124	52.44%	41.96%	BIO	47.56%	58.04%
Fall	1122	21.33%	16.18%	BIO	78.67%	83.82%
Fall	1120	49.78%	39.82%	BIO	50.22%	60.18%
Fall	1112	28.44%	22.76%	BIO	71.56%	77.24%
Fall	1106	7.33%	2.93%	BIO	92.67%	97.07%
Fall	1104	22.44%	13.40%	BIO	77.56%	86.60%
Fall	1102	17.78%	13.33%	BIO	82.22%	86.67%
Fall	1100	32.00%	25.60%	BIO	68.00%	74.40%
Fall	0208	16.67%	13.33%	MTH	83.33%	86.67%
Fall	0206	12.33%	9.87%	MTH	87.67%	90.13%
Fall	0204	25.56%	16.89%	MTH	74.44%	83.11%
Fall	0203	29.67%	10.28%	STU	70.33%	89.72%
Fall	0202	16.67%	8.89%	MTH	83.33%	91.11%
Fall	0200	30.00%	20.44%	MTH	70.00%	79.56%
Spring	2124	17.78%	18.24%	CHM	82.22%	81.76%
Spring	2122	12.44%	10.64%	CHM	87.56%	89.36%
Spring	2118	8.00%	6.84%	CHM	92.00%	93.16%
Spring	2116	10.67%	9.12%	GEL	89.33%	90.88%
Spring	2108	24.22%	20.71%	PHY	75.78%	79.29%
Spring	2106	24.67%	21.09%	#N/A	75.33%	78.91%
Spring	2104	3.33%	2.85%	CHM	96.67%	97.15%
Spring	2102	16.89%	14.44%	CHM	83.11%	85.56%
Spring	2100	28.44%	24.32%	CHM	71.56%	75.68%
Spring	1126	42.67%	36.89%	BIO	57.33%	63.11%
Spring	1124	42.67%	36.48%	BIO	57.33%	63.52%
Spring	1122	10.00%	8.55%	BIO	90.00%	91.45%
Spring	1120	49.78%	42.56%	BIO	50.22%	57.44%
Spring	1112	28.44%	24.32%	BIO	71.56%	75.68%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Spring	1106	6.67%	5.70%	BIO	93.33%	94.30%
Spring	1104	16.00%	12.84%	BIO	84.00%	87.16%
Spring	1102	20.33%	17.39%	BIO	79.67%	82.61%
Spring	1100	29.33%	25.18%	BIO	70.67%	74.82%
Spring	0212	13.33%	10.63%	MTH	86.67%	89.37%
Spring	0208	11.67%	9.98%	MTH	88.33%	90.02%
Spring	0206	16.67%	14.25%	MTH	83.33%	85.75%
Spring	0204	28.89%	24.70%	MTH	71.11%	75.30%
Spring	0203	8.00%	5.39%	STU	92.00%	94.61%
Spring	0202	30.00%	25.65%	MTH	70.00%	74.35%
Spring	0200	16.67%	14.25%	MTH	83.33%	85.75%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Summer 1	1118	7.33%	0.27%	#N/A	92.67%	99.73%
Fall	1203	6.00%	4.80%	MUS	94.00%	95.20%
Fall	1118	1.33%	0.07%	DNC	98.67%	99.93%
Spring	1222	0.00%	0.34%	ALT	100.00%	99.66%
Spring	1118	0.00%	0.43%	#N/A	100.00%	99.57%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	2414	48.00%	34.63%	ENG	52.00%	65.37%
Fall	2412	24.00%	17.14%	SED	76.00%	82.86%
Fall	2400	48.00%	34.63%	ENG	52.00%	65.37%
Fall	0326	6.67%	5.33%	COM	93.33%	94.67%
Fall	0320	13.33%	10.67%	COM	86.67%	89.33%
Fall	0214	27.00%	12.66%	MUS	73.00%	87.34%
Spring	PAR	1.67%	1.43%	THE	98.33%	98.57%
Spring	2414	12.00%	8.17%	ENG	88.00%	91.83%
Spring	2412	20.00%	13.48%	SED	80.00%	86.52%
Spring	0326	10.67%	9.12%	COM	89.33%	90.88%
Spring	0320	10.67%	9.12%	COM	89.33%	90.88%
Spring	0214	18.67%	16.02%	MUS	81.33%	83.98%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	2234	10.00%	8.00%	PSC	90.00%	92.00%
Fall	2232	4.00%	1.60%	ENG	96.00%	98.40%
Fall	2230	20.67%	14.94%	PHL	79.33%	85.06%
Fall	2228	14.00%	11.20%	ENG	86.00%	88.80%
Fall	2226	10.00%	8.00%	ECO	90.00%	92.00%
Fall	2224	10.67%	6.73%	ENG	89.33%	93.27%
Fall	2222	17.00%	13.60%	PHL	83.00%	86.40%
Fall	2220	3.33%	2.67%	ENG	96.67%	97.33%
Fall	2218	13.33%	10.67%	SOC	86.67%	89.33%
Fall	2210	19.56%	15.64%	ENG	80.44%	84.36%
Fall	2208	20.00%	16.00%	ENG	80.00%	84.00%
Fall	2206	18.67%	14.93%	ENG	81.33%	85.07%
Fall	2204	26.67%	21.33%	ENG	73.33%	78.67%
Fall	1252	18.33%	14.67%	PSY	81.67%	85.33%
Fall	1250	32.00%	23.09%	ENG	68.00%	76.91%
Fall	1248	11.67%	9.33%	SPH	88.33%	90.67%
Fall	1246	3.33%	2.67%	ART	96.67%	97.33%
Fall	1244	23.67%	18.93%	HST	76.33%	81.07%
Fall	1242	48.00%	34.63%	ENG	52.00%	65.37%
Fall	1240	15.33%	11.57%	#N/A	84.67%	88.43%
Fall	1238	7.00%	5.60%	#N/A	93.00%	94.40%
Fall	1236	23.33%	18.67%	SPH	76.67%	81.33%
Fall	1226	19.00%	15.20%	#N/A	81.00%	84.80%
Fall	0226	1.33%	1.07%	RDG	98.67%	98.93%
Fall	0222	16.67%	13.33%	#N/A	83.33%	86.67%
Fall	0220	7.33%	5.87%	ART	92.67%	94.13%
Fall	0218	4.67%	3.73%	RDG	95.33%	96.27%
Fall	0210	26.00%	19.00%	ART	74.00%	81.00%
Fall	0206	7.33%	5.87%	ART	92.67%	94.13%
Fall	0200	7.33%	5.87%	ART	92.67%	94.13%
Spring	2234	11.67%	9.98%	SOC	88.33%	90.02%
Spring	2232	13.33%	11.40%	ENG	86.67%	88.60%
Spring	2230	26.67%	22.80%	PHL	73.33%	77.20%
Spring	2228	13.33%	11.40%	ENG	86.67%	88.60%
Spring	2226	20.00%	16.34%	ECE	80.00%	83.66%
Spring	2224	20.00%	17.10%	ENG	80.00%	82.90%
Spring	2222	30.33%	25.94%	PHL	69.67%	74.06%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Spring	2220	16.67%	14.25%	ENG	83.33%	85.75%
Spring	2218	15.00%	12.83%	SOC	85.00%	87.17%
Spring	2210	16.67%	11.93%	ENG	83.33%	88.07%
Spring	2208	23.33%	19.95%	ENG	76.67%	80.05%
Spring	2206	21.78%	18.62%	ENG	78.22%	81.38%
Spring	2204	15.11%	12.92%	ENG	84.89%	87.08%
Spring	1252	23.33%	19.95%	PSY	76.67%	80.05%
Spring	1250	66.67%	45.41%	ENG	33.33%	54.59%
Spring	1248	15.00%	12.83%	LIT	85.00%	87.17%
Spring	1246	5.00%	4.28%	CRM	95.00%	95.72%
Spring	1244	26.67%	22.80%	HST	73.33%	77.20%
Spring	1242	11.67%	9.98%	SPH	88.33%	90.02%
Spring	1240	13.33%	11.40%	SOC	86.67%	88.60%
Spring	1238	6.67%	6.79%	SPH	93.33%	93.21%
Spring	1236	23.56%	20.14%	PSY	76.44%	79.86%
Spring	1226	13.33%	11.40%	SPH	86.67%	88.60%
Spring	0226	70.00%	47.68%	ENG	30.00%	52.32%
Spring	0224	40.00%	27.25%	ENG	60.00%	72.75%
Spring	0222	27.33%	23.37%	ART	72.67%	76.63%
Spring	0220	7.33%	6.27%	ART	92.67%	93.73%
Spring	0210	22.00%	20.43%	ART	78.00%	79.57%
Spring	0206	22.00%	18.81%	ART	78.00%	81.19%
Spring	0200	22.00%	18.81%	ART	78.00%	81.19%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	G27	16.67%	0.12%	BCT	83.33%	99.88%
Fall	G26	305.33%	34.53%	BUS	0.00%	65.47%
Fall	G25	24.67%	0.94%	ART	75.33%	99.06%
Fall	G24	16.00%	12.80%	GAT	84.00%	87.20%
Fall	G22	16.67%	7.65%	MUS	83.33%	92.35%
Fall	229	6.67%	5.33%	MUS	93.33%	94.67%
Fall	228	4.67%	3.73%	SPN	95.33%	96.27%
Fall	227	19.33%	2.13%	FIN	80.67%	97.87%
Fall	222	16.67%	6.67%	STU	83.33%	93.33%
Fall	221B	16.00%	11.60%	HUM	84.00%	88.40%
Fall	221A	3.33%	2.71%	FWS	96.67%	97.29%
Fall	220A	6.67%	5.43%	BUS	93.33%	94.57%
Fall	219	12.22%	8.97%	STU	87.78%	91.03%
Fall	129	68.00%	49.06%	ENG	32.00%	50.94%
Fall	128	100.00%	72.14%	ASL	0.00%	27.86%
Fall	127	113.33%	15.50%	MAS	0.00%	84.50%
Fall	126	92.00%	67.86%	ASL	8.00%	32.14%
Fall	125	57.67%	41.32%	ENG	42.33%	58.68%
Fall	124	73.67%	50.97%	ENG	26.33%	49.03%
Fall	123	74.67%	52.13%	ENG	25.33%	47.87%
Fall	122	113.33%	15.50%	MAS	0.00%	84.50%
Fall	121	6.67%	1.78%	ALT	93.33%	98.22%
Fall	120	16.56%	5.50%	STU	83.44%	94.50%
Spring	G25	0.00%	2.60%	ART	100.00%	97.40%
Spring	G24	14.78%	12.64%	GAT	85.22%	87.36%
Spring	G22	6.67%	5.70%	MUS	93.33%	94.30%
Spring	229	6.67%	5.70%	MUS	93.33%	94.30%
Spring	227	6.00%	5.81%	FIN	94.00%	94.19%
Spring	225	6.67%	5.70%	ART	93.33%	94.30%
Spring	222	6.00%	3.93%	#N/A	94.00%	96.07%
Spring	221B	13.33%	12.07%	HUM	86.67%	87.93%
Spring	221A	6.67%	5.75%	#N/A	93.33%	94.25%
Spring	220A	10.00%	8.60%	BUS	90.00%	91.40%
Spring	219	6.67%	6.15%	FIN	93.33%	93.85%
Spring	129	46.67%	31.79%	ENG	53.33%	68.21%
Spring	128	140.00%	95.36%	ASL	0.00%	4.64%
Spring	127	16.00%	43.42%	MAS	84.00%	56.58%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Spring	126	90.00%	61.30%	ASL	10.00%	38.70%
Spring	125	46.67%	31.79%	ENG	53.33%	68.21%
Spring	124	40.00%	27.25%	ENG	60.00%	72.75%
Spring	123	39.33%	26.79%	ENG	60.67%	73.21%
Spring	122	16.00%	43.42%	MAS	84.00%	56.58%
Spring	121	0.00%	2.43%	FOR	100.00%	97.57%
Spring	120	0.00%	17.80%	HSP	100.00%	82.20%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	1514	46.11%	27.34%	CNC	53.89%	72.66%
Fall	1312	28.33%	16.80%	CNC	71.67%	83.20%
Fall	1300	17.78%	10.54%	CNC	82.22%	89.46%
Spring	1504	0.00%	4.78%	WLD	100.00%	95.22%
Spring	1502	78.00%	63.30%	WLD	22.00%	36.70%
Spring	1406	5.00%	3.73%	MEC	95.00%	96.27%
Spring	1402	5.00%	3.62%	MEC	95.00%	96.38%
Spring	1400	5.00%	3.44%	MEC	95.00%	96.56%
Spring	1312	30.00%	21.16%	GED	70.00%	78.84%
Spring	1310	78.00%	63.30%	WLD	22.00%	36.70%
Spring	1308	14.22%	8.91%	WLD	85.78%	91.09%
Spring	1306	50.00%	34.06%	ENG	50.00%	65.94%
Spring	1304	5.00%	3.73%	MEC	95.00%	96.27%
Spring	1302	5.00%	3.41%	MEC	95.00%	96.59%
Spring	1300	10.00%	11.85%	MEC	90.00%	88.15%

Semester	Room	Usage Per Week	Usage Per Semester	Primary Function	%Free Week	%Free Semester
Fall	1108	100.00%	80.00%	AVM	0.00%	20.00%
Fall	1106	40.00%	26.67%	AVM	60.00%	73.33%
Fall	1102	73.33%	53.33%	AVM	26.67%	46.67%
Fall	1100	73.33%	53.33%	AVM	26.67%	46.67%
Spring	1108	100.00%	85.17%	AVM	0.00%	14.83%
Spring	1106	33.33%	27.83%	AVM	66.67%	72.17%
Spring	1102	33.33%	28.16%	AVM	66.67%	71.84%
Spring	1100	100.00%	85.17%	AVM	0.00%	14.83%

This section describes the Facilities Master Plan in detail and provides rationale for the final decisions and available planning options that were reviewed by the planning team. The exploration of the various planning concepts that led to these decisions was guided by numerous ideas that evolved from collaborative sessions with the stakeholder groups at the College.

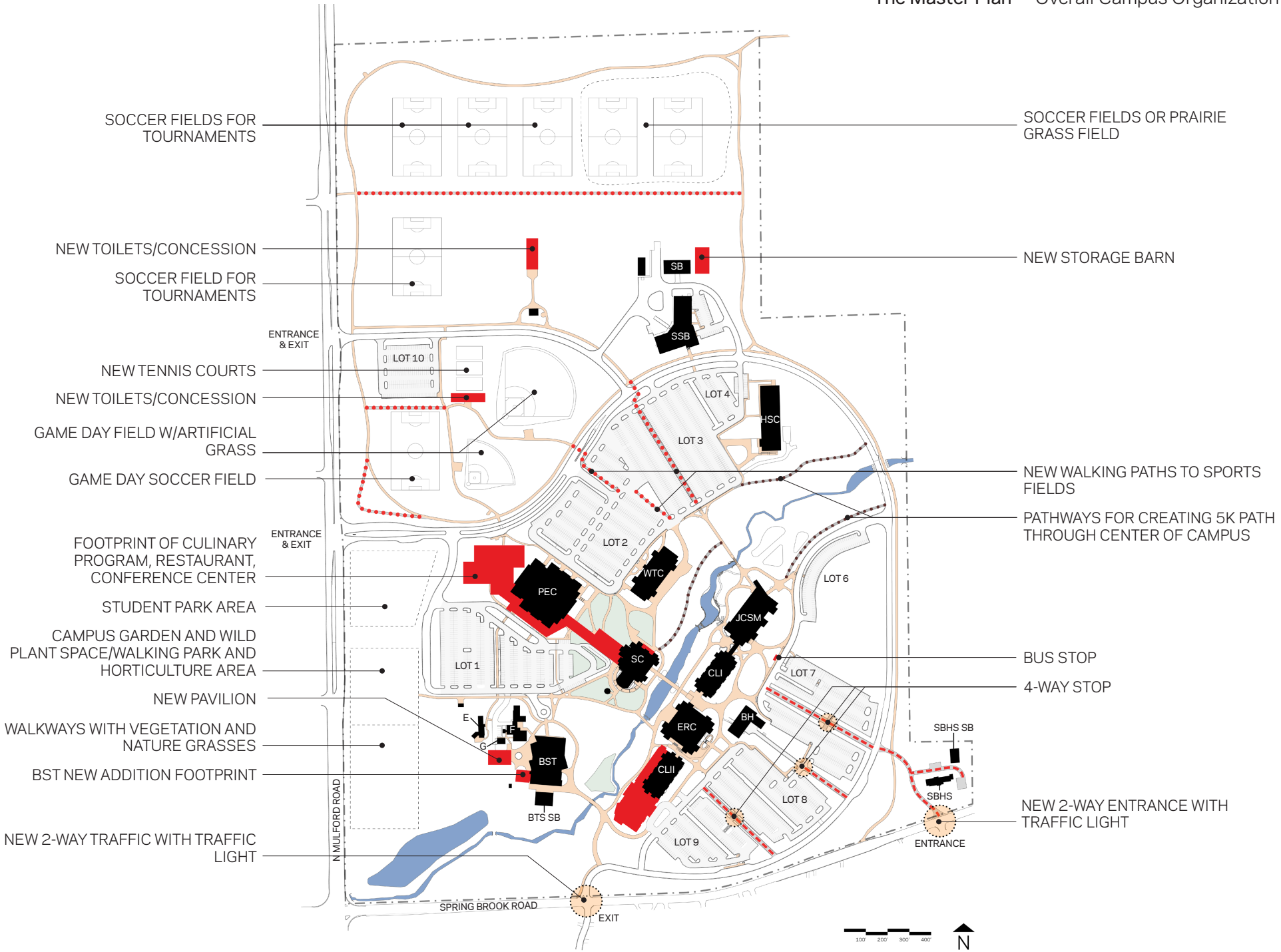
The final Master Plan identifies the intent for campus zoning, building organization, spatial definition, landscape / hardscape treatment, vehicular and pedestrian circulation and parking.

Components and Flexibility of the Plan

As the Facilities Master Plan is referred to in the coming years, it is important to understand that its function is to provide general direction to accommodate growth and development for the College. The plan is not conceived as a static picture of campus development, but is intended to be a flexible tool for managing change. There is a clear difference, however, between the concepts of the plan which have been established as design covenants and the specifics of the plan which have been identified as a general framework for implementation.

The following illustrates the major components that make up the Facilities Master Plan, and each component contributes to the overall functionality of the plan. Although identified here separately, they are closely interrelated and collectively support the overall planning objectives. The components illustrated include:

- Overall Campus Organization
- Vehicular Circulation
- Pedestrian Circulation
- Landscaping
- Campus Life
- Building Organization and Spatial Definition
- Infrastructure Needs


SOCCER FIELDS FOR TOURNAMENTS
NEW TOILETS/CONCESSION
SOCCER FIELD FOR TOURNAMENTS
NEW TENNIS COURTS
NEW TOILETS/CONCESSION
GAME DAY FIELD W/ARTIFICIAL GRASS
GAME DAY SOCCER FIELD
FOOTPRINT OF CULINARY PROGRAM, RESTAURANT, CONFERENCE CENTER
STUDENT PARK AREA
CAMPUS GARDEN AND WILD PLANT SPACE/WALKING PARK AND HORTICULTURE AREA
NEW PAVILION
WALKWAYS WITH VEGETATION AND NATURE GRASSES
BST NEW ADDITION FOOTPRINT
NEW 2-WAY TRAFFIC WITH TRAFFIC LIGHT
SOCCER FIELDS OR PRAIRIE GRASS FIELD
NEW STORAGE BARN
NEW WALKING PATHS TO SPORTS FIELDS
PATHWAYS FOR CREATING 5K PATH THROUGH CENTER OF CAMPUS
BUS STOP
4-WAY STOP
NEW 2-WAY ENTRANCE WITH TRAFFIC LIGHT
ENTRANCE & EXIT
ENTRANCE & EXIT
N MULFORD ROAD
SPRING BROOK ROAD
EXIT
ENTRANCE
LOT 10
LOT 4
LOT 3
LOT 2
LOT 1
LOT 6
LOT 7
LOT 8
LOT 9
SB
SSB
HSC
WTC
PEC
SC
JCSM
CLI
CLII
ERC
BH
BST
BTS SB
SBHS SB
SBHS
E
F
G
N

Zones A & B make up the largest portion of RVC's campus fielding sports field and open space uses. The circuit path that runs along the north and west sides of campus is exposed to Mulford Road, making for uncomfortable pedestrian travel. This exposed character extends throughout these zones, requiring further development into making more pleasant spaces.

Recommendations:

- Consider developing areas of prairie plantings on the north to reduce the need for maintaining lawn while providing habitat for wildlife and butterflies.
- Increase buffer planting along Mulford Road to reduce sound and improve the view from campus.
- Remove and replace dying plantings between sports complexes.
- Re-pave areas of degrading asphalt and concrete.
- Upgrade the irrigation system and provide an independent supply of water to the game fields.
- Provide stormwater solutions to prevent drainage issues on either existing or new artificial playing fields.

Zone C is defined by the large surface parking lot in the center of campus. This parking lot limits free and comfortable passage by pedestrians through the campus, especially from Zone E to Zone A & B. There is currently a center parking island that aligns with the main pathway connecting you to Spring Creek.

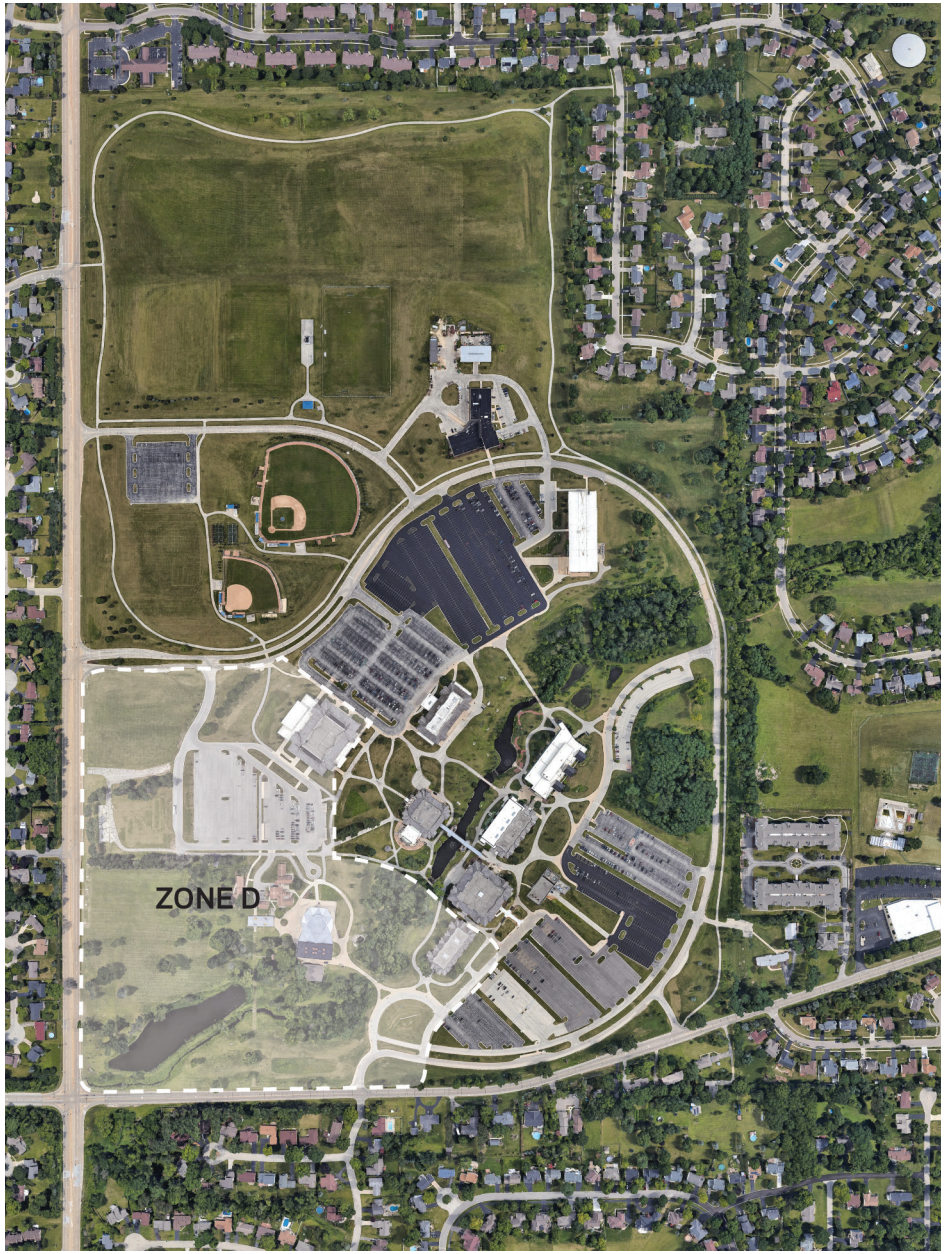
Recommendations:

- Integrate outcropped stones with shrub and perennial plantings along the path that provide natural feel and potential seating options.
- Maintain parking lots by sealcoating and crack filling on a regular maintenance schedule.
- Added additional trees to help replace trees lost during tornado.
- Add additional scrubs and foliage around the new 5K pathway.
- Add trees and foliage around the new walkway in parking lot 2.

Zone D is an area defined by its diverse facilities that include Classroom Building II, the Performing Arts Venue, the Bengt Sjostrom Theatre, Physical Education Center, and ample parking. This area will also house the new campus garden and horticulture area, and a park. The arts buildings consisting of the BST, new Performing Arts Venue and the remodeled CLII occupies the southeastern portion of the zone creating a mini arts area. There is a lack of connectivity harmony between these spaces making traversing between them difficult. There is also a lack of space to linger or spend time when moving between classes or events.

Recommendations:

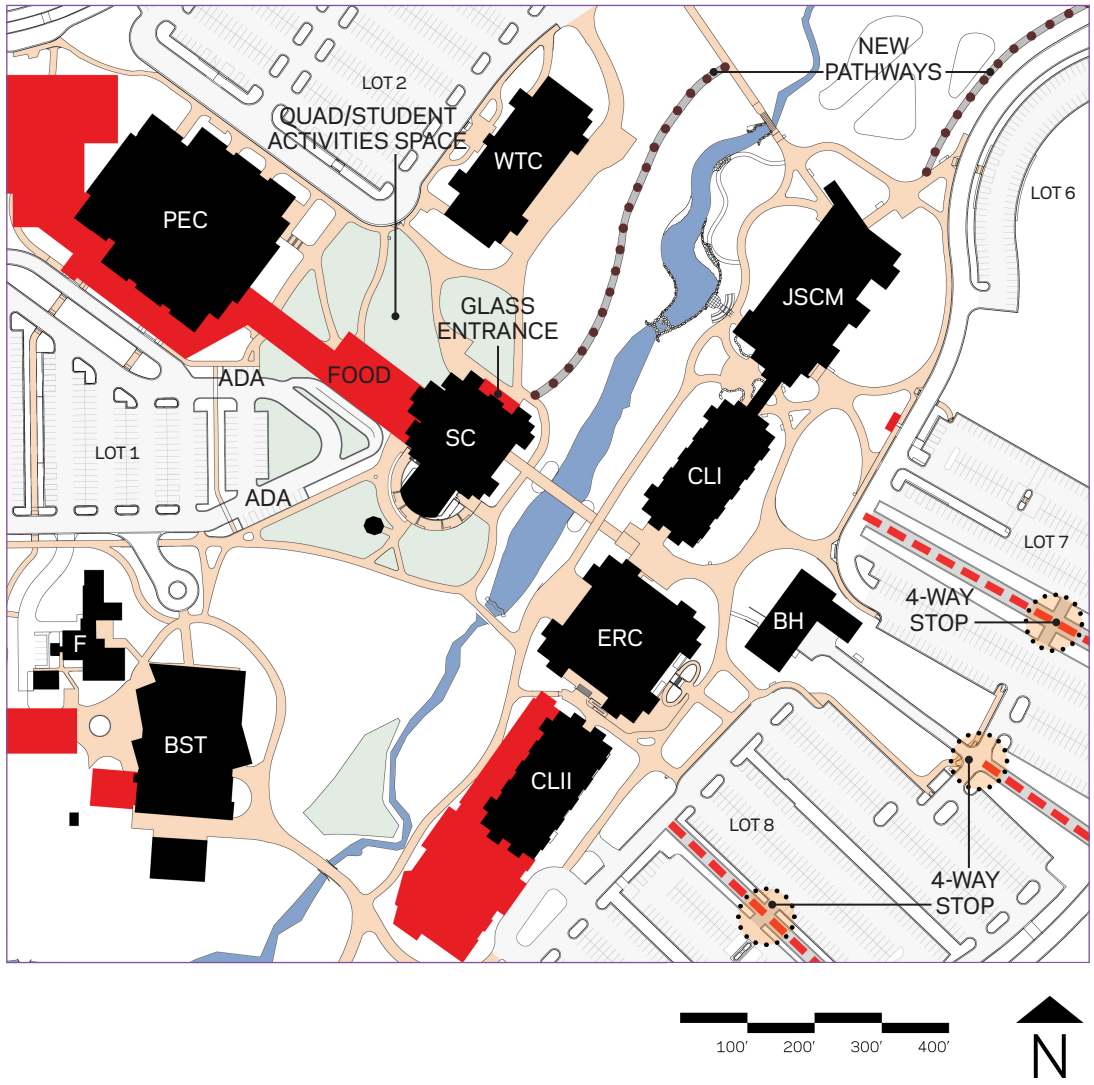
- Improve the area between the new Performing Arts Venue and the Bengt Sjostrom Theatre by repairing and upgrading "Mom's Pond" and adding a new foot bridge that would link the Performing Arts Venue and BST together.
- Repair existing traffic bridge located near the BST. This bridge currently washes out during high rains and is not properly sized for the volume of water that can pass under it.
- Plant prairie grass and other native species to the north of the small pond. This will deter geese from landing in the area and filter the water that runs off the large hill to the north into the pond.
- Create a horticulture and arboretum / campus garden with walking paths to the north of the pond.
- Construct a new pavilion next to the BST to allow people to enjoy nature and natural scenery before Theatre productions at the BST. This includes walking to the new museum that would be located inside Building F.
- The new culinary arts program is also incorporated in this arts zone, which will welcome the community into the Mulford side of campus and experience excellent food at a reasonable price.



Zone E is home to Spring Creek and the surrounding naturalized landscape. In many ways, Zone E is the core of the campus. With that said some spaces adjacent to the creek lack some definition and direction. Providing support infrastructure and programming could be fundamental to activating this core even more.

Recommendations:

- Introduce a central quad between the Student Center addition and the Woodward Techonology Center. This quad will serve as the outside area for students and student clubs to conduct music or other student life events.
- The glass addition to the lower level of the Student Center will tie the outside student quad space with the new student spaces created in the ground floor of the Student Center.
- Introduce a more uniform landscape character of canopy trees, ornamental trees, shrubs, and perennials that respond to and provide structure to the outdoor quad.
- Add additional tall pine trees and other species of trees to the area between the WTC and Spring Creek to replace the trees lost from the tornado.
- Add additional scrubs and foliage around the new 5K pathway.


NEW
PATHWAYS
LOT 2
QUAD/STUDENT
ACTIVITIES SPACE
WTC
PEC
LOT 6
JSCM
GLASS
ENTRANCE
ADA
FOOD
SC
LOT 1
ADA
CLI
LOT 7
4-WAY
STOP
BH
ERC
F
BST
CLII
LOT 8
4-WAY
STOP
100'
200'
300'
400'
N

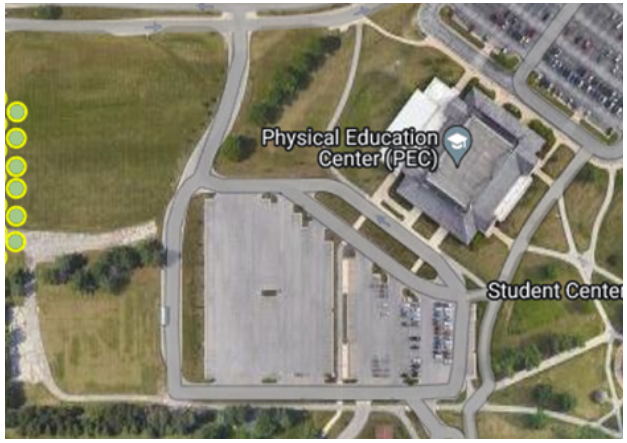
Zone F is home to three important resources: extensive parking, educational facilities, and a portion of the campus ring road. These three spaces are vital for Rock Valley College to function, but due to the significant amount of pavement in the area there is a need to improve the traffic flow and some landscaping.

Recommendations:

- Construct a glass covered bridge enclosure over the SC bridge that ties into the entrances at ERC and CLI. This will create a new front door to the Student Center helping visitors locate the Student Center on the Spring Brook Road side of campus.
- On the new entrance lane located in parking lot 7, add canopy trees along the route to funnel visitors into the campus before opening up to a view of Classroom Building One and the JCSM.
- Install ornamental stone walls and layered plantings to screen the Boiler House.
- Continue the ornamental stone walls along the Boiler House and at the western edge of the parking lot to create a more formalized entry experience.
- Introduce walkways down the center of the parking lot islands so that students and faculty do not have to walk down the center of drive aisles.
- Provide vehicular traffic flow improvements at the Spring Brook Road entrance.
- Frequent vehicular congestion occurs on the roadway locations relative to the limited length of the current entry drive which connects the Spring Brook Road entrance to the internal campus Ring Road. Consider adding a traffic signal at this intersection to relieve congestion and conflicts.

Rock Valley College has a very beautiful diverse native tree population on campus. With that, comes the hefty charge of maintaining the trees health and managing them as the valuable assets they are to the environment and to the campus. Rock Valley College uses a software called "Tree Keeper". This software has every landscaped tree on campus loaded into its system. Tree Keeper identifies the exact location, species, health and size of the tree. Rock Valley Grounds crew in assistance with contracted arborists use this to help manage the health of the trees, documenting needs and requirements. Rock Valley College Grounds crews constantly monitor the health of the trees and identify corrective actions to take depending on health or potential disease of the tree. When health of trees or potential disease outbreak is possible Rock Valley College Grounds Management will contract local arborists to assist with guidance and assistance. Rock Valley College's goal is to ensure the trees are safe to the campus visitors, environmentally friendly, and healthy.

The following are maps showing the planned locations for new trees to be planted at RVC. The ground crews at RVC are only capable of planting around 40 trees at one time. This limitation is due to the need to continue to water and maintain the trees until they establish themselves in the ground. RVC has begun planting trees not only in the spring, but if the weather and conditions are favorable, conducting a fall planting. The use of the fall planting will help improve the number of yearly tree plantings. This increase will help RVC's efforts to replace the over 400 trees that were lost from the tornado damage suffered by the college in summer of 2020. These drawings do not reflect all of the future planned tree planting. All of the planned locations and the exact time and species of trees is located in the campus Landscape and Management Plan which is available for review.



Tree plantings along Mulford Road to improve the view from campus and reduce the road noise.

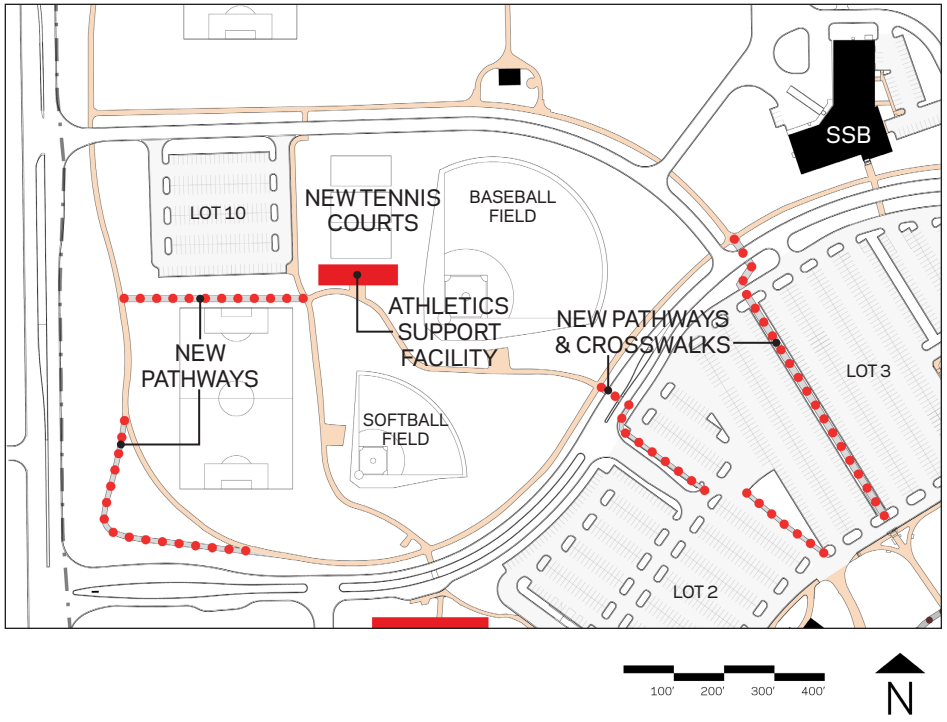
Future Arboretum tree planting layout for walking path. This includes new concrete pathways at the beginning and end of the path. North of the lake and south of the arboretum walking path will be a large area of prairie grass.

The trees will be combined with other bushes and foliage to make a garden with a large walking path.

Location of new prairie grass.

Additional tree plantings along Mulford Road to improve the view from campus and reduce the road noise.

Tree plantings on the Spring Brook side of campus that will be implemented with the planned parking lot design change. This includes a new entrance drive to RVC at the intersection with Chartwell Drive. Planting of these trees will help replace many trees that were destroyed by the tornado as this area of campus was heavily damaged.



Currently there is limited support facility space that serves the existing competition baseball and softball fields, which are located north of the internal campus ring road within the recreation / sports zone of the campus. The current support facilities include a temporary toilet room structure and limited adjacent storage shed space. The need for a more versatile and functional support facility to accommodate the needs of the baseball and softball fields, as well as for associated competition events, was identified as a need.

In order to support the needs of the baseball and softball fields and competition events in this area of campus, it was determined that a new Athletic Fields Support Facility should be constructed between the existing baseball and softball fields. This facility will replace the existing temporary toilet room structure, and include the following functions:

- Public Toilet Rooms for use by fans during games.
- Team Locker Rooms.
- Athletics Storage Room to supplement the existing small storage shed.
- Tractor Storage Space, for field maintenance.
- Concessions Space.
- The facility could also be utilized as a severe storm shelter.

Other proposed upgrades to the existing baseball and softball fields include the following:

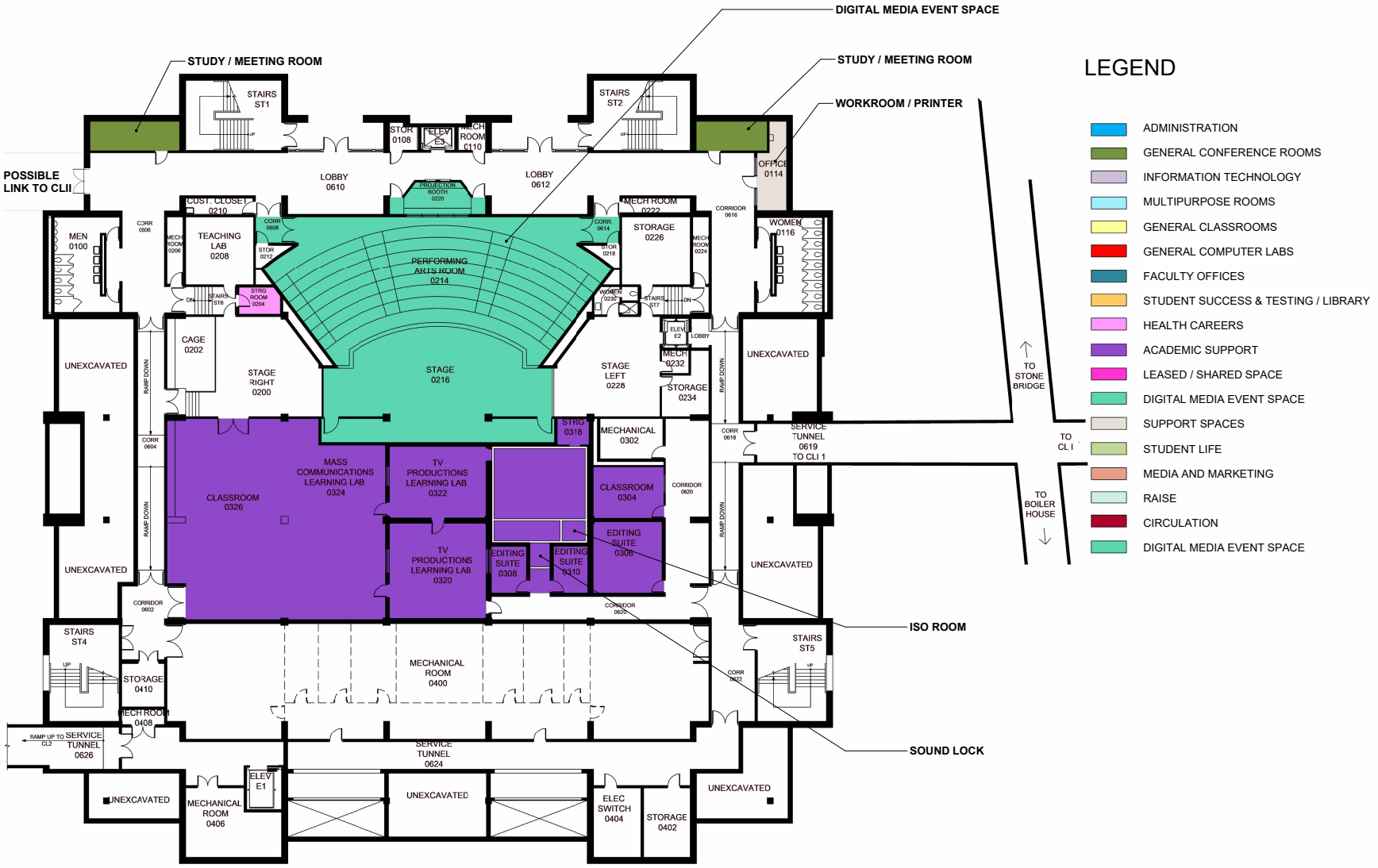
- Continue to add concrete pads at the existing mobile bleachers for both the baseball and softball fields.
- Replace the existing above-grade dugouts with in-grade dugouts to eliminate view obstructions for fans at both the baseball and softball fields.
- Relocate the baseball and softball pitcher bullpens outside of the right field fence lines.
- Improve storm water drainage at the softball field to eliminate the existing standing water issues.

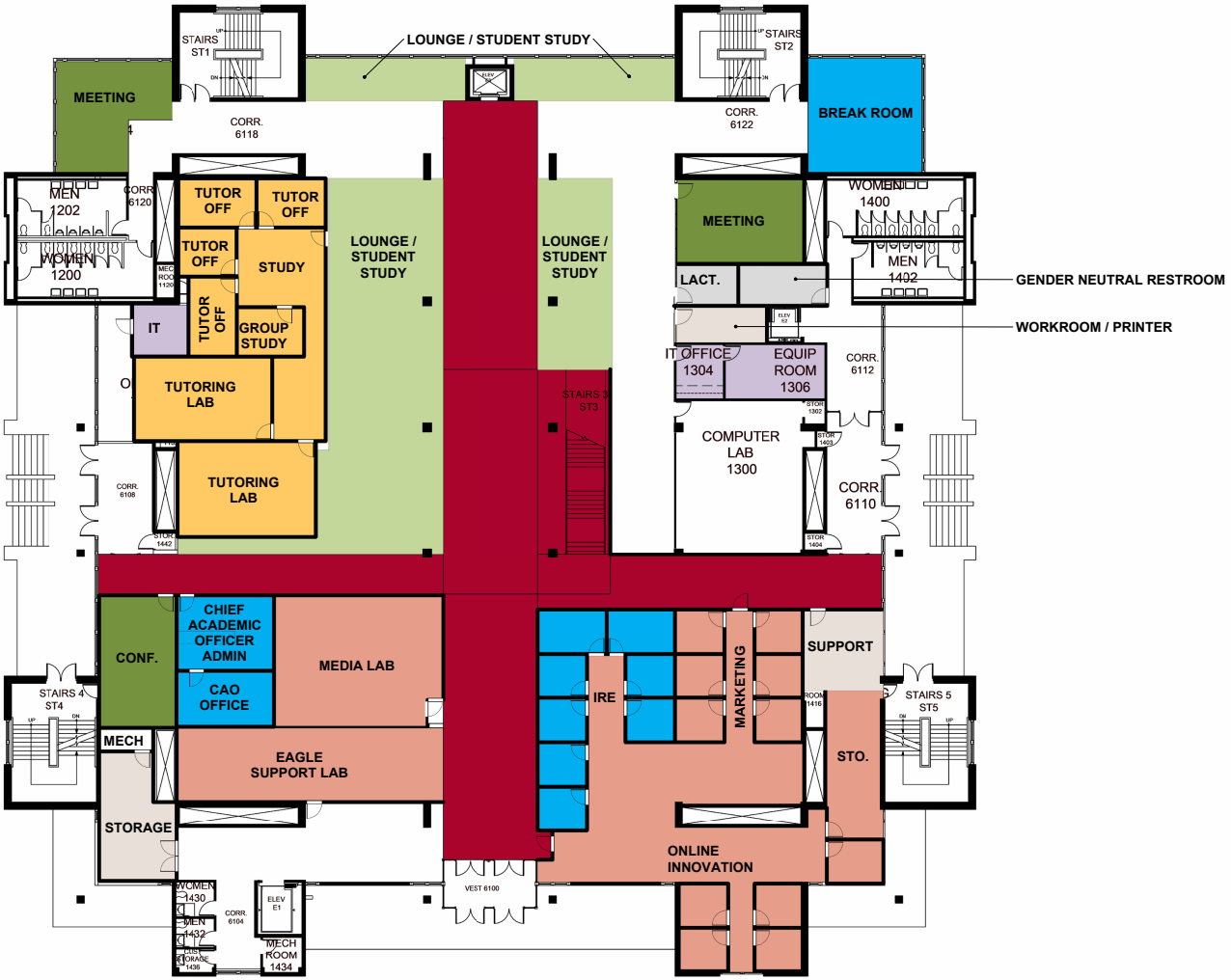
As with the original 2021 Facilities Master Plan, this steering committee determined the best location for the tutoring center was inside the Educational Resource Center (ERC). The first floor of ERC is the best location from a programmatic, accessibility, and visibility standpoint for students. It was therefore determined the Tutoring Center should be relocated from the lower level of the Student Center to the first floor of the ERC.

The library has traditionally occupied the majority of the first and second floor of the ERC. As the function and use of libraries are evolving and digital media has become more popular, the need for a traditional library has changed. Large volumes of space dedicated to the storage of printed materials are no longer the driving factor in library design. In the previous design, the library staff was split between the two floors. The Steering Committee determined the bulk of the traditional library should be moved to the second floor where the current book shelving is located. Staff would also re-locate to the second floor, and all be housed together. The first-floor area would maintain the large open stairwell and be a location for students to still meet, study, and read. A large designated quiet study location would be created for students still seeking a quiet area to study while allowing for more collaborative study in other sections of the library.

In addition to the two main changes inside the ERC there were several other factors that were considered before the final layout was determined. These factors are listed below with a brief explanation:

- Improve the site lines on the first floor from the main entrance to the only elevator in the ERC that can travel between all three floors. This elevator, located on the creek side of the building, will become the primary means of elevator egress between floors.
- Create gender neutral restrooms and lactation rooms for all buildings.
- Add a Break room for employees.
- Add additional printer/work room locations.
- Move the Vice President of Liberal Arts & Adult Education / CAO and Vice President of Institutional Effectiveness & Communications offices to a more visible location on the first floor.
- Locate Communications and Marketing near the main entrance of the ERC to make it easier for outside media to locate.
- Create a large media lab that can be shared by Online Innovation, Mass Communcations, and Marketing.
- Open space on the ground floor for students to have a large student digital media space for movies, games, or other student events.
- Create a link to Classroom Building Two on the ground floor.

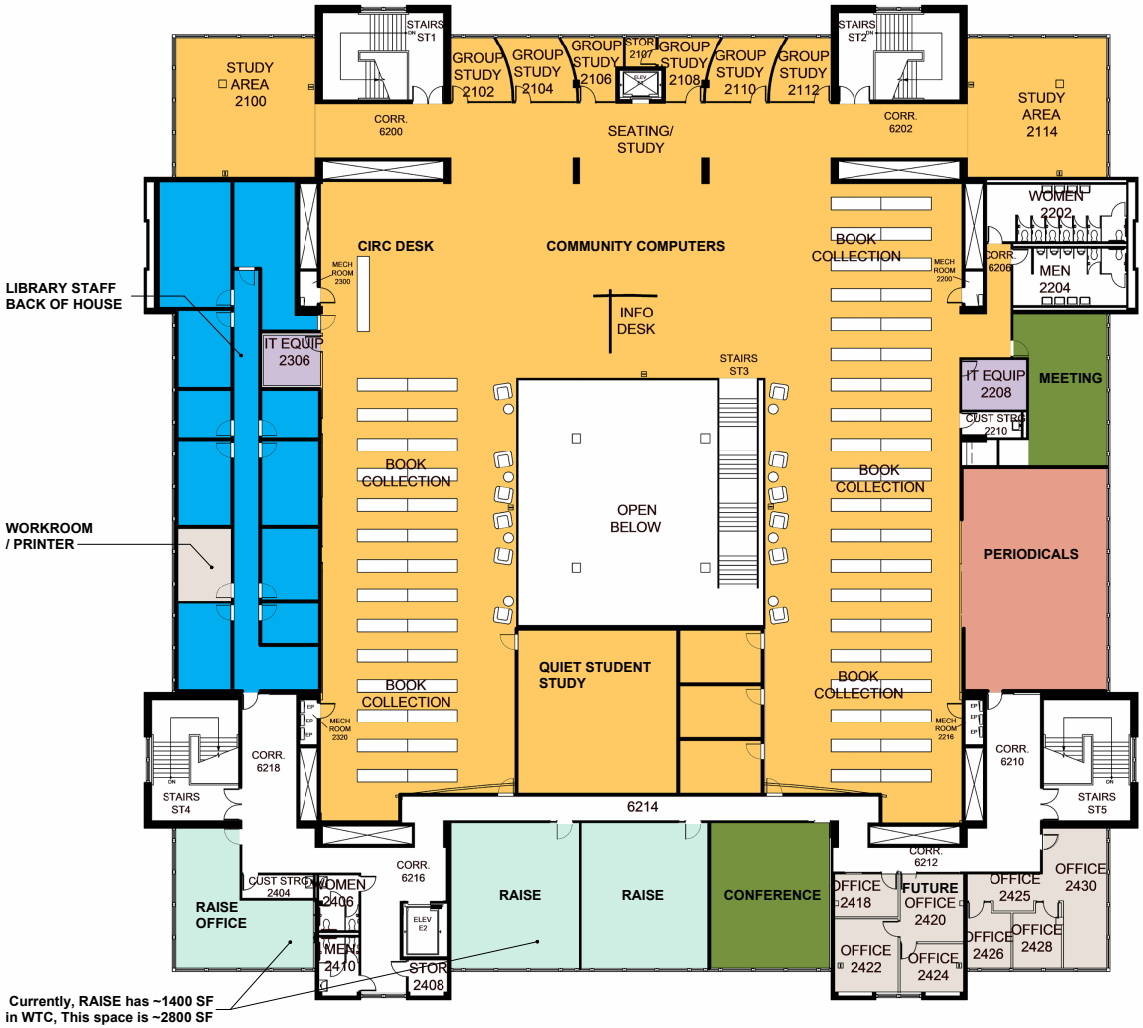

DIGITAL MEDIA EVENT SPACE
STUDY / MEETING ROOM
STUDY / MEETING ROOM
WORKROOM / PRINTER
POSSIBLE LINK TO CLII
STAIRS ST1
STAIRS ST2
STOR 0108
ELEV E3
MECH ROOM 0110
LOBBY 0610
LOBBY 0612
PROJECTION BOOTH 0220
OFFICE 0114
CORR 0606
CUST. CLOSET 0210
CORR 0608
MECH ROOM 0206
MEN 0100
TEACHING LAB 0208
STOR 0212
STRG ROOM 0204
STAIRS ST6
PERFORMING ARTS ROOM 0214
CORR 0614
STOR 0218
MECH ROOM 0222
STORAGE 0226
MECH ROOM 0224
CORRIDOR 0616
WOMEN 0116
WOMEN 0230
STAIRS ST7
ELEV E2
LOBBY
MECH 0232
STORAGE 0234
UNEXCAVATED
CAGE 0202
STAGE RIGHT 0200
STAGE 0216
STAGE LEFT 0228
UNEXCAVATED
RAMP DOWN
CORR 0604
STRG 0318
MECHANICAL 0302
CORR 0618
SERVICE TUNNEL 0619 TO CLI 1
MASS COMMUNICATIONS LEARNING LAB 0324
TV PRODUCTIONS LEARNING LAB 0322
CLASSROOM 0326
CLASSROOM 0304
CORRIDOR 0620
EDITING SUITE 0306
TV PRODUCTIONS LEARNING LAB 0320
EDITING SUITE 0308
EDITING SUITE 0310
UNEXCAVATED
CORRIDOR 0602
CORRIDOR 0620
ISO ROOM
STAIRS ST4
STAIRS ST5
STORAGE 0410
MECHANICAL ROOM 0400
MECH ROOM 0408
CORR 0622
RAMP UP TO CL2
SERVICE TUNNEL 0626
SERVICE TUNNEL 0624
SOUND LOCK
UNEXCAVATED
ELEV E1
MECHANICAL ROOM 0406
UNEXCAVATED
ELEC SWITCH 0404
STORAGE 0402
UNEXCAVATED
TO STONE BRIDGE
TO CL I
TO BOILER HOUSE
LEGEND
ADMINISTRATION
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
MULTIPURPOSE ROOMS
GENERAL CLASSROOMS
GENERAL COMPUTER LABS
FACULTY OFFICES
STUDENT SUCCESS & TESTING / LIBRARY
HEALTH CAREERS
ACADEMIC SUPPORT
LEASED / SHARED SPACE
DIGITAL MEDIA EVENT SPACE
SUPPORT SPACES
STUDENT LIFE
MEDIA AND MARKETING
RAISE
CIRCULATION
DIGITAL MEDIA EVENT SPACE



LEGEND

- ADMINISTRATION
- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- MULTIPURPOSE ROOMS
- GENERAL CLASSROOMS
- GENERAL COMPUTER LABS
- FACULTY OFFICES
- STUDENT SUCCESS & TESTING / LIBRARY
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE
- DIGITAL MEDIA EVENT SPACE
- SUPPORT SPACES
- STUDENT LIFE
- MEDIA AND MARKETING
- RAISE
- CIRCULATION
- DIGITAL MEDIA EVENT SPACE

Rock Valley College



LEGEND

- ADMINISTRATION
- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- MULTIPURPOSE ROOMS
- GENERAL CLASSROOMS
- GENERAL COMPUTER LABS
- FACULTY OFFICES
- STUDENT SUCCESS & TESTING / LIBRARY
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE
- DIGITAL MEDIA EVENT SPACE
- SUPPORT SPACES
- STUDENT LIFE
- MEDIA AND MARKETING
- RAISE
- CIRCULATION
- DIGITAL MEDIA EVENT SPACE

Through discussions with Steering Committee and a meeting with Student Government, it was determined that there are several areas of concern with the current organization of the Student Center. Primary issues relate to the current lack of clear wayfinding for students and visitors attempting to navigate through the facility, making it difficult to locate specific services. Many services and programs have been fragmented within the building due to the lack of both spatial continuity and organization. The need for additional student space and expanded Student Activities areas were also identified as primary needs. In addition to the overall building organizational concerns mentioned above, there are also numerous adjacency upgrade requirements and growth needs as previously outlined in the Programmatic Needs Section, which may be addressed through a comprehensive renovation / internal reconfiguration and upgrade to the Student Center.

A summary of the proposed programmatic growth, upgrades, and reorganized spaces proposed within the Student Center are listed below:

- Move Admissions and Records, Financial Aid, Accounts Payable, Disability Services, and Testing Center to the first floor to be more visible.
- Locate the elevator in a more central location for ease in locating for visitors.
- Increase student club space.
- Increase student government offices.
- Create gender neutral restrooms and lactation rooms for all buildings.
- Add additional food vendor locations and a coffee shop in the Student Center.
- Consolidate TRiO Offices (Currently fragmented)
- Create Diversity, Equity, and Inclusion Office space.
- Add a computer lab back to the Student Center for students to utilize.
- Create a student lounge area and space for first year experience.

The Student Services functions, located on the second level of the Student Center, are proposed to be organized in a "One Stop" configuration for students to gain clear access to these services. Wayfinding will also be improved through the introduction of a new, more clearly defined central corridor with a large welcome desk that can easily direct students to any basic department they might need.

As described in the proposal for the ERC renovations, the Tutoring Center is proposed to be relocated from the Student Center to the ERC, which will free up space in the ground floor of the SC. Moving the Testing Center and Disability Services to the first floor will free up the entire ground floor for student-based programs or functions.

During the development of the Facilities Master Plan (FMP), Rock Valley College (RVC) also commissioned a Book Store Review committee to review the current bookstore operations and determine how the college would like to proceed in the future regarding books in the classroom and the bookstore model. The committee determined that the need for a traditional "brick and mortar" store was not in the best interest of the college. Online bookstores offer more options for students, better use of Open Educational Resources (OER), and an overall less expensive alternative to our current model. Based on the recommendations of the Bookstore Committee, the traditional bookstore footprint was removed from the ground floor. A merchandise shop was added to the coffee shop location to allow students to still purchase RVC merchandise, pencils, and other traditional office supply products.

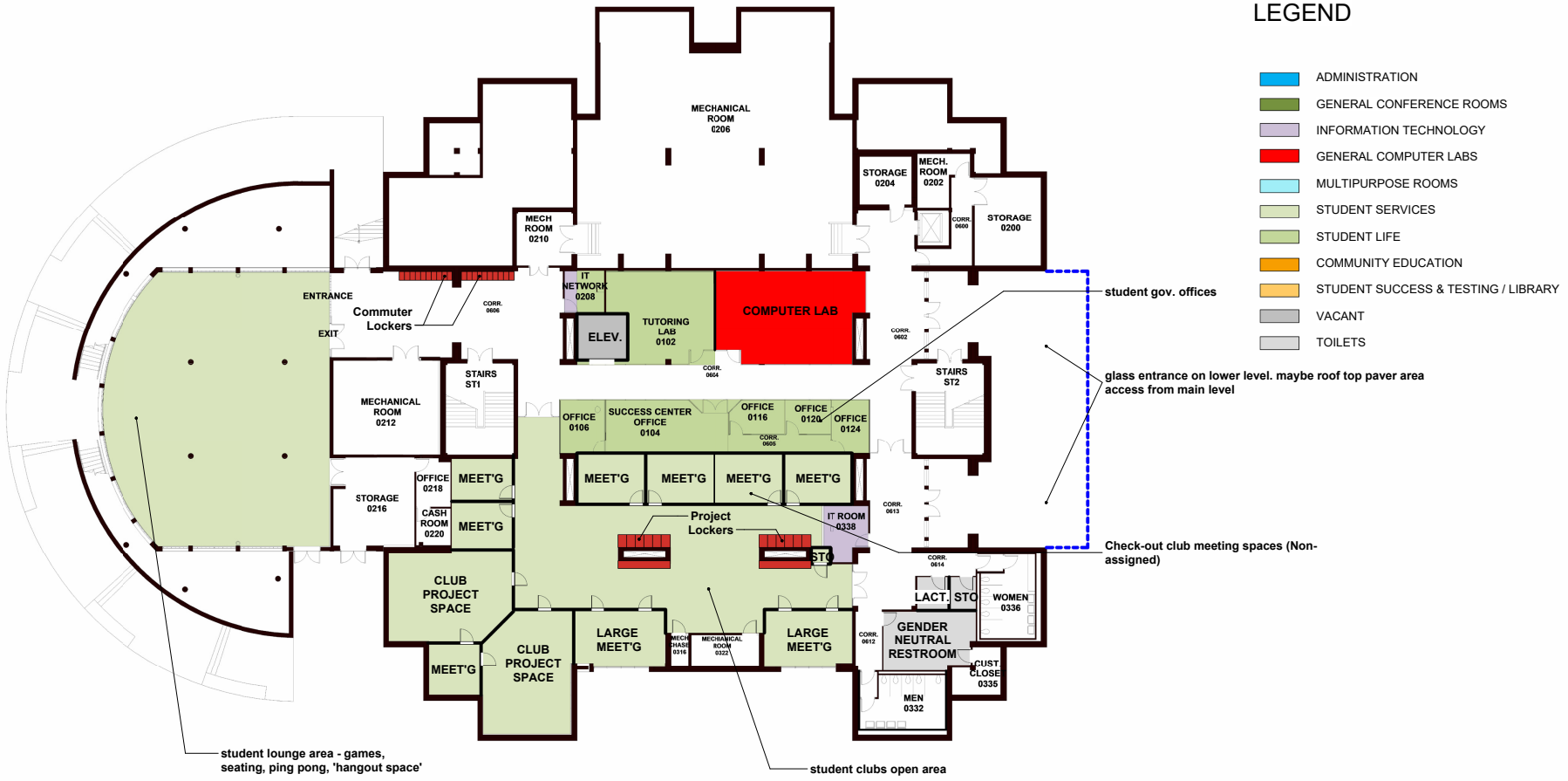
Students seeking assistance with online purchasing will be directed to the Welcome Center where they will be assisted by a member of the Student Services group. Students who do not have a residence to ship their books will be allowed to ship any merchandise, books, or school supplies to Rock Valley College where they will be able to pick it up at the Welcome Desk.

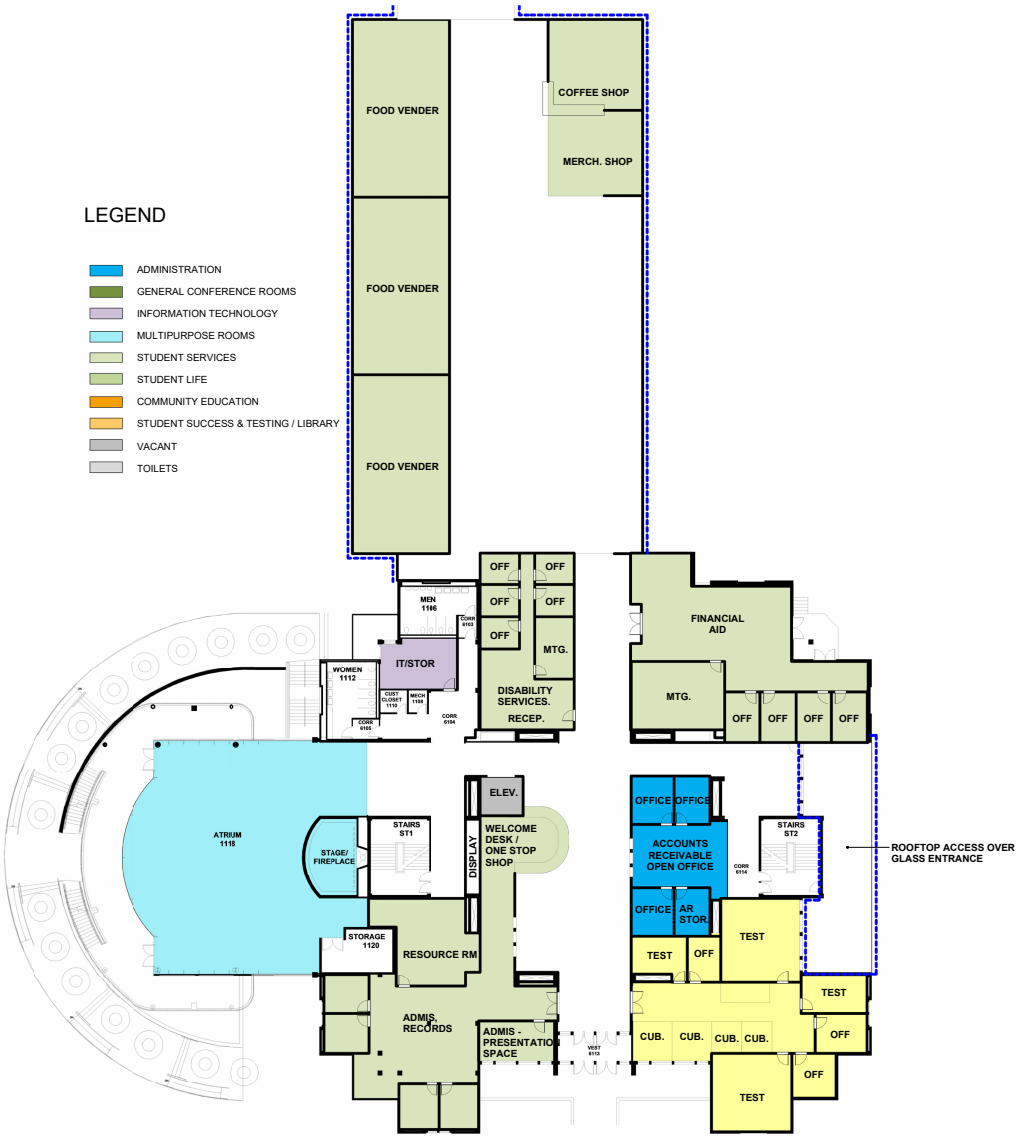
Finally, the need for additional food services (food court) was strongly seen by not only the Steering Committee but also the students who took part in the process. Trying to incorporate more food service options in the existing footprint of the Student Center would be very difficult. Expansion of food services toward the Physical Education Center (PEC) to the north allows both for increased space for food services while creating an indoor walking path to the PEC. The food vendors could advertise on Mulford Road and adding 30-minute parking spaces closer to the food court might improve the number of visitors to the food court.

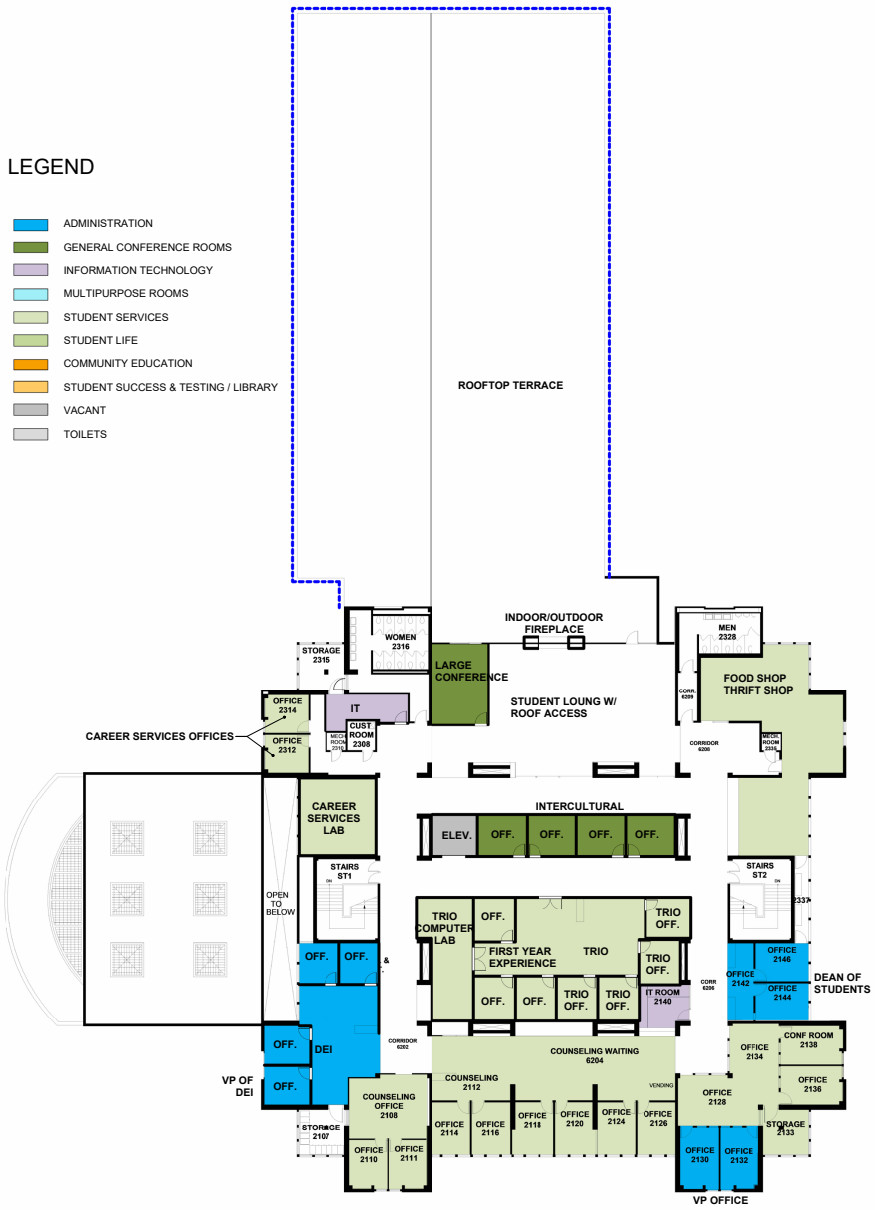
The students and committee members agreed that expanding the ability to walk between buildings, without being exposed to the elements, would greatly benefit the students and staff at RVC. The expanded food court will create a pathway toward the PEC and by expanding the west side of the PEC would create this new link. Adding a glass enclosed cover on the SC walking bridge over to the ERC and CLI would also accomplish this request and create a better corridor for directing visitors and students to the SC from the ERC side of campus. This would allow students to walk between CLII, ERC, CLI, JCSM, SC, and the PEC without having to be exposed the winter weather and temperatures in northern Illinois.

The expansion toward the PEC would create a natural outside space for students to utilize for events. This area, referred to as the "Quad", would be created between the new food court and the Woodward Technology Center (WTC). The Student Center design opens the ground floor of the SC back to students and the Quad location could be tied into the ground floor entrance creating a large student orientated space for student clubs and organizations to utilize.

The mechanical, electrical, and plumbing infrastructure serving the Student Center is beyond its published useful life and should be replaced as part of the proposed renovation and additions work.


LEGEND
ADMINISTRATION
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
GENERAL COMPUTER LABS
MULTIPURPOSE ROOMS
STUDENT SERVICES
STUDENT LIFE
COMMUNITY EDUCATION
STUDENT SUCCESS & TESTING / LIBRARY
VACANT
TOILETS
MECHANICAL ROOM 0206
STORAGE 0204
MECH. ROOM 0202
STORAGE 0200
MECH ROOM 0210
IT NETWORK 0208
TUTORING LAB 0102
COMPUTER LAB
ELEV.
ENTRANCE
EXIT
Commuter Lockers
STAIRS ST1
STAIRS ST2
MECHANICAL ROOM 0212
OFFICE 0106
SUCCESS CENTER OFFICE 0104
OFFICE 0116
OFFICE 0120
OFFICE 0124
MEET'G
OFFICE 0218
STORAGE 0216
CASH ROOM 0220
Project Lockers
IT ROOM 0338
CLUB PROJECT SPACE
LARGE MEET'G
MECHANICAL ROOM 0316
MECHANICAL ROOM 0322
LACT. STO
WOMEN 0336
GENDER NEUTRAL RESTROOM
CUST. CLOSET 0335
MEN 0332
student gov. offices
glass entrance on lower level. maybe roof top paver area access from main level
Check-out club meeting spaces (Non-assigned)
student lounge area - games, seating, ping pong, 'hangout space'
student clubs open area


LEGEND
ADMINISTRATION
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
MULTIPURPOSE ROOMS
STUDENT SERVICES
STUDENT LIFE
COMMUNITY EDUCATION
STUDENT SUCCESS & TESTING / LIBRARY
VACANT
TOILETS
FOOD VENDER
FOOD VENDER
FOOD VENDER
COFFEE SHOP
MERCH. SHOP
MEN 1116
WOMEN 1112
IT/STOR
DISABILITY SERVICES. RECEP.
MTG.
OFF
FINANCIAL AID
MTG.
ATRIUM 1118
STAGE/ FIREPLACE
STAIRS ST1
ELEV.
DISPLAY
WELCOME DESK / ONE STOP SHOP
STORAGE 1120
RESOURCE RM
ADMIS. RECORDS
ADMIS - PRESENTATION SPACE
OFFICE
ACCOUNTS RECEIVABLE OPEN OFFICE
AR STOR.
TEST
CUB.
STAIRS ST2
ROOFTOP ACCESS OVER GLASS ENTRANCE


LEGEND
ADMINISTRATION
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
MULTIPURPOSE ROOMS
STUDENT SERVICES
STUDENT LIFE
COMMUNITY EDUCATION
STUDENT SUCCESS & TESTING / LIBRARY
VACANT
TOILETS
ROOFTOP TERRACE
INDOOR/OUTDOOR FIREPLACE
WOMEN 2316
MEN 2328
STORAGE 2315
LARGE CONFERENCE
FOOD SHOP THRIFT SHOP
OFFICE 2314
IT
CUST ROOM 2308
STUDENT LOUNG W/ ROOF ACCESS
CAREER SERVICES OFFICES
OFFICE 2312
CORRIDOR 6200
INTERCULTURAL
CAREER SERVICES LAB
ELEV.
OFF.
STAIRS ST1
STAIRS ST2
OPEN TO BELOW
TRIO COMPUTER LAB
TRIO
FIRST YEAR EXPERIENCE
IT ROOM 2140
OFFICE 2146
OFFICE 2142
OFFICE 2144
DEAN OF STUDENTS
DEI
VP OF DEI
CORRIDOR 6202
COUNSELING WAITING 6204
CONF ROOM 2138
OFFICE 2134
OFFICE 2136
COUNSELING 2112
COUNSELING OFFICE 2108
OFFICE 2128
STORAGE 2107
OFFICE 2110
OFFICE 2111
OFFICE 2114
OFFICE 2116
OFFICE 2118
OFFICE 2120
OFFICE 2124
OFFICE 2126
STORAGE 2133
OFFICE 2130
OFFICE 2132
VP OFFICE

Classroom Building One was remodeled in 2017. This remodeling updated the building and its mechanical and electrical systems to be more efficient. This included connecting the building to the geo-thermal field that was created during the construction of the JCSM. Due to the recent upgrades to CLI during the remodel, there are no major upgrades needed to CLI. The main area of change in CLI revolves around the arts and ceramics programs moving to CLII as part of the new Arts and Community Learning Center (ACLC). This will create a large volume of space on the ground floor of CLI. One area that could utilize this new space is the Early College Program. This would allow for the consolidation of the program into one central location and eliminate the current fragmented spaces.

In addition to the above-mentioned changes in CLI there were several other factors that were considered before the final layout was determined. These factors are listed below, with a brief explanation:

- Create gender neutral restrooms and lactation rooms for all buildings.
- Add break room for employees.
- Add additional printer/work rooms locations.
- Move Business program from WTC to CLI.

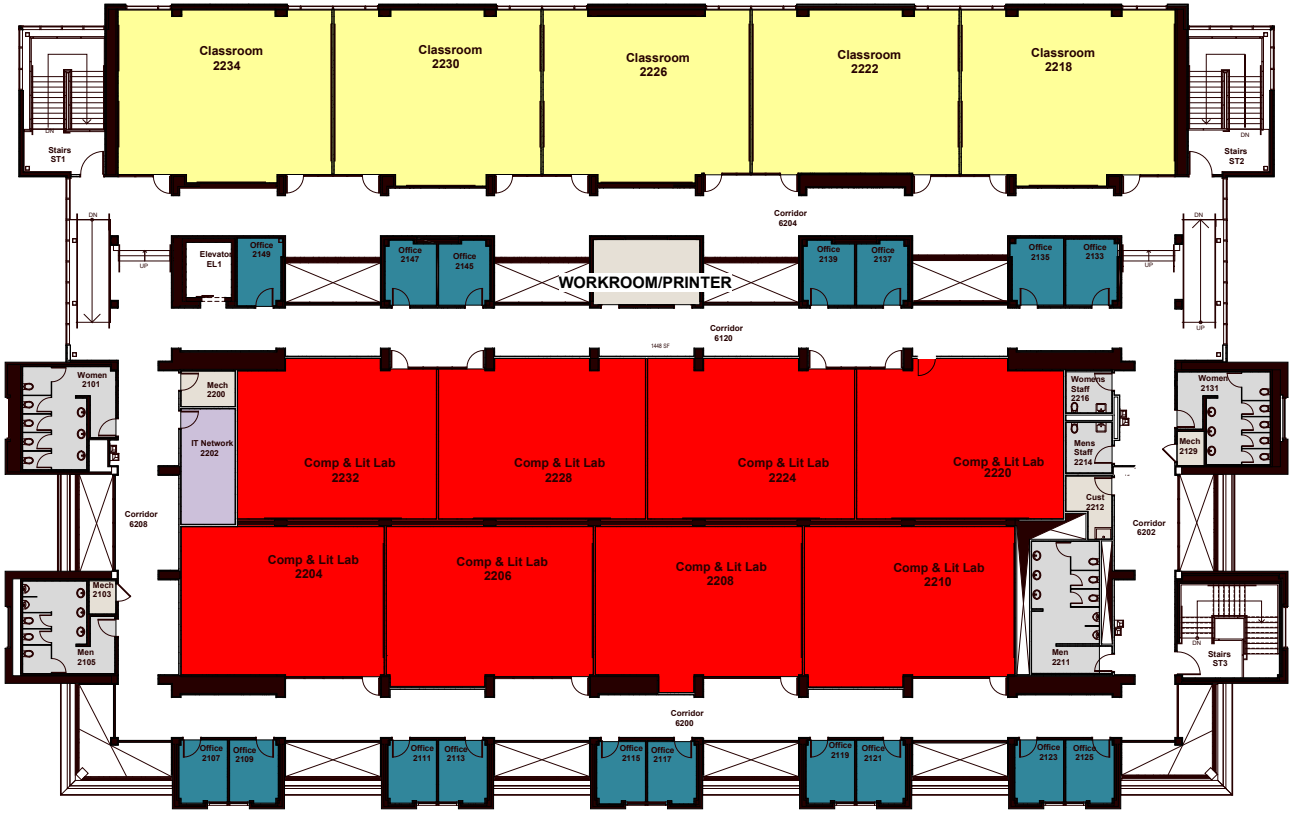
LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- THEATER / ARTS / MUSIC
- ADMINISTRATION
- EARLY COLLEGE
- BUSINESS
- VACANT
- SUPPORT
- TOILETS

LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- THEATER / ARTS / MUSIC
- ADMINISTRATION
- EARLY COLLEGE
- BUSINESS
- VACANT
- SUPPORT
- TOILETS

Rock Valley College



LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- THEATER / ARTS / MUSIC
- ADMINISTRATION
- EARLY COLLEGE
- BUSINESS
- VACANT
- SUPPORT
- TOILETS

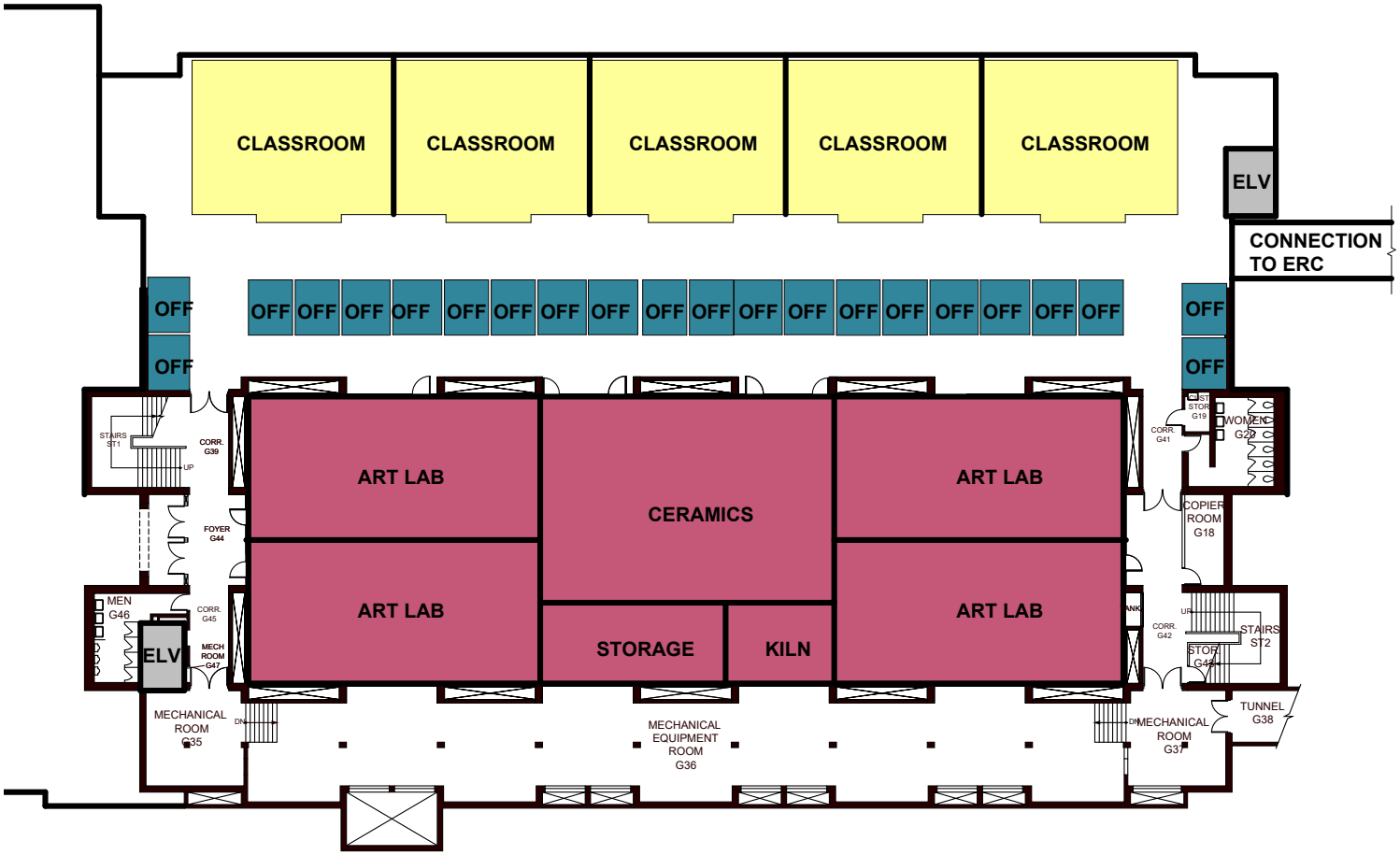
Classroom Building Two (CLII) is one of the last original large buildings at Rock Valley College (RVC) that has not been remodeled. The building is still utilizing heating, ventilation, and air conditioning (HVAC) systems from the 1960's and is in desperate need of remodeling. During discussions with the Steering Committee, students, and the Board the need for improvements in credit courses for music, chorus, drawing, and other arts programs was identified. Rock Valley College reduced their efforts in supporting the arts programs in the past due to budget impasse issues at the state level of government. Improving the arts programs and remodeling CLII could be accomplished together by placing arts programs into CLII.

Rock Valley College has many other non-credit programs that are utilized by the community. These programs have existed for many years at RVC but have never had a dedicated home. Creating an Arts and Community Learning Center (ACLC) building seems to be a natural course to resolve these issues.

There were several other factors that were considered before the final conceptual layout was determined for the new ACLC building. These factors are listed below, with a brief explanation:

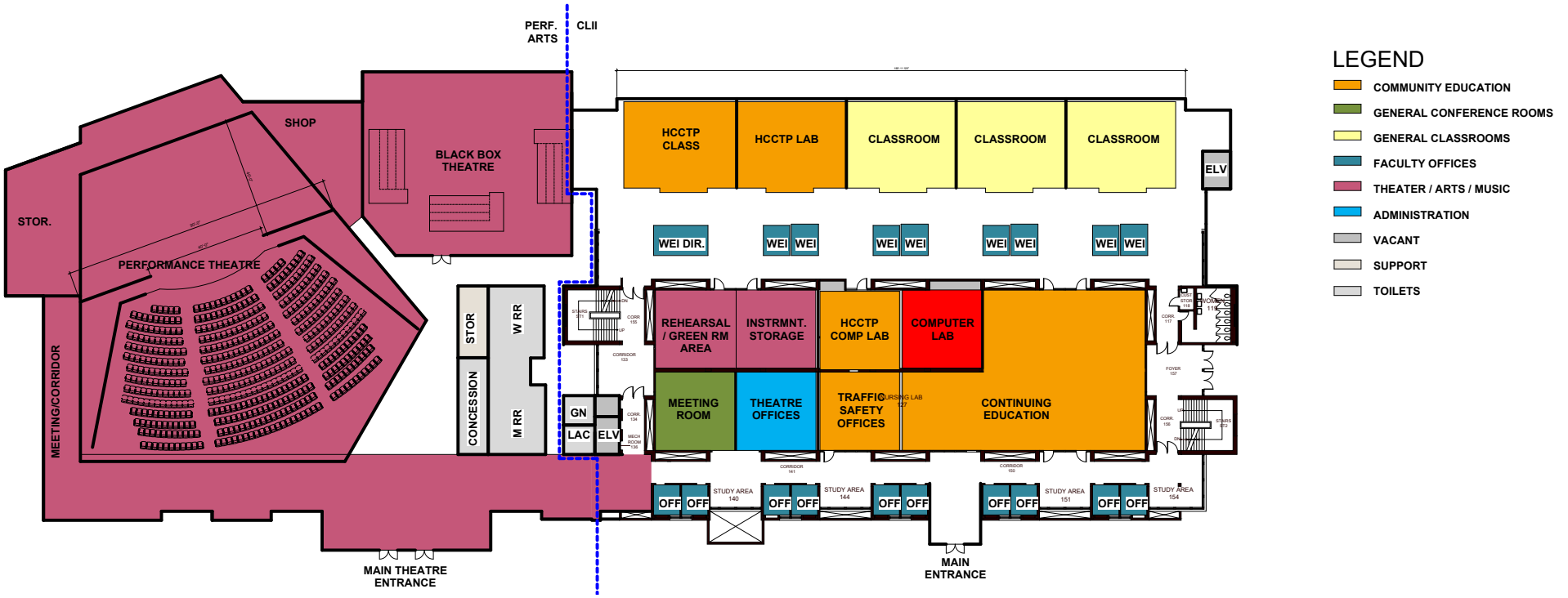
Locating the 500-seat performing arts venue as an addition to CLII allows for a natural break between the Starlight Theater. This natural break is Spring Creek which divides the current campus. Events could occur in both venues at the same time and not task the current parking lot configuration. Attendees at the Starlight Theater could utilize parking lots one (1) and two (2), while those who are attending an event at the performing arts venue, could utilize parking lots nine (9) and eight (8).

- Need for a 500-seat indoor performance venue.
  - Utilized by RVC for large college meetings like annual faculty development days or other training.
  - Community rentals for outside organizations.
  - Theater productions for both credit and non-credit programs at RVC.
  - Musical concert location.
- Need for a Black Box Theater.
- Move Starlight Theater staff and productions out of Building F and into a modern building.
- Share workshop between Theaters and Highway Construction Careers Training Program (HCCTP).
- Increased musical instrument storage
- Improved practice spaces for chorus and music students.
- Move ceramics and drawing/art classes from CLI into new ACLC building.
- Create gender neutral restrooms and lactation rooms for all buildings.
- Add a break room for employees.
- Add additional printer/work room locations.
- Create location for Continuing and Community Education offices and classes.
- Create office space for Workforce Equity Initiative (WEI) grant program.
- Locate Graphic Arts technology program.
- Create an arts area on campus that encompasses CLII, the 500 seat Performance Venue, the Starlight Theater, and the new Museum located in Building F.



LEGEND

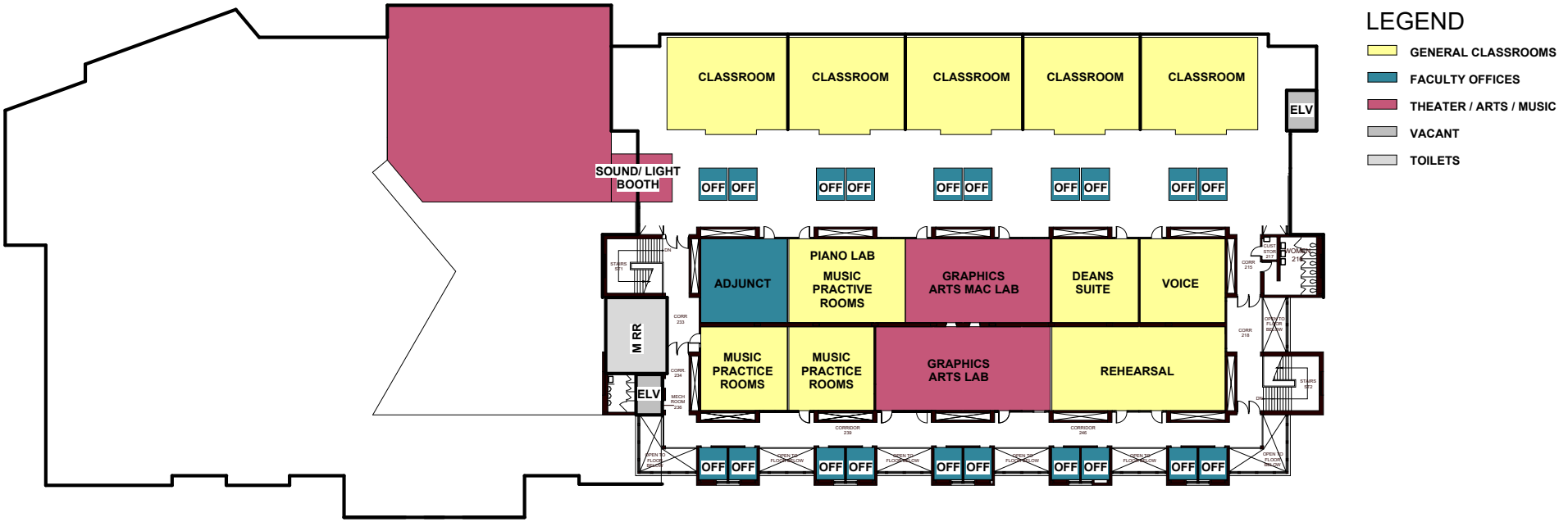
- GENERAL CLASSROOMS
- FACULTY OFFICES
- THEATER / ARTS / MUSIC
- VACANT



LEGEND

- COMMUNITY EDUCATION
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- THEATER / ARTS / MUSIC
- ADMINISTRATION
- VACANT
- SUPPORT
- TOILETS

Rock Valley College


CLASSROOM
CLASSROOM
CLASSROOM
CLASSROOM
CLASSROOM
ELV
SOUND/ LIGHT BOOTH
OFF
ADJUNCT
PIANO LAB
MUSIC PRACTIVE ROOMS
GRAPHICS ARTS MAC LAB
DEANS SUITE
VOICE
M RR
MUSIC PRACTICE ROOMS
MUSIC PRACTICE ROOMS
GRAPHICS ARTS LAB
REHEARSAL
ELV
LEGEND
GENERAL CLASSROOMS
FACULTY OFFICES
THEATER / ARTS / MUSIC
VACANT
TOILETS

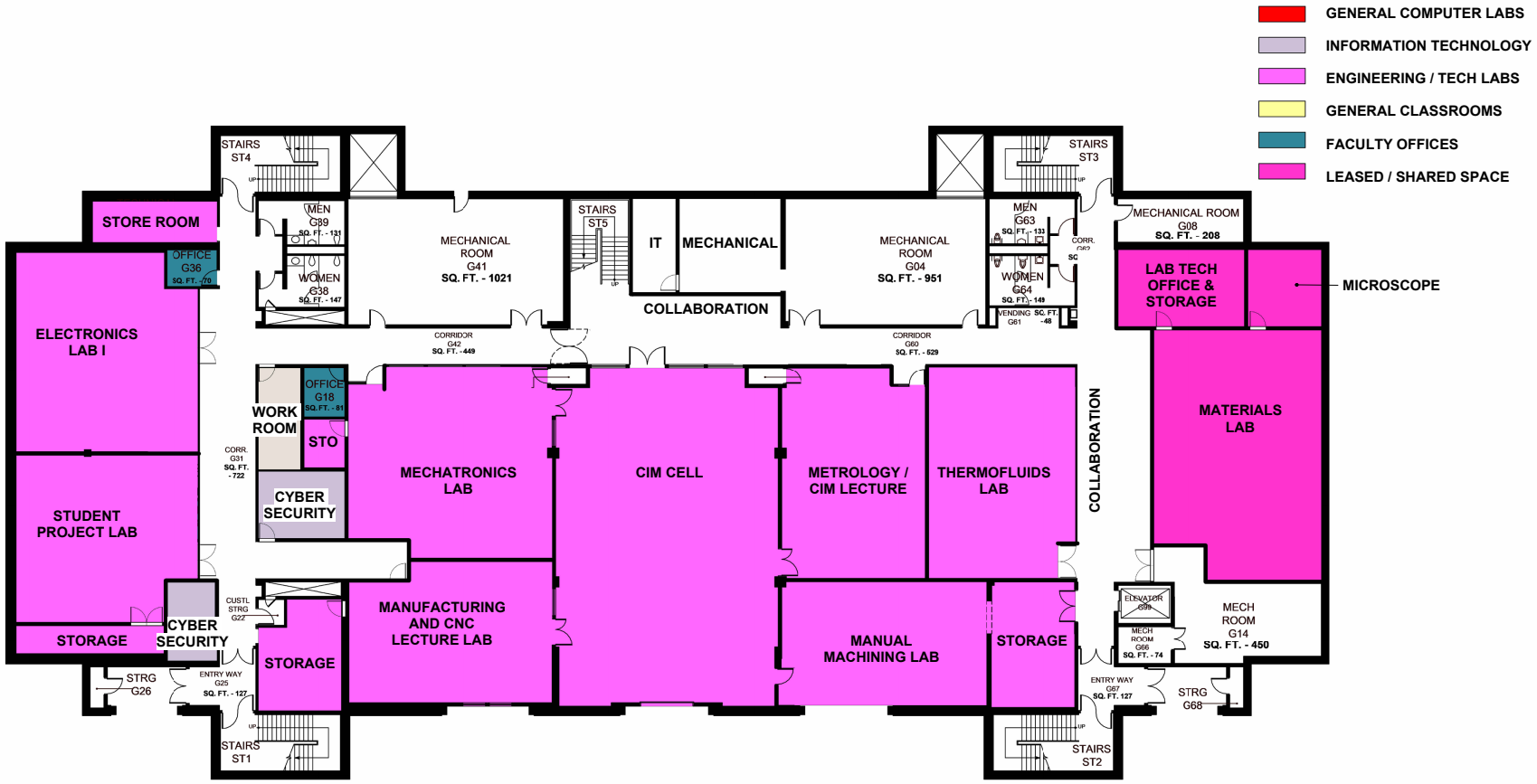
In 2016 the Woodward Technology Center (WTC) underwent a partial remodeling project. This project remodeled the ground floor and half of the first floor of the building. The remodel project added labs and office space for the new Rock Valley College (RVC) / Northern Illinois University (NIU) Engineering our Future program, which allows RVC graduates to attend NIU and obtain a bachelor's degree while remaining at RVC.

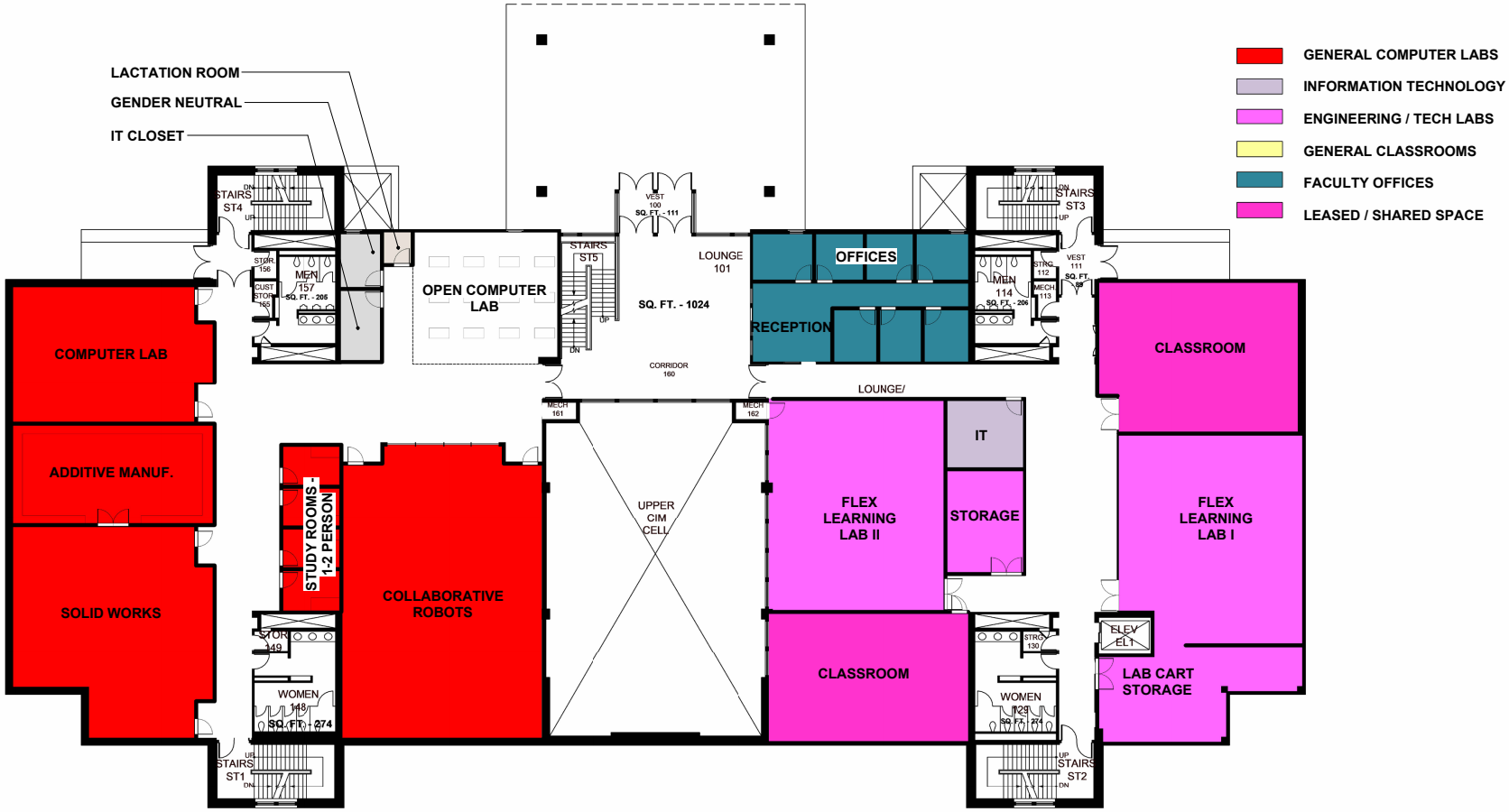
The remodel project did not address any of the other issues that exist in the WTC. This includes the need for better lab space for new programs in the manufacturing and technology fields. These fields include 3D modeling, additive manufacturing, and increased use of robotics in manufacturing. Creation of state-of-the-art labs in these areas would be of benefit to the community as the need for employees trained in these areas in increasing. The current first floor computer lab space in the WTC is outdated and is an ideal location for this new lab setup.

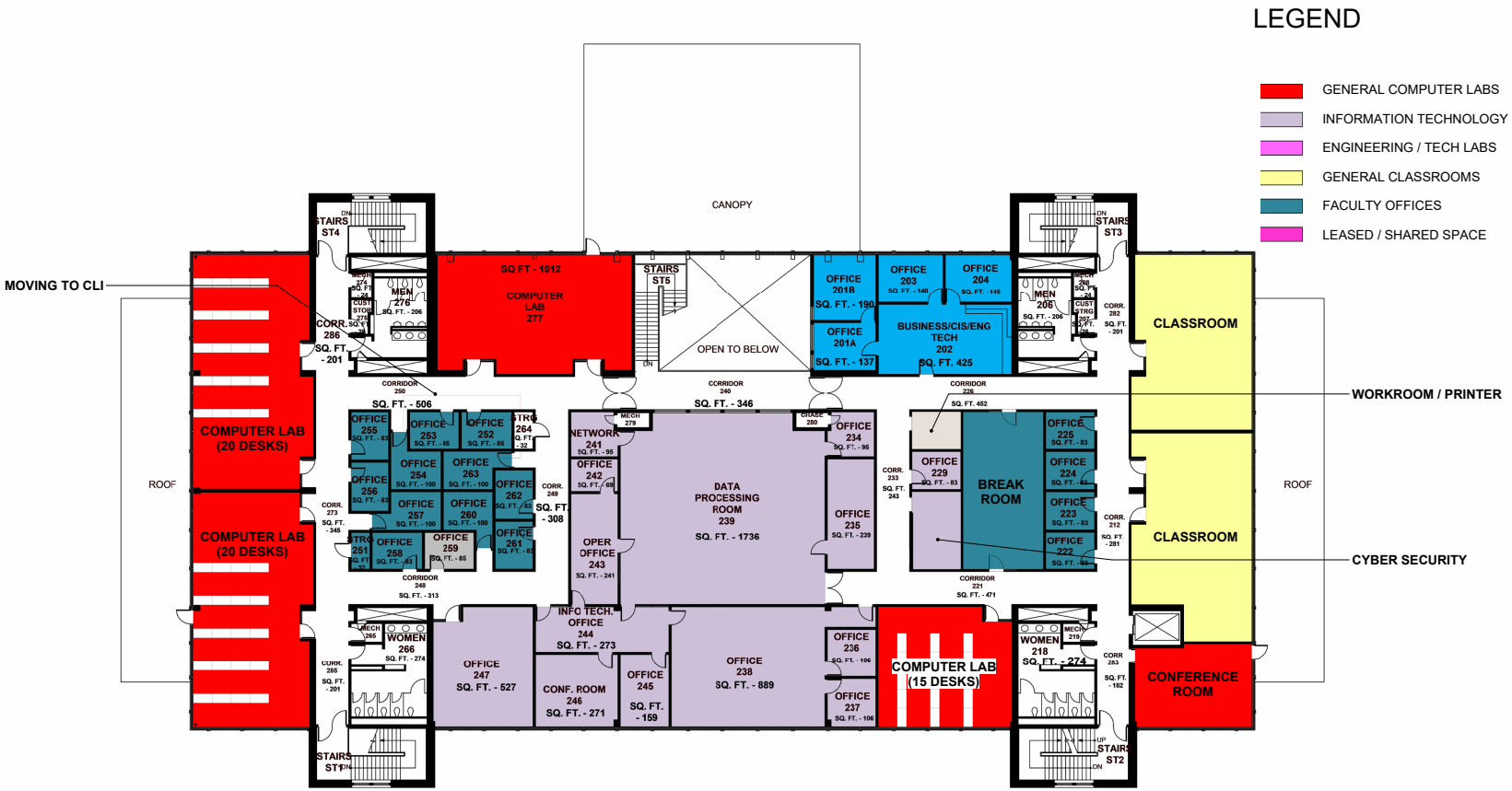
The second floor of the WTC does not need many structural changes to the layout but does need improvements to the HVAC, fire protection, and aesthetic areas. Portions of the fire alarm system were updated to a new voice command feature but the second and half of the first floor remain on the older notification horn / strobe system. Upgrading this system would need to be completed when future construction is conducted in the building.

In addition to the above-mentioned changes in CLI there were several other factors that were considered before the final layout was determined. These factors are listed below, with a brief explanation:

- Create gender neutral restrooms and lactation rooms for all buildings.
- Add break room for employees.
- Add aditional printer/work room locations.
- Move Business program from WTC to CLI.
- Add a conference room to the building.


GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
ENGINEERING / TECH LABS
GENERAL CLASSROOMS
FACULTY OFFICES
LEASED / SHARED SPACE
STAIRS ST4
STAIRS ST3
STAIRS ST5
STAIRS ST1
STAIRS ST2
STORE ROOM
OFFICE G36 SQ. FT. - 70
MEN G39 SQ. FT. - 131
WOMEN G38 SQ. FT. - 147
MECHANICAL ROOM G41 SQ. FT. - 1021
IT
MECHANICAL
COLLABORATION
MECHANICAL ROOM G04 SQ. FT. - 951
MEN G63 SQ. FT. - 133
WOMEN G64 SQ. FT. - 149
VENDING G61 SQ. FT. - 48
MECHANICAL ROOM G08 SQ. FT. - 208
LAB TECH OFFICE & STORAGE
MICROSCOPE
ELECTRONICS LAB I
CORRIDOR G42 SQ. FT. - 449
CORRIDOR G60 SQ. FT. - 529
OFFICE G18 SQ. FT. - 81
WORK ROOM
STO
CORR. G31 SQ. FT. - 722
CYBER SECURITY
MECHATRONICS LAB
CIM CELL
METROLOGY / CIM LECTURE
THERMOFLUIDS LAB
COLLABORATION
MATERIALS LAB
STUDENT PROJECT LAB
CUSTL STRG G22
CYBER SECURITY
STORAGE
STORAGE
MANUFACTURING AND CNC LECTURE LAB
MANUAL MACHINING LAB
STORAGE
ELEVATOR G69
MECH ROOM G14 SQ. FT. - 450
MECH ROOM G66 SQ. FT. - 74
STRG G26
ENTRY WAY G25 SQ. FT. - 127
ENTRY WAY G67 SQ. FT. 127
STRG G68


LACTATION ROOM
GENDER NEUTRAL
IT CLOSET
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
ENGINEERING / TECH LABS
GENERAL CLASSROOMS
FACULTY OFFICES
LEASED / SHARED SPACE
COMPUTER LAB
ADDITIVE MANUF.
SOLID WORKS
STUDY ROOMS - 1-2 PERSON
COLLABORATIVE ROBOTS
OPEN COMPUTER LAB
LOUNGE 101
SQ. FT. - 1024
OFFICES
RECEPTION
CLASSROOM
LOUNGE/
UPPER CIM CELL
FLEX LEARNING LAB II
IT
STORAGE
FLEX LEARNING LAB I
CLASSROOM
LAB CART STORAGE
STAIRS ST1
STAIRS ST2
STAIRS ST3
STAIRS ST4
STAIRS ST5
MEN 157
WOMEN 148
MEN 114
WOMEN 129
CORRIDOR 160


LEGEND
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
ENGINEERING / TECH LABS
GENERAL CLASSROOMS
FACULTY OFFICES
LEASED / SHARED SPACE
MOVING TO CLI
CANOPY
STAIRS ST4
STAIRS ST5
STAIRS ST3
STAIRS ST1
STAIRS ST2
SQ FT - 1012
COMPUTER LAB 277
OPEN TO BELOW
OFFICE 201B SQ. FT. - 190
OFFICE 201A SQ. FT. - 137
OFFICE 203 SQ. FT. - 140
OFFICE 204 SQ. FT. - 146
BUSINESS/CIS/ENG TECH 202 SQ. FT. 425
MEN 276 SQ. FT. - 206
MEN 205 SQ. FT. - 206
CLASSROOM
CLASSROOM
WORKROOM / PRINTER
CYBER SECURITY
CONFERENCE ROOM
COMPUTER LAB (20 DESKS)
COMPUTER LAB (20 DESKS)
COMPUTER LAB (15 DESKS)
ROOF
ROOF
CORR. 286 SQ. FT. - 201
CORRIDOR 250 SQ. FT. - 506
CORRIDOR 240 SQ. FT. - 346
CORRIDOR 226 SQ. FT. 462
CORR. 273 SQ. FT. - 346
CORR. 249 SQ. FT. - 308
CORRIDOR 248 SQ. FT. - 313
CORRIDOR 221 SQ. FT. - 471
CORR. 233 SQ. FT. 243
CORR. 212 SQ. FT. - 281
CORR 283 SQ. FT. - 182
CORR. 282 SQ. FT. - 201
CORR. 285 SQ. FT. - 201
OFFICE 255 SQ. FT. - 83
OFFICE 253 SQ. FT. - 85
OFFICE 252 SQ. FT. - 85
STRG 264 SQ. FT. - 22
OFFICE 254 SQ. FT. - 100
OFFICE 263 SQ. FT. - 100
OFFICE 256 SQ. FT. - 83
OFFICE 257 SQ. FT. - 100
OFFICE 260 SQ. FT. - 100
OFFICE 262 SQ. FT. - 83
OFFICE 261 SQ. FT. - 83
STRG 251 SQ. FT. - 22
OFFICE 258 SQ. FT. - 83
OFFICE 259 SQ. FT. - 85
NETWORK 241 SQ. FT. - 95
OFFICE 242 SQ. FT. - 69
DATA PROCESSING ROOM 239 SQ. FT. - 1736
OPER OFFICE 243 SQ. FT. - 241
OFFICE 234 SQ. FT. - 95
OFFICE 235 SQ. FT. - 239
OFFICE 229 SQ. FT. - 83
BREAK ROOM
OFFICE 225 SQ. FT. - 83
OFFICE 224 SQ. FT. - 83
OFFICE 223 SQ. FT. - 83
OFFICE 222 SQ. FT. - 83
INFO TECH. OFFICE 244 SQ. FT. - 273
OFFICE 247 SQ. FT. - 527
CONF. ROOM 246 SQ. FT. - 271
OFFICE 245 SQ. FT. - 159
OFFICE 238 SQ. FT. - 889
OFFICE 236 SQ. FT. - 106
OFFICE 237 SQ. FT. - 106
WOMEN 266 SQ. FT. - 274
WOMEN 218 SQ. FT. - 274
MECH 265
MECH 279
MECH 219
CHASE 280

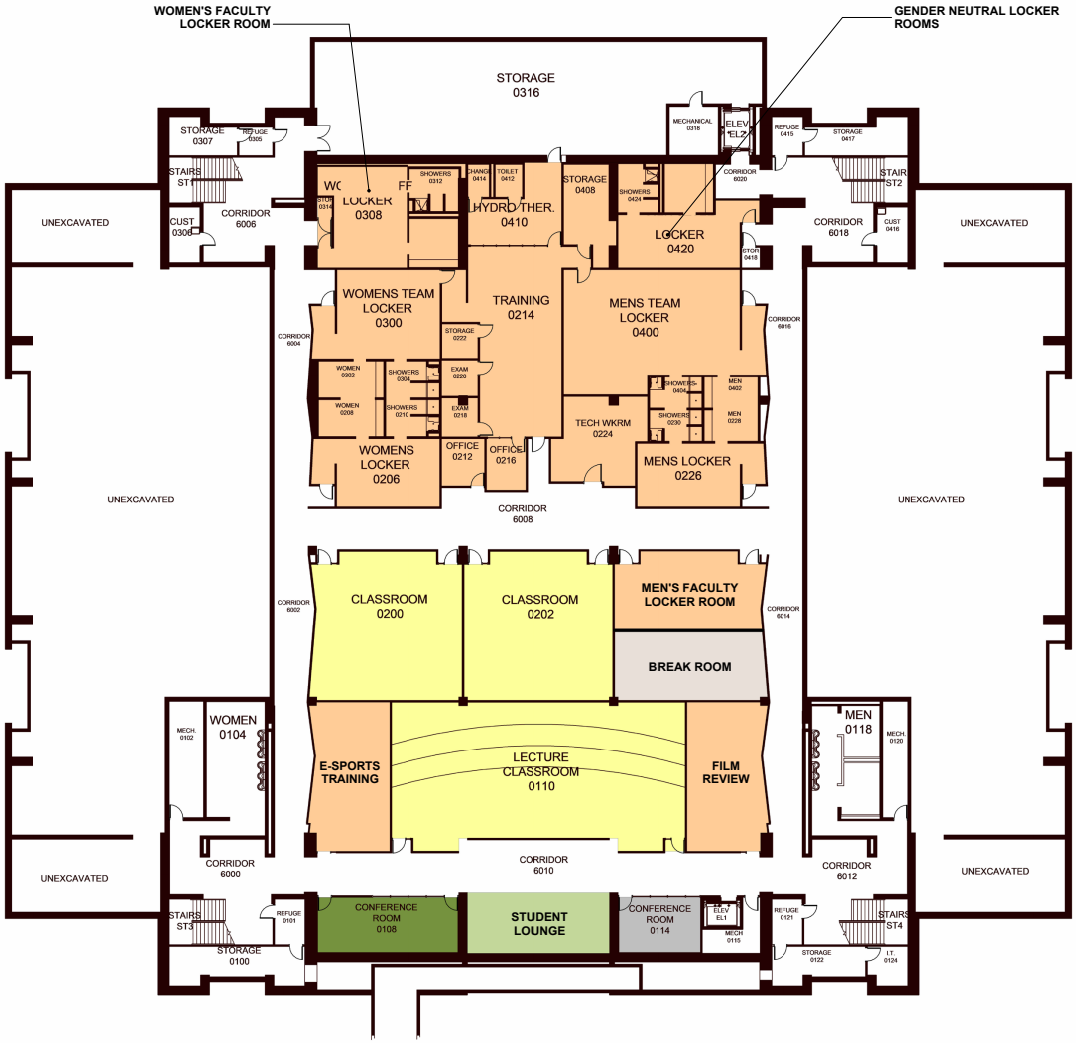
During the review of the PEC one area of concern that was mentioned was the use of the PEC for large events and how not having restrooms contained in the large gym space creates many issues during large basketball tournaments or graduations. Visitors need to exit the gym floor area to utilize the restroom and must either get their hand stamped or somehow identify themselves as someone who has already paid for admission. In addition, the current concession location is too small and does not meet the needs to supply food to a large crowd during events.

Factoring in the desire for students and staff to be able to walk from one building to another without being exposed to the elements, it was determined that adding space to the lot one (1) side of the PEC would allow for the creation of restrooms and a concession area while allowing for the continuous connections of buildings.

In addition to the two main changes in the PEC, there were several other factors that were considered before the final layout was determined. These factors are listed below with a brief explanation:

- Adding ticket booths near entrances.
- Move small workout rooms from storage rooms allowing for proper HVAC and lighting.
- Create gender neutral restrooms and lactation rooms for all buildings.
- Add a break room for employees.
- Add additional printer/work room locations.
- Provide gender neutral locker rooms for students or staff that are in the same general area of existing locker rooms.
- Create a new space for staff locker rooms.
- Add film viewing room.
- Add E-sports training room.

The current lecture hall room 0116 would also have upgrades to the HVAC system to reduce noise and upgrades to the electronic equipment to improve the overall educational experience for students.



LEGEND

- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- GENERAL CLASSROOMS
- STUDENT LIFE
- FACULTY OFFICES
- FITNESS, WELLNESS & SPORTS
- VACANT
- SUPPORT


FITNESS
1206
CONNECTION TO
RESTAURANT
WEIGHT
ROOM
1200
DANCE
1216
SMALL
WORKOUT
ROOMS
SMALL
WORKOUT
ROOMS
OFFICE
1208
NEW ENTRANCE
CIRCULATION
LOBBY
6112
VEST
6110
VEST
6114
TICKET WINDOW
TICKET
BOOTH
SMALL
WORKOUT
ROOMS
CORR
6108
I.T.
1202
WOMEN
1204
MEN
1210
ELEV
EL2
MECH
1214
CORR
6106
TICKET WINDOW
TICKET
BOOTH
STAIR
ST1
STAIR
ST2
STORAGE
1116
STORAGE
1114
STORAGE
LOFT
1110
STORAGE
1108
CONCESSION
GYMNASIUM
1100
WOMEN'S RR
LACT.
GN RR
MEN'S RR
STORAGE
1102
STAIRS
ST3
CONF
ROOM
1002
OFFICE (FAC)
1006
OFFICE (COACHES)
1016
CONF ROOM
1026
I.T. 1028
STAIRS
ST4
STORAGE
1104
MECH
1106
CORR
6100
CORR
6104
CONNECTION TO SC
OFFICE
1000
OFFICE
1004
OFFICE
1008
OFFICE
1010
OFFICE
1012
OFFICE
1014
OFFICE
1018
OFFICE
1020
OFFICE
1022
OFFICE
1024
LEGEND
GENERAL CONFERENCE ROOMS
INFORMATION TECHNOLOGY
MULTIPURPOSE ROOMS
GENERAL CLASSROOMS
FACULTY OFFICES
FITNESS, WELLNESS & SPORTS
VACANT

The Rock River Valley region has a long and rich history in the restaurant industry. The need for a means of educating future chefs and culinary students has been discussed in the Rockford region for decades. As more businesses like the Hard Rock Casino and new sports complexes require more culinary arts employees, the need for a culinary school continues to grow. Creation of a culinary arts and conference center at the Rock Valley College campus would help the region by creating a pipeline of students for these positions without having to rely on the Chicagoland area schools to provide the workers.

This new center would be located near the main Mulford Road entrance and would be able to utilize the existing parking spots available in Parking Lot One. Located near the main entrance to the College this building could also serve as the Welcome Center for the school, allowing Student Services to speak with new visitors to the campus and assist directing them to other programs and resources available on campus.

The conference center would allow RVC to host seminars and other training or conference related activities at the main campus. This would bring new visitors to the campus allowing more people to see the beauty of the RVC campus and how much of a benefit the college is to the community and region.

In addition to the above-mentioned items for the new Culinary and Conference Center there were several other factors that were considered before the final layout was determined. These factors are listed below, with a brief explanation:

- Create gender neutral restrooms and lactation rooms for all buildings.
- Add break room for employees.
- Add additional printer/work room locations.

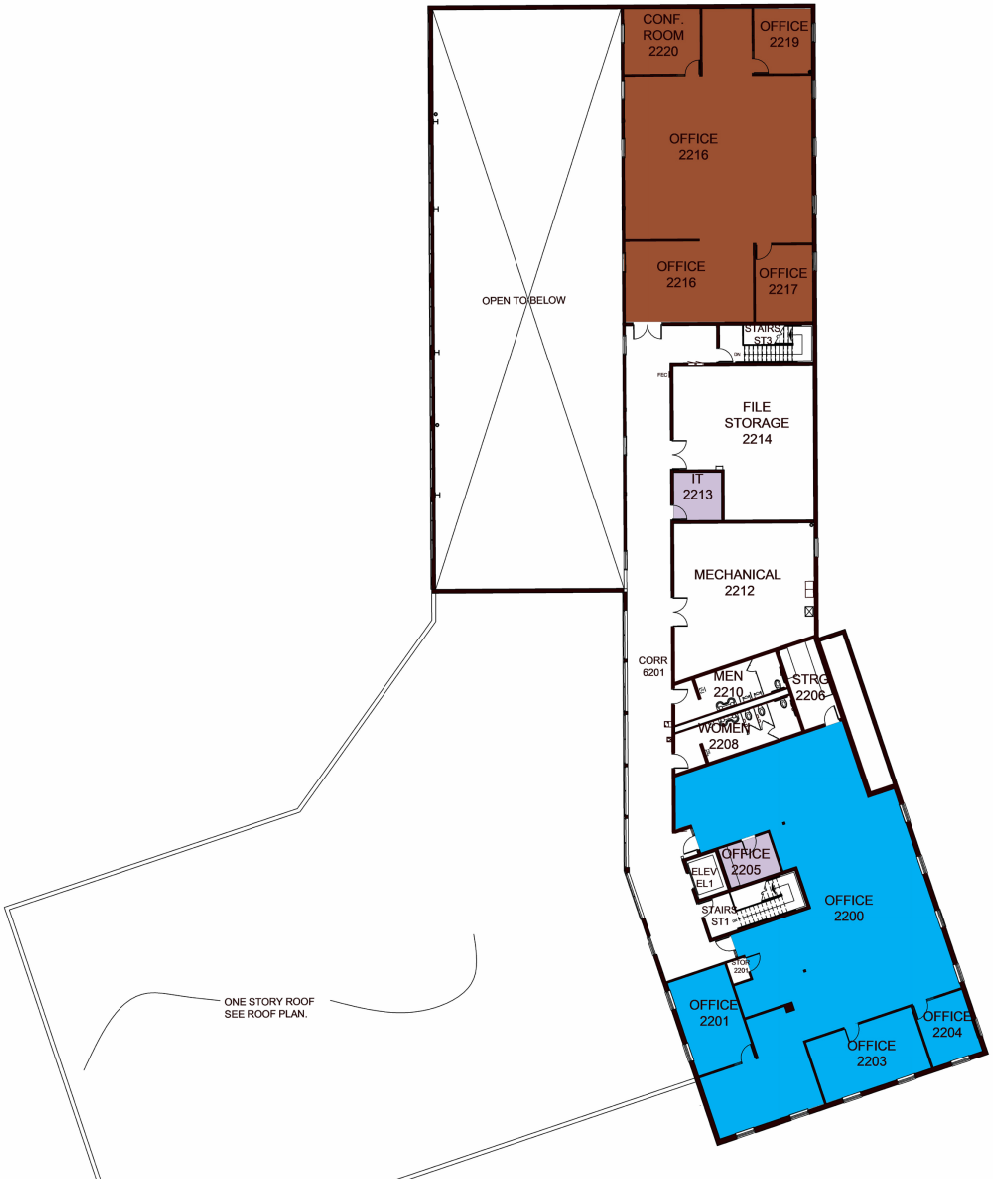

CONFERENCE/EVENT - A
CONFERENCE/EVENT - B
CONFERENCE/EVENT - C
CONFERENCE/EVENT - D
STORAGE
RECEIVING
DELIVERY/OUTDOOR GARDEN
WALK-IN COOLER/ FREEZER
PRODUCTION KITCHEN
SERVICE KITCHEN/ COOLER/ STORAGE
BAR AREA
DINING AREA
OUTDOOR DINING AREA
CULINARY CLASSROOM
PREFUNCTION AREA
OUTDOOR COURTYARD
CLASSROOM
CLASSROOM
CLASSROOM
RECEPTION OFFICE
WELCOME DESK
LOBBY
OFFICES
LACTATION
GENDER-NEUTRAL BATHROOM
FITNESS 1206
WEIGHT ROOM 1200
PRINT/COPY
BREAK ROOM
CONNECTION TO RESTAURANT
LEGEND
GENERAL CONFERENCE ROOMS
STUDENT SERVICES
INFORMATION TECHNOLOGY
MULTIPURPOSE ROOMS
GENERAL CLASSROOMS
FACULTY OFFICES
ADMINISTRATION
FITNESS, WELLNESS & SPORTS
VACANT
SUPPORT SPACES

The Support Services Building (SSB), located north of the campus ring road (Rock Valley College Circle), accommodates multiple administrative and facilities related functions for the college. As a result of discussions with the various groups related to the building, the following needs were identified by the planning team as potential upgrades to the SSB and its surrounding support facilities:

- Create gender neutral restrooms and lactation rooms for all buildings.
- Create a "clean" break room. The current break room is utilized primarily by Plant, Operations, and Maintenance (POM) staff and is often dirty due to the nature of the work conducted by POM staff.
- Add additional meeting space to the building.
- Consolidate Human Resources into one space and add a private conference room for them to conduct conversations with candidates for new positions.
- Expand the POM storage building to allow for storage of the following items when not in use:
  - Technology Bus
  - Police Vehicles
  - Mailroom Vehicles
- Expand the Police Department into the adjacent conference room to accommodate the new Environmental, Health, and Safety section of the police department.
- Improve the evidence storage for the police department.
- Consolidate Print Services and Mailroom into one location.
- Create a storage loft for POM to store additional spare parts for college buildings.

LEGEND

- ADMINISTRATION
- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- FACILITIES



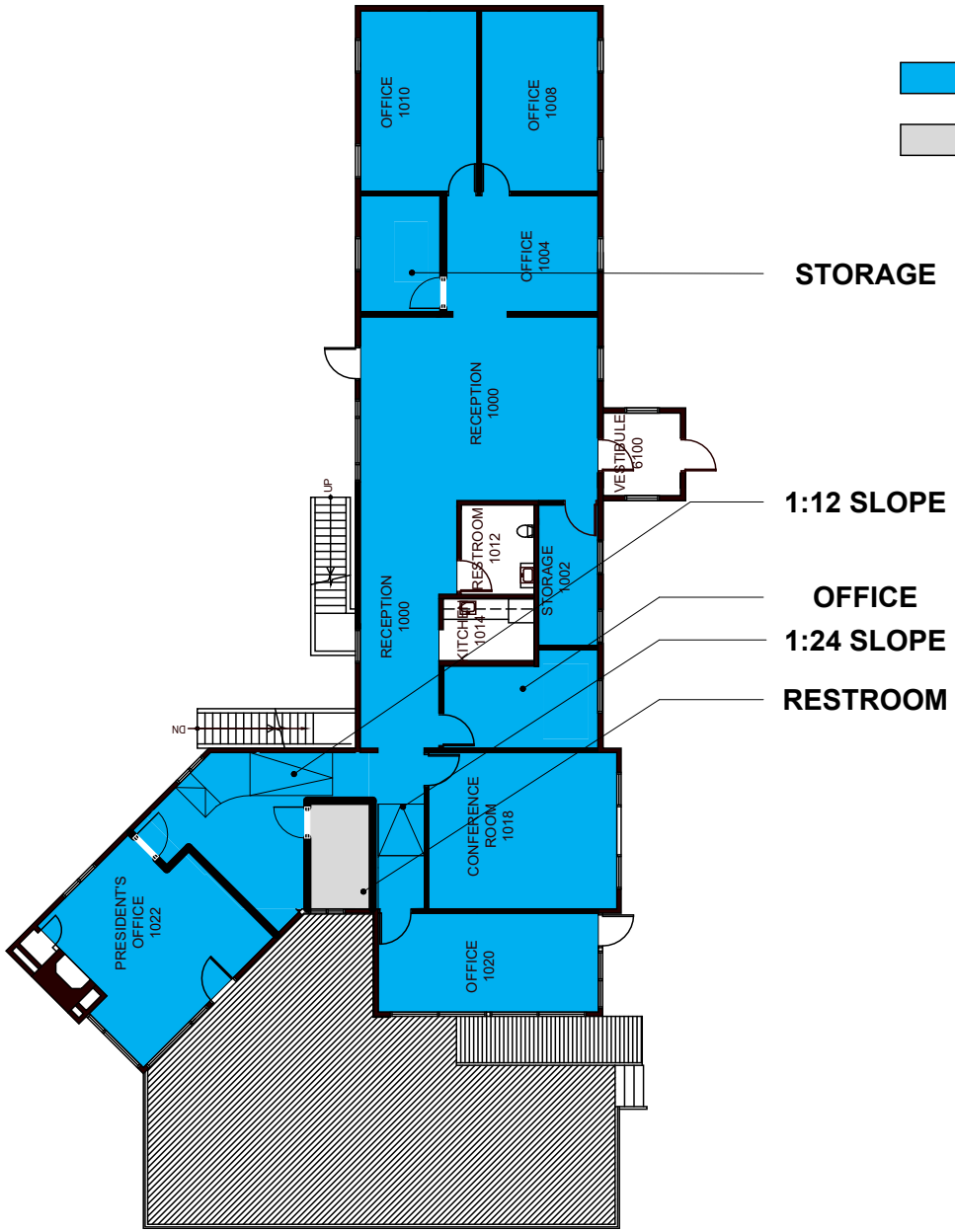
LEGEND

- ADMINISTRATION
- GENERAL CONFERENCE ROOMS
- INFORMATION TECHNOLOGY
- FACILITIES

Rock Valley College

Building E is the original farmhouse for the property and has been the location for the College President Office for almost the entire time the college has been in existence. The original structure has gone under a couple of renovations, the last renovation was in 2006. Building E is also the location for the Vice President of Operations / COO and support staff for both positions. The farmhouse has a rich history and therefore the committee felt expanding or eliminating the house is not an option, but upgrades are needed to the building. The President's office and private restroom are not compliant with the Americans with Disabilities Act (ADA) and need to be upgraded. To accomplish this task, a new storage location for President and Board documents is needed. This will free up space near the President's office to accommodate a new ADA compliant ramp leading to the President's office. During this construction a new ADA compliant private restroom could also be constructed within the existing footprint of the building.

The office that currently houses the President's assistant also has ADA compliance issues because of a small two-inch step that must be crossed in order to enter the office. This step can be removed by creating a small ADA compliant ramp leading to the office. Finally, new carpeting and paint would be added to complete the upgrade.


OFFICE 1010
OFFICE 1008
OFFICE 1004
RECEPTION 1000
VESTIBULE 1100
RESTROOM 1012
STORAGE 1002
KITCHEN 1014
RECEPTION 1000
UP
DN
CONFERENCE ROOM 1018
PRESIDENT'S OFFICE 1022
OFFICE 1020
ADMINISTRATION
TOILET
STORAGE
1:12 SLOPE
OFFICE
1:24 SLOPE
RESTROOM

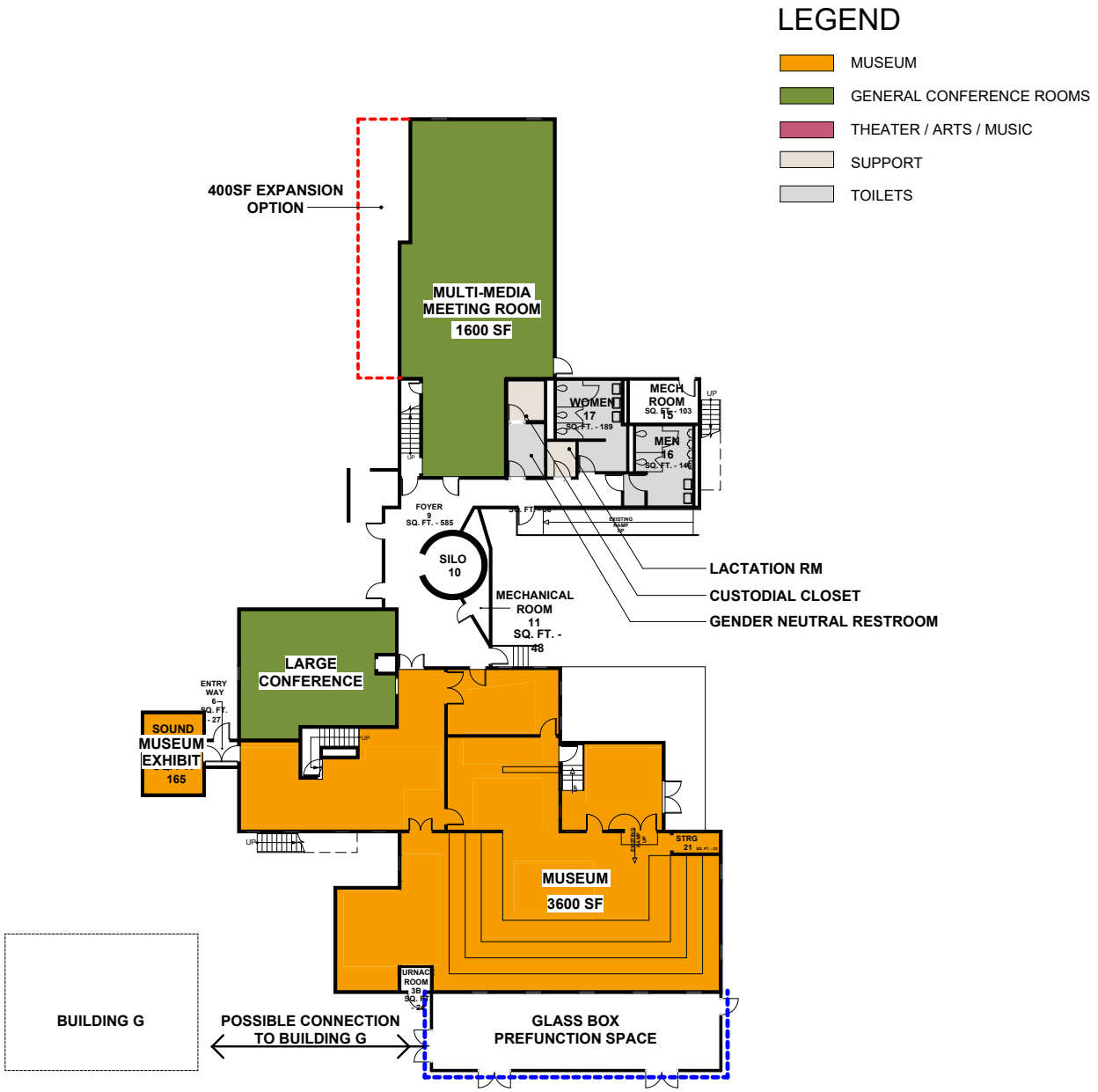
Building F is the original barn and silo from the farm that existed on the property that is now Rock Valley College. This building is steep in history and therefore would be a great location to house the first Rock Valley College Museum. As described in the proposal for the BST and CLII renovations, the offices for the Starlight Theater staff and the costume and prop storage will be removed from the building. This will free all the space inside Building F for the new museum and some conference space.

The COVID-19 pandemic pointed out the need for rooms that are capable of transmitting information and activities to people who are remotely wanting to watch an event. The need for a high-tech state-of-the-art conference location was identified by the Steering Committee. This space would be an ideal space to conduct Board meetings, allowing for the meetings to be broadcast live to anyone who wished to watch. Utilizing cameras, microphones, flat screen televisions and other technology, this room would offer the viewer the best experience when observing or participating remotely.

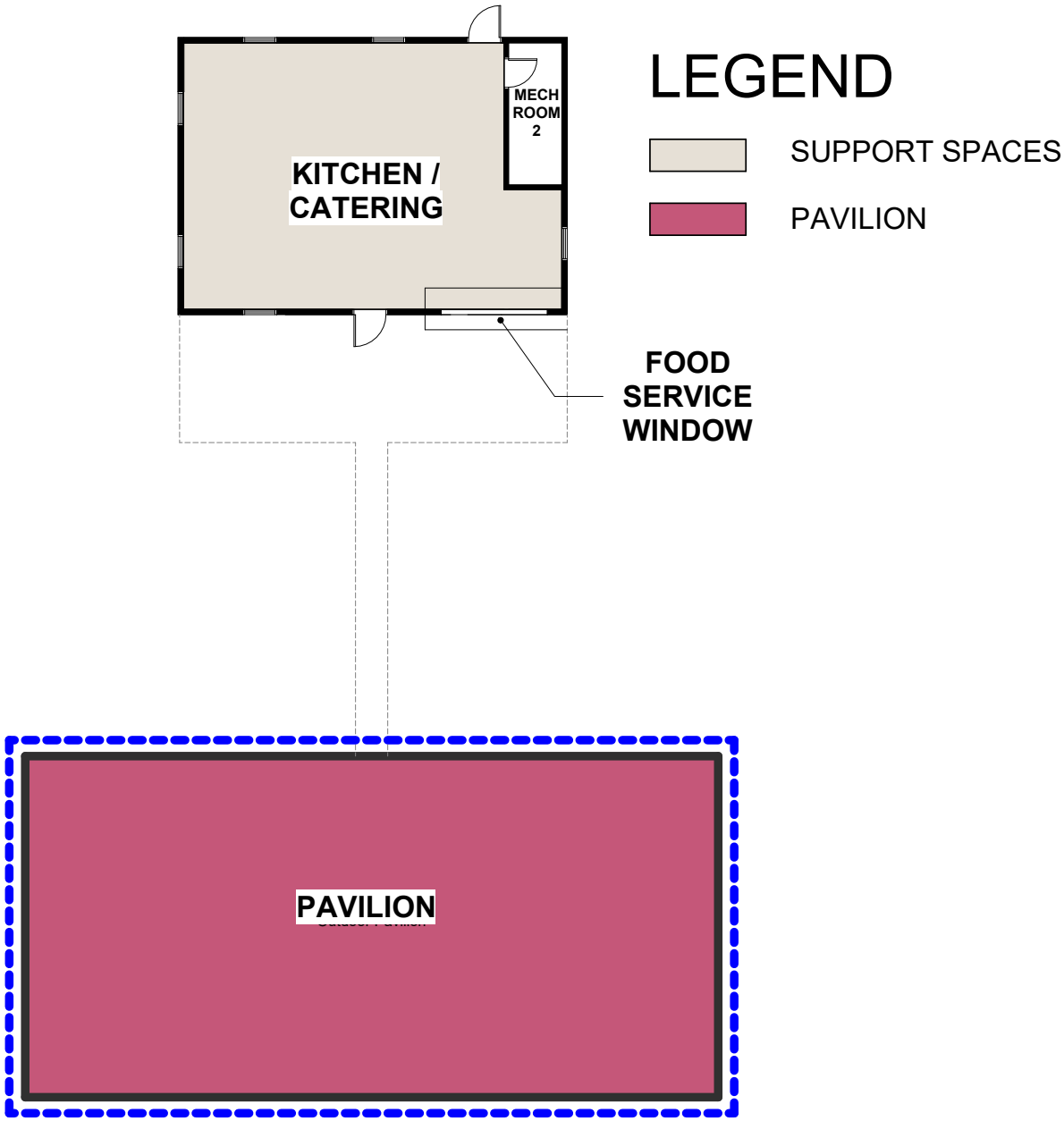
The close proximately to Building E and the Office of the President and Vice President of Operations/COO allows for these two areas to utilize the conference room for other high-level meetings throughout the year.

The museum could be utilized to display the rich history of Rock Valley College. Many historic items are stored away and not able to be viewed by the public. RVC would be able to honor the people who had a part in creating or improving the college over the past 50 years.

The location of the museum, right next door to the Starlight Theater, would create the ability for the museum to be open during the summer outdoor play schedule. Visitors to Starlight would be given an opportunity to stroll through the museum and learn more about RVC. Visiting pieces from other museums could also be displayed for viewing.


LEGEND
MUSEUM
GENERAL CONFERENCE ROOMS
THEATER / ARTS / MUSIC
SUPPORT
TOILETS
400SF EXPANSION OPTION
MULTI-MEDIA MEETING ROOM 1600 SF
WOMEN 17 SQ. FT. - 189
MECH ROOM 15 SQ. FT. - 103
MEN 16 SQ. FT. - 140
FOYER 9 SQ. FT. - 585
SILO 10
MECHANICAL ROOM 11 SQ. FT. - 48
LACTATION RM
CUSTODIAL CLOSET
GENDER NEUTRAL RESTROOM
LARGE CONFERENCE
ENTRY WAY 6 SQ. FT. - 27
SOUND
MUSEUM EXHIBIT 165
STRG 21
MUSEUM 3600 SF
URNACE ROOM 38 SQ. FT. - 2
BUILDING G
POSSIBLE CONNECTION TO BUILDING G
GLASS BOX PREFUNCTION SPACE

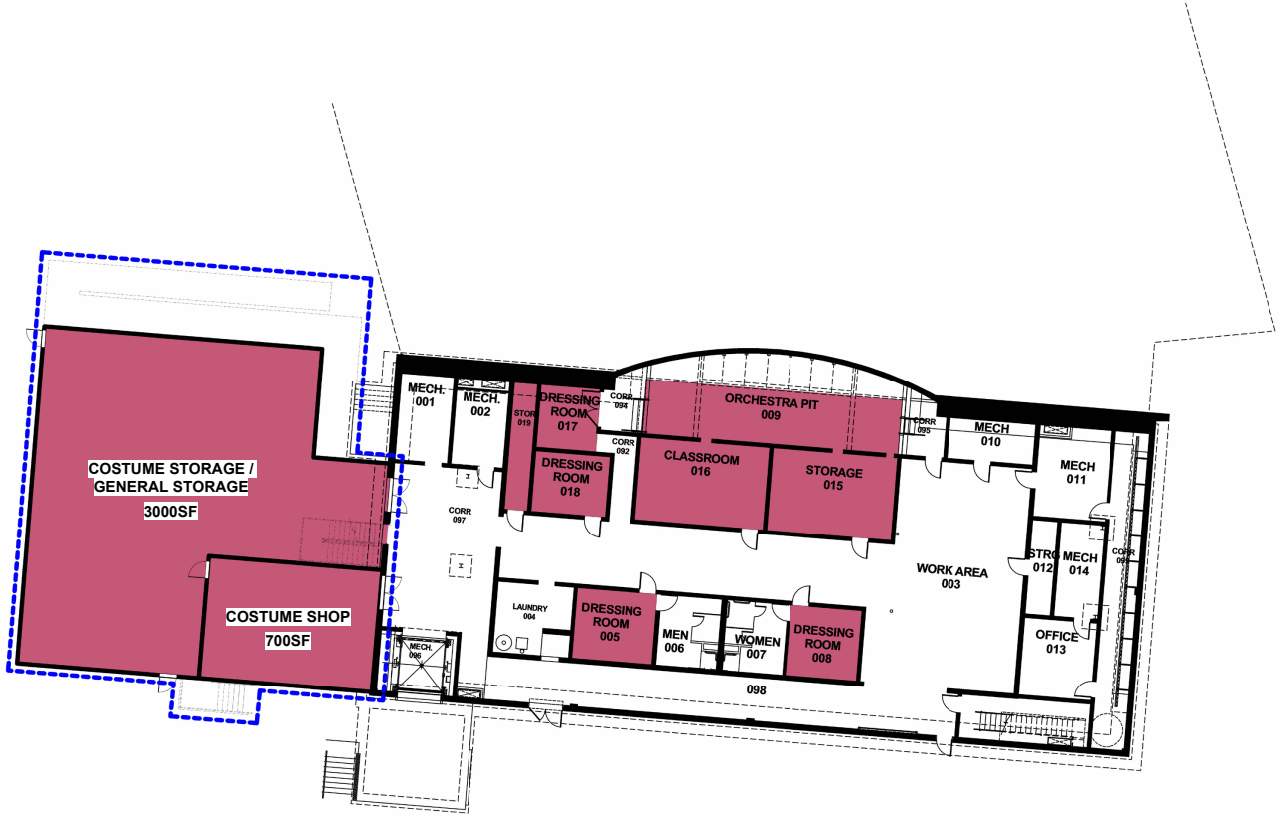
Building G could be converted into a small kitchen, while the tent that currently sits just south of Building G and F could be converted into a covered pavilion. This would allow organizations and groups to sign up for a show at Starlight, be served food from Building G, eat under the pavillion, and walk through the museum before watching a production at the Starlight Theater.

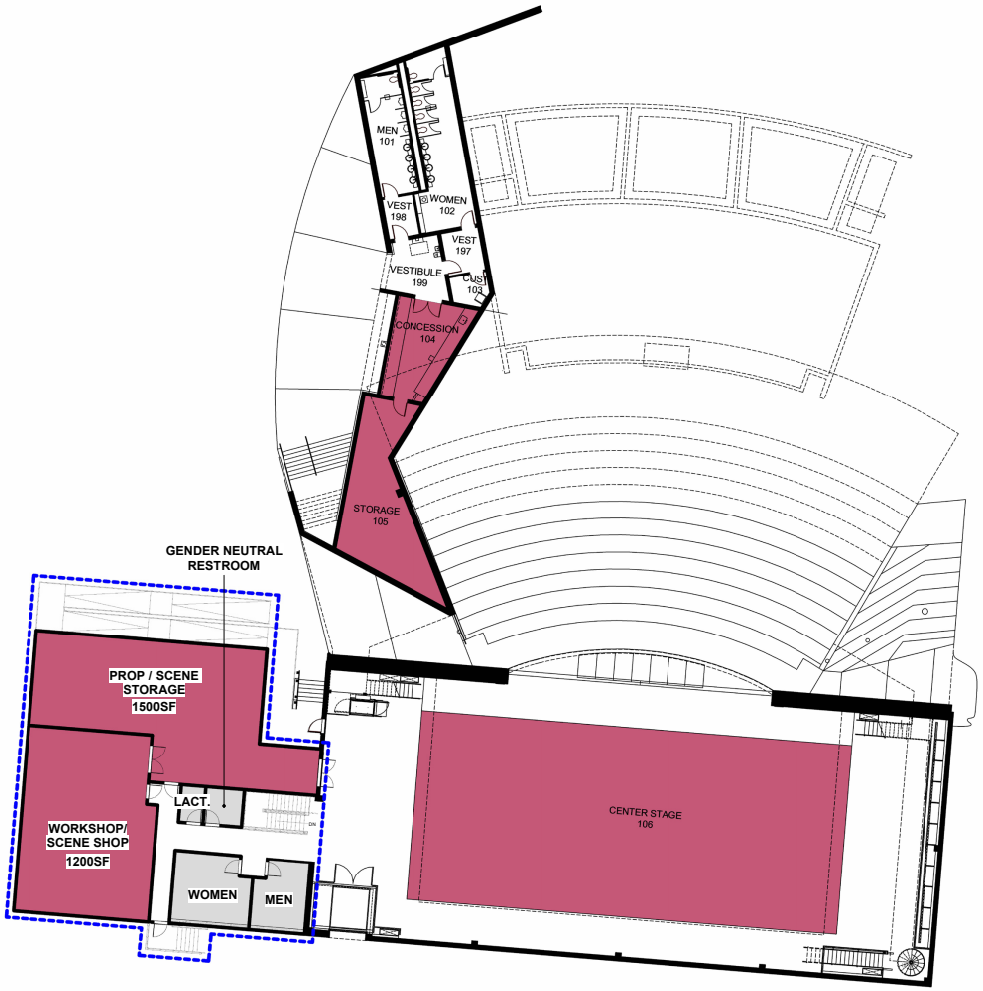

MECH ROOM 2
KITCHEN / CATERING
FOOD SERVICE WINDOW
PAVILION
LEGEND
SUPPORT SPACES
PAVILION

The Bengt Sjorstrom Theatre (BST), also referred to as the Starlight Theater, is a world renowned, one of a kind, theater designed by Judy Gang. The current structure was last upgraded in 1998. The outdoor style theater is known for its roof that can open at night to the stars while guests are entertained watching a variety of shows and events.

Updates are needed at the site and there were several other factors that were considered before the final conceptual layout was determined. These factors are listed below, with a brief explanation:

- Need to make the stage compliant with the Americans with Disability Act (ADA).
- Adding restrooms that are ADA compliant to the stage level.
- Added area to build and design sets.
- Improved storage area for costumes and props for productions.
- Create gender neutral restrooms and lactation rooms for all buildings.


COSTUME STORAGE / GENERAL STORAGE
3000SF
COSTUME SHOP
700SF
MECH. 001
MECH. 002
STOR 019
DRESSING ROOM 017
CORR 094
ORCHESTRA PIT 009
CORR 092
DRESSING ROOM 018
CLASSROOM 016
STORAGE 015
CORR 095
MECH 010
MECH 011
CORR 097
WORK AREA 003
STRG 012
MECH 014
CORR 093
LAUNDRY 004
DRESSING ROOM 005
MEN 006
WOMEN 007
DRESSING ROOM 008
OFFICE 013
MECH. 096
098
THEATER / ARTS / MUSIC



LEGEND

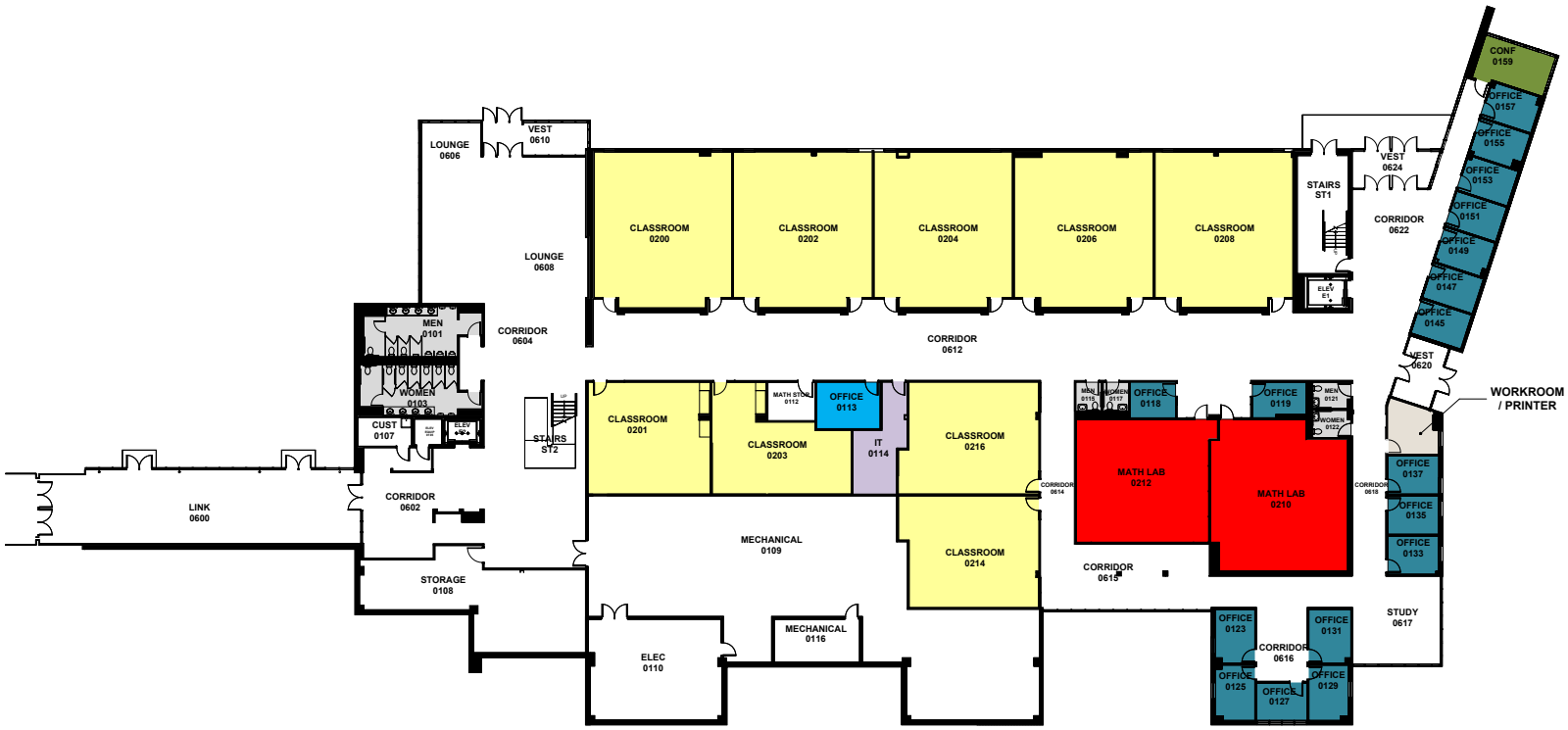
- THEATER / ARTS / MUSIC
- TOILETS
- SUPPORT SPACES

Rock Valley College

The Jacobs Center for Science and Math (JCSM) was constructed in 2011. The construction of the JCSM was proposed to create a space where student could learn in labs that were designed to meet the educational needs of the students. The building was the first RVC building to utilize a state-of-the-art geo-thermal field for heating and cooling and utilizes many efficient systems in its design. There are no major upgrades needed to JCSM. The building still meets the needs of the students in areas of chemistry, biology, and math.

Although there are no major changes needed in the JCSM, there were several other factors that were considered before the final layout was determined for the JCSM. These factors are listed below:

- Create gender neutral restrooms and lactation rooms for all buildings.
- Add break room for employees.
- Add additional printer/work room locations.


LEGEND
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
GENERAL CONFERENCE ROOMS
GENERAL CLASSROOMS
FACULTY OFFICES
THEATER / ARTS / MUSIC
ADMINISTRATION
EARLY COLLEGE
BUSINESS
VACANT
SUPPORT
TOILETS
LOUNGE 0606
VEST 0610
LOUNGE 0608
CLASSROOM 0200
CLASSROOM 0202
CLASSROOM 0204
CLASSROOM 0206
CLASSROOM 0208
STAIRS ST1
VEST 0624
CORRIDOR 0622
CONF 0159
OFFICE 0157
OFFICE 0155
OFFICE 0153
OFFICE 0151
OFFICE 0149
OFFICE 0147
OFFICE 0145
VEST 0620
WORKROOM / PRINTER
MEN 0101
WOMEN 0103
CUST 0107
CORRIDOR 0604
CORRIDOR 0612
STAIRS ST2
CLASSROOM 0201
CLASSROOM 0203
MATH STOR 0112
OFFICE 0113
IT 0114
CLASSROOM 0216
OFFICE 0118
OFFICE 0119
MATH LAB 0212
MATH LAB 0210
OFFICE 0137
OFFICE 0135
OFFICE 0133
LINK 0600
CORRIDOR 0602
MECHANICAL 0109
CLASSROOM 0214
CORRIDOR 0615
STORAGE 0108
ELEC 0110
MECHANICAL 0116
OFFICE 0123
OFFICE 0131
CORRIDOR 0616
OFFICE 0125
OFFICE 0127
OFFICE 0129
STUDY 0617

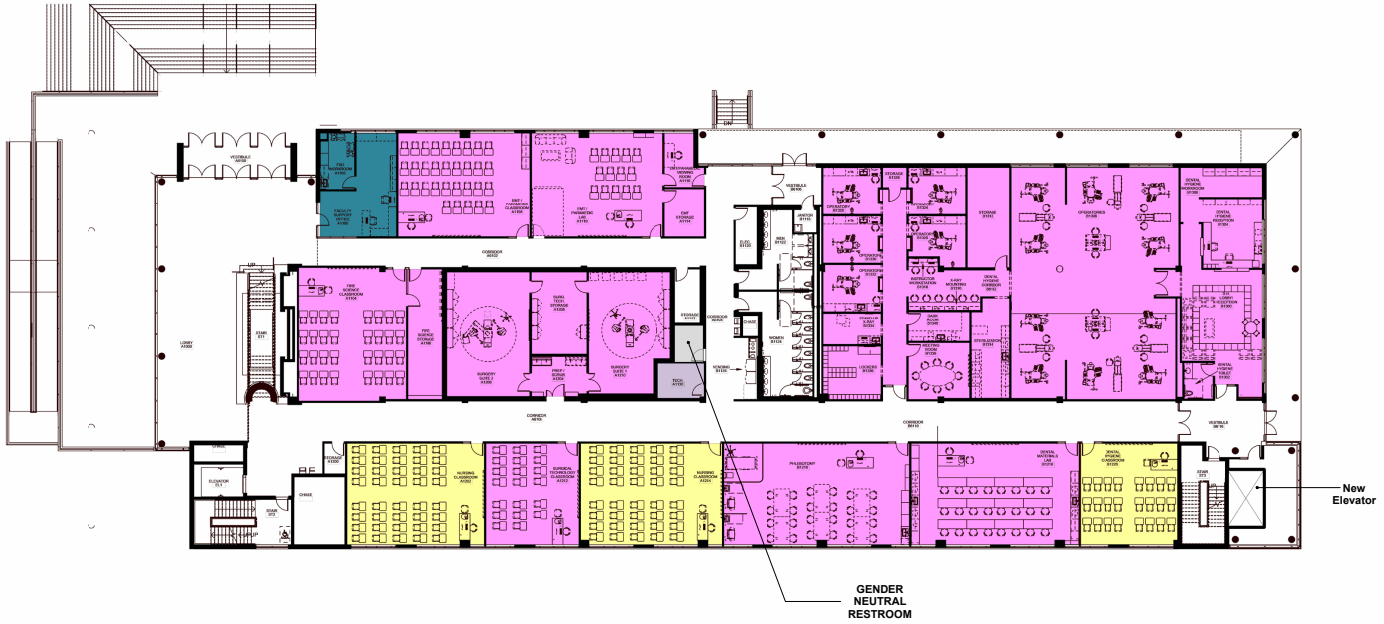

CORRIDOR 6112
BIOLOGY LAB 1126
MICRO BIOLOGY LAB 1124
CLASSROOM 1122
ANATOMY & PHYSIOLOGY 1120
CORRIDOR 6111
CONF 1059
OFFICE 1057
OFFICE 1055
OFFICE 1053
OFFICE 1051
OFFICE 1049
OFFICE 1047
OFFICE 1045
OFFICE 1043
MEN 1001
WOMEN 1003
CORRIDOR 6114
ADJUNCT OFFICE 1128
CONF RM 1132
CONF RM 1130
ELEC 1134
LIFE SCIENCE PREP 1136
AUTOCLAVE 1138
MECH 1110
IT 1108
CADAVER 1118
STAIRS
STAIR ST002
VEST 6116
GENERAL BIOLOGY LAB 1100
CLASSROOM 1102
CLASSROOM 1104
CLASSROOM 1106
CORRIDOR 6106
ANATOMY & PHYSIOLOGY 1112
CORRIDOR 6110
OFFICE 1037
OFFICE 1035
OFFICE 1033
WORK ROOM 1007
FACULTY SUPPORT OFFICE 1009
CORRIDOR 6102
CORRIDOR 6104
VEST 6100
LIFE SCIENCES RESOURCE 1011
CONF 1012
CONF 1013
OFFICE 1015
OFFICE 1017
OFFICE 1019
OFFICE 1023
OFFICE 1025
CORRIDOR 6108
OFFICE 1027
OFFICE 1031
OFFICE 1029
STUDY 1032
WORKROOM / PRINTER
LACTATION ROOM OPT B - REPLACE OFFICE W/ LACT RM & GAIN SMALL STORAGE RM
LACTATION ROOM OPT A - REDUCE SPACE FROM STORAGE W/ ACCESS THROUGH LACT RM
STO.
LEGEND
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
GENERAL CONFERENCE ROOMS
GENERAL CLASSROOMS
FACULTY OFFICES
THEATER / ARTS / MUSIC
ADMINISTRATION
EARLY COLLEGE
BUSINESS
VACANT
SUPPORT
TOILETS


CONF 2059
OFFICE 2057
OFFICE 2055
OFFICE 2053
OFFICE 2051
OFFICE 2049
OFFICE 2047
OFFICE 2045
OFFICE 2043
CORRIDOR 6214
CORRIDOR 6212
CHEMISTRY LAB 2124
CLASSROOM 2122
INSTR ROOM 2120
ORGANIC CHEM LAB 2118
GEOLOGY 2108
STAIRS ST1
ELEV E1
MECH 2130
CHEMISTRY PREP 2126
PHYSICAL SCIENCE PREP 2134
LAB PREP 2132
IT 2114
MECH 2136
MEN 2112
CUST 2111
WOMEN 2110
WORKROOM / PRINTER
MEN 2001
WOMEN 2003
CORRIDOR 6200
STAIRS ST3
ELEV
STORAGE 2009
CUST 2005
GREENHOUSE 2007
STAIRS ST2
CHEMISTRY LAB 2100
CLASSROOM 2102
CLASSROOM 2104
CLASSROOM 2106
PHYSICS & ASTRONOMY 2116
CORRIDOR 6208
OFFICE 2039
OFFICE 2037
OFFICE 2035
OFFICE 2033
BREAK ROOM - POSSIBILITY TO EXPAND
CORRIDOR 6202
PHYSICAL SCIENCE RESOURCE 2011
OFFICE 2013
OFFICE 2015
OFFICE 2017
OFFICE 2019
OFFICE 2021
CORRIDOR 6204
OFFICE 2023
OFFICE 2025
OFFICE 2027
OFFICE 2029
OFFICE 2031
CORRIDOR 6206
LEGEND
GENERAL COMPUTER LABS
INFORMATION TECHNOLOGY
GENERAL CONFERENCE ROOMS
GENERAL CLASSROOMS
FACULTY OFFICES
THEATER / ARTS / MUSIC
ADMINISTRATION
EARLY COLLEGE
BUSINESS
VACANT
SUPPORT
TOILETS

The Health Science Center (HSC) was constructed in 2017. The construction of the HSC was to meet the ever-increasing demand in the medical industry for employees. The new building utilizes a state of the art geo-thermal field for heating and utilizes many efficient systems in its design. Due to the recent construction of the HSC, there are no major upgrades needed to HSC. The main area of change in HSC revolves around the massage therapy program moving to the HSC. The program is currently housed in CLII but as a medical based program, it should be housed in the Health Sciences area of the college. The third floor of the HSC has a space available for future programs and is available to house the massage therapy program.

In addition to the above-mentioned changes in HSC there were several other factors that were considered before the final layout was determined. These factors are listed below, with a brief explanation:

- Create gender neutral restrooms and lactation rooms for all buildings.
- Add break room for employees.
- Add additional printer/work room locations.



LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- ADMINISTRATION
- MULTIPURPOSE ROOMS
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE
- TOILET
- SUPPORT

LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- ADMINISTRATION
- MULTIPURPOSE ROOMS
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE
- TOILET
- SUPPORT

Rock Valley College

LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- ADMINISTRATION
- MULTIPURPOSE ROOMS
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE
- TOILET
- SUPPORT

LEGEND

- GENERAL COMPUTER LABS
- INFORMATION TECHNOLOGY
- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- ADMINISTRATION
- MULTIPURPOSE ROOMS
- HEALTH CAREERS
- ACADEMIC SUPPORT
- LEASED / SHARED SPACE
- TOILET
- SUPPORT

Rock Valley College

The Aviation Career Education Center (ACEC) located at the Chicago Rockford Airport was constructed in 2015. The construction of the ACEC was to meet the demand of the Aviation industry to provide licensed and skilled mechanics. By partnering with AAR Rockford Maintenance, Repair and Overhaul (MRO) facility, adjacent to the ACEC campus, and with multi-million dollars of state funding investment, RVC has expanded the Aviation Maintenance Program to further strengthen the aviation maintenance technician (AMT) pipeline.

AVM classes are conducting utilizing a cohort model of education where students from a cohort stay together throughout the program working together to complete the educational program. Since the construction of the facility, the need continues to grow for skilled aviation mechanics. In 2022, in an attempt to meet this need, the program increased from four to five cohorts. This has resulted in the need for more offices and cubicle spaces to support the expanded staff growth, and the additional positions of Academic Advisor and Aviation Program Coordinator. The program has hired 2 more full-time faculty, 9 more adjunct faculty along with an Academic Advisor on-site to support the expanded cohorts.

In order to meet the needs of this growing program the following items were identified by the planning team as potential upgrades needed in the ACEC building:

- Modify the classrooms into more efficient flexible lab space/ lecture space – with updated flexible workbenches, chairs on wheels, and instructor podiums.
- Replacing the desktop computers in the ACEC Computer Lab, with multiple Laptop Carts to expand access for students to online FAA Textbooks, and Aircraft Manuals required for coursework and projects.
- Create lecture space in or near the main hangar area. The Structures Lab is a large space with potential to use more efficiently with modifications. This can be accomplished by moving equipment and benches into a better educational workflow, in an arrangement which allows for a sectioned off lecture space, outfitted with smart technology.
- Create a few small testing rooms in which individuals can take the required FAA Certification Testing. RVC, AAR, and other companies, are continuing to send an increased number of would-be AMT Mechanics, to the RVC Main Campus Testing Center for proctored FAA Written Exams. It is recommended to explore growing the ACEC space to double as testing space.
- Add additional office space to the building to accommodate new instructors and the need for additional part-time instructor work areas.

LEGEND

- GENERAL CONFERENCE ROOMS
- GENERAL CLASSROOMS
- FACULTY OFFICES
- SUPPORT

Rock Valley College is a medium-sized community college that has multiple locations in two different counties. The current assessed value of the buildings and equipment is over 250 million dollars. Maintaining the property and assets as they age is a constant battle and requires careful consideration to ensure the locations are safe, inviting locations where students feel comfortable attending and learning. To properly plan for the improvements needed to maintain an organization of this size, the College recently invested in a new software program to help track all the major assets and determine the end-of-life timeline and replacement costs for these assets.

As part of this project, the college recently conducted a facilities assessment of all the major assets on campus. This survey was conducted by the College architect and engineering firm with the goal of documenting all the major Heating, Ventilation, and Air Conditioning (HVAC) systems. Electrical, plumbing, hardware, carpeting, flooring, parking lots, and roofs were all analyzed. Each item's end-of-life timeline was documented. The items were tagged, and replacement costs were estimated. This information was entered into the new computer system to determine the approximate cost and schedule of replacement for these assets. The following reports are a projected cost and timeline for the replacement and upkeep of those systems.

As we continue to gather data and utilize more of the artificial intelligence (AI) functions of the software and the system has more information entered over the next couple of years, these reports will continue to improve, evolve, and become a better predictor of future costs. These first reports will be updated and improved every year as part of the asset management plan for RVC.

In the coming months the college will continue to add not only building and grounds assets, but other technology and classroom-based assets into the system. Equipment used to maintain our technology and classroom labs is another large monetary output for the college. Utilizing this software, the hope is to better understand and predict when these items will need to be replaced. This will allow for better five- and ten-year expense planning for the college. Refer to Exhibit A for further information regarding campus infrastructure improvements.

In the wake of the Coronavirus Pandemic, the College has developed a technology assessment and strategic plan to identify technology improvements necessary to support the expansion of remote learning / instructional delivery at Rock Valley College. Please refer to the attached Exhibit B for the technology report provided by the College.

To assist with the financial planning associated with the implementation of the Facilities Master Plan, the following cost summary was developed. This summary is organized into the following three categories:

- Building Additions & Renovations (including associated infrastructure & sitework)
- Site Development & Landscaping Upgrades
- Infrastructure Upgrades

These project cost estimates include all anticipated hard construction costs, contingencies, architectural/engineering fees, and furnishings/equipment costs. It is important to recognize that the cost projections represent rough orders of magnitude only and are based on June 2023 estimated construction costs. As time goes on and projects are implemented beyond June 2023, it will be important to include an escalation factor to reflect current costs at that time.

Building Additions & Renovations

Priority	*Project*	*Estimated Cost*
1	RVC Downtown Campus	$20,000,000
2	CLII - Renovation	$34,915,244
3	CLII Performing Arts Center	$19,026,597
4	WTC - Renovation	$5,708,956
5	BST - Storage/ADA addition	$2,885,150
5	ACEC	$2,472,370
5	AFSF - Restrooms/Concessions	$924,273
6	Building E	$1,016,704
6	New Storage Barn	$4,656,920
7	Building F	$4,719,912
7	Building G	$1,116,145
8	ERC - Renovation	$20,803,302
9	SC - Renovation and Addition	$28,226,826
10	CLI Renovation	$1,104,464
10	Soccer - Concessions/Restrooms	$4,656,920
11	PEC - Addition	$12,846,249
12	Culinary Arts	$30,794,092
13	SSB	$3,468,700
13	HSC - Renovation	$1,772,284
13	JCSM	$316,227
Total:		$201,431,335

Site Development & Landscaping Upgrades

Project	*Estimated Cost*
5 Grass Soccer Fiels	$825,000.00
10’ wide asphalt pathway reconstruction/alignment	$170,480.00
1 Synthetic Soccer Field and Drainage	$1,346,000.00
1 Synthetic Soccer Field and Drainage, Lighted and Fenced	$1,731,000.00
1 Synthetic Softball Field and Drainage, and Lighted	$1,065,000.00
1 Synthetic Baseball Field and Drainage, and Lighted	$1,730,000.00
10’ wide asphalt pathway reconstruction/alignment	$64,000.00
Student Park Area with Walkways, Gardens, etc.	$570,000.00
10’ wide asphalt pathway thru Parking Lot 2	$52,000.00
10’ wide asphalt pathway thru Parking Lot 3	$64,000.00
24’ wide roadway thru Parking Lot 7	$180,000.00
24’ wide roadway thru Parking Lot 8	$72,000.00
24’ wide roadway thru Parking Lot 9	$124,000.00
Three Four-Way Stop-Controlled Intersections Lots 7, 8 & 9	$72,000.00
24’ wide new roadway - Spring Brook Rd. & Chartwell Dr.	$174,000.00
10’ wide asphalt pathway east of new roadway	$25,000.00
Traffic Signals - Spring Brook Rd. & Chartwell Dr.	$445,000.00
Traffic Signals - Spring Brook Road & Hubbard Trail	$445,000.00
Total:	$9,154,480.00

The development of the Facilities Master Plan (FMP) is designed to lay out a path for the college. This path includes the construction or remodeling of buildings to meet the projected needs of the college for the next ten years. Rock Valley College is not able to complete all of the items listed on the plan at the same time and would need to create a phased approached to the construction, relying on not only local but state funding in order to accomplish the tasks. This creates the need to develop a phased approached to the construction or remodeling that can follow a logical progression. This progression is based on a variety of factors and can include the following:

- Available funding sources.
- Current needs of the community and college.
- Emerging trends or programs that industry partners feel are important.
- Condition of existing structure and the need for improvement or upgrades.
- Need for compliance with building or other state or federal laws or regulations.

As noted in other sections of the FMP, the final design and costs will be developed as projects are brought forward and a concerted effort is made to design the project. However, we are able to place budgetary numbers to the construction concepts shown in the FMP and using this information create a logically phased approached to the construction.

Below is a listing of the construction projects proposed in the FMP and the phases of the construction. They are listed in numerical order. Some numbers have multiple projects listed. For example, there are three projects listed under the number 5. This is because the projects are relatively inexpensive and the overall need for the projects are high.

As with other parts of the FMP, the order of construction is based on information that is available to the college currently. As information, funding, or needs change the order and scope of a project, the construction projects and priority may change. This list also does not include costs associated with general maintenance and upkeep of existing college facilities. The costs associated with the yearly maintenance and upkeep is documented in the campus infrastructure improvement section of the FMP.

Below is the final listing of the phased construction projects and a brief explanation of why the project ranked where it is located on the list.

Priority	Name	Reason
1	RVC Downtown Campus	RVC has purchased property in downtown Rockford and is planning on building a new building in Rockford that will house many programs. The largest program will be a new automotive center with an electric vehicle component. Electric vehicles are a new technology and the region needs training locations for not only automotive technicians but for manufacturing personnel who have a working knowledge on how to safely manufacture an electric vehicle.
2	CLII	The remodel of CLII is currently ranked in the top ten projects with the State of Illinois to receive funding. The building is the last building that has not be remodeled and still is utilizing technology and equipment that was originally installed over 50 years ago.
3	CLII Performance	The addition of a performing arts building has been discussed for over 20 year at RVC and many in the community feel the building is long overdue. The building is also ranked in the top ten projects with the State of Illinois to receive funding.
4	WTC Remodel	The WTC received a partial remodel in 2016. This remodel included the ground floor and half of the first floor of the building. Unfortunately, the other half of the building has received very little attention and many of the systems in the building are 30 years old. The building houses many technology-based programs like computer technology, and the need to remain current with technology and new lab space it is paramount in these fields.
5	BST, ACEC, and AFSF	These three projects are ranked in the number five position for different reasons. The BST main stage is currently not ADA compliant and does not have ADA compliant entrances or restrooms. Many members of the community volunteer at the theater and not being able to allow person's with disabilities the chance to participate is a major issue. The airport facility (ACEC) is currently experiencing a major increase in students and needs more space in order to meet the needs of the students and our community partners. Finally, the new Athletic Field Sports Facility (AFSF) is needed to continue to improve our athletic programs. The sports programs at RVC recently upgraded to Division two and the new AFSF would be a welcome addition to the program. The new building would also serve as a storm shelter for the athletic fields. The lack of a storm shelter area is a major concern for the athletic fields.

Priority	Name	Reason
6	Building E and the Storage Barn	Building E currently houses the offices of the President and the Vice President of Operations. The building has been remodeled in the past, but the offices of the President and Assistant to the President still are not ADA accessible. A new storage barn, which would be located behind the SSB is needed to house additional equipment that currently is being housed outside year-round. This equipment includes the police department squad cars and mailroom vehicles. The current storage barn is beyond capacity which makes movement in the building difficult and dangerous.
7	Buildings F and G	After remodeling of CLII and the BST is complete and the construction of the performing arts venue, Buildings F and G will be empty. This creates the ability to upgrade and improve the buildings without having to relocate or disturb members of the RVC community.
8	ERC	Remodeling of the ERC before the SC will allow for freeing of space inside the Student Center and make room for more student spaces inside the building. The testing center can be moved into the ERC and the construction of the ERC could be a phased construction. The second floor of the building would be remodeled first. This would move the entire Library to the second floor and free the space in the first floor to allow for the upgrade.
9	SC	Updating the space at the SC will be accomplished after the ERC to allow for testing to be moved out of the building. Creation of more student-based spaces is needed in the SC and the addition of updated food vendor locations will help the college continue to grow.
10	CLI and Soccer-Concession- Restroom	The remodel of CLII will remove the Art programs from the ground floor CLI and create unused space in the building. This space can be utilized for moving some programs out of both the ERC and SC during their respective construction. Once this construction is complete, CLI will be able to be remodeled to create a permanent space for Early College.
11	PEC	After the remodel of the SC and the addition of the food vendor space to the north, the PEC walkway between the buildings can be completed to allow students to travel between buildings.
12	Culinary Arts	Can be added to the PEC remodeling to add the program to the main campus design.
13	SSB, HSC, JCSM	These updates can be completed as smaller projects during the course of the above listed projects or all of them can be completed together.

Rock Valley College has the option to apply for state funding for large construction or remodeling projects under the Resource Allocation and Management Program (RAMP). This program asks for the state of Illinois to furnish 75 percent of the funding for a project and RVC would need to supply the 25 percent remaining funding. This program is a state-wide effort and therefore it can take many years for funding to become available. The state funding mentioned for the remodeling of CLII and the construction of the Performing Arts Venue is coming from the RAMP program. These two projects were first added to the RAMP process approximately 10 years ago. Due to the known amount of time involved in attempting to get state funding, it is recommended that we select projects that are future down the list of projects and one which have a higher projected overall cost. The two projects that meet these recommendations is the SC and ERC buildings. RAMP recommendation is due August 1st of each year and leadership will work to add these buildings to the official RVC request.

ROCK VALLEY COLLEGE FACILITIES ASSESSMENT
10 YEAR CAPITAL REPLACEMENT PLAN

Appendix A

SUMMARY

ASSETS BEYOND END OF LIFE	$7,681,406
ASSETS NEEDING REPLACEMENT 2023	$11,640,408
ASSETS NEEDING REPLACEMENT 2024	$374,355
ASSETS NEEDING REPLACEMENT 2025	$3,556,903
ASSETS NEEDING REPLACEMENT 2026	$1,551,229
ASSETS NEEDING REPLACEMENT 2027	$2,202,564
ASSETS NEEDING REPLACEMENT 2028	$1,985,943
ASSETS NEEDING REPLACEMENT 2029	$983,000
ASSETS NEEDING REPLACEMENT 2030	$3,708,080
ASSETS NEEDING REPLACEMENT 2031	$2,324,671
ASSETS NEEDING REPLACEMENT 2032	$62,000
ASSETS NEEDING REPLACEMENT 2033	$4,127,858
ASSETS NEEDING REPLACEMENT 2034	$717,500
	$40,915,917

Average Yearly Projected Cost Between 2023 and 2034	**$2,769,543**
Average Yearly Projected Cost Between 2024 and 2034	**$1,963,100**

ROCK VALLEY COLLEGE FACILITIES ASSESSMENT
10 YEAR CAPITAL REPLACEMENT PLAN

ASSETS BEYOND END OF LIFE UP TO 2022

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
SC-CUH-TYP	SC	Unit Heater	20	Fair	1989	$6,000
SC-UH-TYP	SC	Unit Heater	20	Fair	1989	$3,000
BLRH-AC-1	1	Air Compressor	25	Poor	1994	$25,000
BELL-MDP2		Panel	40	Poor	2001	$50,000
BELL-PNL A		Panel	40	Poor	2001	$15,000
BELL-PNL B		Panel	40	Poor	2001	$15,000
BELL-PNL D		Panel	40	Poor	2001	$15,000
BELL-PNL E		Panel	40	Poor	2001	$15,000
E-FU-1	102	Furnaces	20	Fair	2006	$20,000
E-WH-1	100	Water Heater	20	Fair	2006	$20,000
WTC-AC-1	116	Air Compressor	20	Good	2006	$50,000
WTC-AFC-1	116	After Cooler	20	Fair	2006	$10,000
WTC-DR-1	116	Dryer	20	Good	2006	$10,000
WTC-UH-2	110	Unit Heater	20	Fair	2006	$3,000
WTC-VAV-OLD-TYP	WTC	VAV	20	Fair	2006	$7,500
WTC-WH-1	WTC	Water Heater	20	Fair	2006	$50,000
F-PNL 2	8	Panel	40	Poor	2007	$30,000
F-PNL A	15	Panel	40	Poor	2007	$30,000
F-PNL B	18	Panel	40	Poor	2007	$30,000
F-PNL C	1	Panel	40	Poor	2007	$30,000
F-PNL POWERHOUSE	F	Panel	40	Poor	2007	$30,000
F-SB-POWERHOUSE	F	Switchboard	40	Poor	2007	$75,000
F-TR POWERHOUSE	F	Transformer	40	Poor	2007	$10,000
WTC-PUMP-1	104	Pumps	20	Fair	2008	$15,000
WTC-PUMP-2	104	Pumps	20	Fair	2008	$15,000
WTC-PUMP-3	104	Pumps	20	Fair	2008	$15,000
WTC-PUMP-4	104	Pumps	20	Fair	2008	$15,000
ERC-MCC	406	Substation	40	Poor	2009	$50,000
ERC-PNL EMD	404	Panel	40	Poor	2009	$15,000
ERC-PNL EMGNE	224	Panel	40	Poor	2009	$15,000
ERC-PNL EMGNW	206	Panel	40	Poor	2009	$15,000
ERC-PNL LPD	222	Panel	40	Excellent	2009	$15,000
ERC-PNL ODL	404	Panel	40	Poor	2009	$15,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
ERC-PNL RPGNE	224	Panel	40	Poor	2009	$15,000
ERC-PNL RPGNW	206	Panel	40	Poor	2009	$15,000
ERC-PNL RPGS	400	Panel	40	Poor	2009	$15,000
ERC-SB	404	Substation	40	Poor	2009	$75,000
ERC-TR EMGNE	224	Transformer	40	Poor	2009	$8,000
ERC-TR EMGNW	206	Transformer	40	Poor	2009	$8,000
ERC-TR LPD	224	Transformer	40	Poor	2009	$12,000
ERC-TR MC	400	Transformer	40	Poor	2009	$10,000
ERC-TR MCHVAC	400	Transformer	40	Poor	2009	$10,000
ERC-TR ODL	404	Transformer	40	Poor	2009	$8,000
ERC-TR RPGNE	224	Transformer	40	Poor	2009	$10,000
ERC-TR RPGS	400	Transformer	40	Poor	2009	$8,000
PEC-USS1	1104	Substation	40	Poor	2009	$125,000
SC-MCC	208	Motor Controls	40	Poor	2009	$30,000
SC-PNL EM1NE	1208	Panel	40	Poor	2009	$15,000
SC-PNL EM1NW	1108	Panel	40	Poor	2009	$15,000
SC-PNL EMD	208	Panel	40	Poor	2009	$15,000
SC-PNL KITCHEN1	210	Panel	40	Poor	2009	$15,000
SC-PNL LPOD	322	Panel	40	Poor	2009	$15,000
SC-PNL LPODS	322	Panel	40	Poor	2009	$15,000
SC-PNL RP1NE	1208	Panel	40	Poor	2009	$15,000
SC-PNL RP1NW	1108	Panel	40	Poor	2009	$15,000
SC-PNL RP2NE	2335	Panel	40	Poor	2009	$15,000
SC-PNL RP2NW	2310	Panel	40	Poor	2009	$15,000
SC-PNL RPDE	208	Panel	40	Poor	2009	$30,000
SC-PNL RPDW	210	Panel	40	Poor	2009	$30,000
SC-PNL RPGANW	210	Panel	40	Poor	2009	$15,000
SC-PNL RPGNW	210	Panel	40	Poor	2009	$15,000
SC-PNL RPSM	322	Panel	40	Poor	2009	$15,000
SC-TR EM1NE	208	Transformer	40	Poor	2009	$8,000
SC-TR KITCHEN	210	Transformer	40	Poor	2009	$25,000
SC-TR LPODS	322	Transformer	40	Poor	2009	$8,000
SC-TR RPDE	208	Transformer	40	Poor	2009	$20,000
SC-TR RPDW	210	Transformer	40	Poor	2009	$20,000
SC-TR RPSM	322	Transformer	40	Poor	2009	$10,000
F-CU-LOWER LEVEL STORAGE	Exterior	Condensing Units	20	Poor	2010	$15,000
F-CU-RESTROOMS	Exterior	Condensing Units	20	Poor	2010	$15,000
WTC-LCS	WTC	Lighting Control System	25	Excellent	2012	$67,168

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
F-FP	15	Fire Alarm System	25	Fair	2014	$25,000
F-JP	15	Fire Alarm System	25	Fair	2014	$10,000
SC-AHU S-1	208	AHU	45	Fair	2014	$600,000
SC-AHU S-2	208	AHU	45	Fair	2014	$600,000
SC-EF-7	Roof	Exhaust Fans	20	Fair	2014	$12,500
SC-SE-2	208	Exhaust Fans	45	Fair	2014	$50,000
SC-SR-1	208	Exhaust Fans	45	Fair	2014	$50,000
BELL-WH-1		Water Heater	20	Fair	2015	$25,000
BELL-BCP-1		Pumps	15	Fair	2016	$10,000
BELL-CBP-1		Pumps	15	Fair	2016	$10,000
BELL-CWP-1		Pumps	15	Fair	2016	$10,000
BELL-CWP-2		Pumps	15	Fair	2016	$10,000
BLRH-HW MU P-12	1	Pumps	15	Fair	2016	$10,000
BLRH-HW MU P-13	1	Pumps	15	Fair	2016	$10,000
BST-P-1	11	Pumps	15	Fair	2016	$7,500
BST-P-2	11	Pumps	15	Fair	2016	$7,500
ERC-AHU-S1	400	AHU	45	Fair	2016	$1,500,000
ERC-AHU-S2	400	AHU	45	Fair	2016	$1,500,000
ERC-E1	400	Exhaust Fans	45	Fair	2016	$100,000
ERC-E2	400	Exhaust Fans	45	Fair	2016	$100,000
BLRH-P-18	1	Pumps	15	Good	2018	$10,000
E-FU-2	102	Furnaces	20	Fair	2018	$20,000
BLRH-EF-1-OLD	Roof	Exhaust Fans	20	Fair	2019	$7,500
BLRH-PRI-HWP-3	1	Pumps	20	Fair	2019	$15,000
E-CU-2	E	Condensing Units	20	Fair	2019	$15,000
ERC-FP	406	Fire Alarm System	20	Fair	2019	$25,000
ERC-JP	406	Pumps	20	Fair	2019	$10,000
FPRS-ACU-1	FPRS	AC Unit	14	Poor	2019	$2,000
SC-CBP-4E	212	Pumps	15	Fair	2019	$12,000
SC-CBP-C3	212	Pumps	15	Fair	2019	$12,000
BLRH-P-19	1	Pumps	15	Good	2020	$10,000
CTTG-ACU-1	CTTG	AC Unit	20	Poor	2020	$5,000
G-CU-1	Exterior	Condensing Units	20	Fair	2020	$10,000
G-FU-1	G	Furnaces	20	Fair	2020	$10,000
WTC-EF-3-OLD	Roof	Exhaust Fans	20	Good	2020	$7,500

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
WTC-EF-4	Roof	Exhaust Fans	20	Good	2020	$7,500
WTC-EF-5	Roof	Exhaust Fans	20	Good	2020	$7,500
WTC-EF-6	Roof	Exhaust Fans	20	Good	2020	$7,500
WTC-EF-7	Roof	Exhaust Fans	20	Good	2020	$7,500
WTC-EF-8	Roof	Exhaust Fans	20	Good	2020	$7,500
BELL-CAB-TYP	BELL	Unit Heater	20	Fair	2021	$6,000
BELL-FCU-OLD-TYP	BELL	Fan Coil Unit	20	Fair	2021	$10,000
BELL-UH-TYP	BELL	Unit Heater	20	Fair	2021	$3,000
BLRH-PRI-HWP-1	1	Pumps	20	Fair	2021	$20,000
BLRH-PRI-HWP-2	1	Pumps	20	Fair	2021	$20,000
BLRH-SEC-HWP-4	1	Pumps	20	Fair	2021	$20,000
BLRH-SEC-HWP-5	1	Pumps	20	Fair	2021	$20,000
BLRH-SEC-HWP-6	1	Pumps	20	Fair	2021	$20,000
BST-ACU-2	10	AC Unit	20	Fair	2021	$6,000
BST-ACU-3	203	AC Unit	20	Fair	2021	$6,000
BST-UH-TYP-1	BST	Pumps	20	Fair	2021	$4,000
BST-UH-TYP-2	BST	Pumps	20	Good	2021	$3,000
WTC-AHU-S1	104	AHU	35	Fair	2021	$400,000
WTC-AHU-S2	110	AHU	35	Good	2021	$400,000
BELL-HWP-1		Pumps	15	Good	2022	$10,000
BELL-HWP-2		Pumps	15	Good	2022	$10,000
CNCS-IP-1	301	Pumps	20	Fair	2022	$20,000
CNCS-UH-1	301	Unit Heater	20	Fair	2022	$3,000
CNCS-WH-1	301	Water Heater	20	Fair	2022	$12,500
CNSCS-EF-1	301	Exhaust Fans	20	Good	2022	$7,500
F-DIM	3	Dimmer Rack	25	Fair	2022	$175,000
F-FAS	F	Fire Alarm System	25	Fair	2022	$52,602
F-LCS	F	Lighting Control System	25	Fair	2022	$17,534
F-LTG	F	Lighting Fixtures	25	Fair	2022	$52,602
					BEYOND END OF LIFE TOTAL COST	**$7,681,406**

ASSETS NEEDING REPLACEMENT 2023

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BST-PNL 2	19	Panel	40	Poor	2023	$15,000
BST-PNL 3	19	Panel	40	Poor	2023	$15,000
BST-PNL 4	19	Panel	40	Poor	2023	$15,000
F-CU-BOX OFFICE COSTUME SHOP	Exterior	Condensing Units	20	Fair	2023	$20,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
F-FU-LOWER LEVEL STORAGE	Attic	Furnaces	20	Fair	2023	$20,000
PKLT 10 Reseal	PKLT 10	Parking Lots	22	Poor	2023	$53,602
PKLT 2A Resurface	PKLT 2B	Parking Lots	22	Poor	2023	$81,626
PKLT 2B Resurface	PKLT 2A	Parking Lots	22	Poor	2023	$81,626
PKLT 3A Resurface	PKLT 3A	Parking Lots	22	Poor	2023	$541,096
PKLT 3B Resurface	PKLT 3B	Parking Lots	22	Poor	2023	$608,774
PKLT 4 Resurface	PKLT 4	Parking Lots	22	Poor	2023	$205,942
PKLT 6 Resurface	PKLT 6	Parking Lots	22	Poor	2023	$159,043
PKLT 7A Resurface	PKLT 7A	Parking Lots	22	Poor	2023	$1,000,000
PKLT 7B Resurface	PKLT 7B	Parking Lots	22	Poor	2023	$419,056
PKLT 9A Reseal	PKLT 9A	Parking Lots	22	Fair	2023	$42,382
PKLT 9B Resurface	PKLT 9B	Parking Lots	22	Poor	2023	$209,637
PKLT SSB Resurface	PKLT SSB	Parking Lots	22	Poor	2023	$628,609
RDWYS-PER Resurface	MAIN	Perimter Roadways	22	Poor	2023	$3,965,015
SC-AC-1	208	Air Compressor	20	Good	2023	$25,000
SC-CBP-1	208	Pumps	20	Good	2023	$15,000
SC-CBP-2	208	Pumps	20	Fair	2023	$15,000
SC-EF-1	Roof	Exhaust Fans	20	Good	2023	$7,500
SC-HWP-1	208	Pumps	20	Fair	2023	$15,000
SC-HWP-2	208	Pumps	20	Good	2023	$15,000
SSB-ACU-4	1211	AC Unit	20	Fair	2023	$10,000
SSB-BCP-1	2212	Pumps	20	Fair	2023	$15,000
SSB-BCP-2	2212	Pumps	20	Fair	2023	$15,000
SSB-CP-1	103	Pumps	20	Good	2023	$7,500
SSB-CUH-TYP	SSB	Unit Heater	20	Good	2023	$5,000
SSB-CWP-1	1310	Pumps	20	Fair	2023	$15,000
SSB-CWP-2	1310	Pumps	20	Fair	2023	$15,000
SSB-DC-1	SSB	Dust Collector	20	Good	2023	$30,000
SSB-EF-27	Roof	Exhaust Fans	20	Poor	2023	$10,000
SSB-FCU-TYP	SSB	Fan Coil Unit	20	Fair	2023	$5,000
SSB-HWB-1	2212	Boilers	20	Fair	2023	$40,000
SSB-HWB-2	2212	Boilers	20	Fair	2023	$40,000
SSB-HWP-1	2212	Pumps	20	Fair	2023	$15,000
SSB-HWP-2	2212	Pumps	20	Fair	2023	$15,000
SSB-PB-1	103	Booster	20	Good	2023	$20,000
SSB-RTU-1	Roof	Rooftop Unit	20	Fair	2023	$300,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
SSB-RTU-2	Roof	Rooftop Unit	20	Fair	2023	$200,000
SSB-RTU-3	Roof	Rooftop Unit	20	Fair	2023	$200,000
SSB-UH-TYP	SSB	Unit Heater	20	Good	2023	$3,000
SSB-WS-1	103	Water Softener	20	Good	2023	$6,000
WLKWYS-PED	MAIN	Pedestrian Walkways	22	Poor	2023	$2,500,000
					2023 TOTAL COST	**$11,640,408**

ASSETS NEEDING REPLACEMENT 2024

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
AFGR-UH-1	AFGR	Unit Heater	20	Fair	2024	$3,000
BLRH-CONDP-1	1	Pumps	20	Fair	2024	$25,000
BLRH-CONDP-2	1	Pumps	20	Fair	2024	$25,000
BLRH-CONDP-3	1	Pumps	20	Fair	2024	$25,000
BLRH-FP	1	Fire Alarm System	25	Fair	2024	$25,000
BLRH-JP	1	Fire Alarm System	25	Fair	2024	$10,000
BLRH-SCWP-1	1	Pumps	20	Good	2024	$25,000
BLRH-SCWP-2	1	Pumps	20	Good	2024	$25,000
BLRH-SCWP-3	1	Pumps	20	Good	2024	$25,000
PKLT 1 Reseal	PKLT 1	Parking Lots	22	Good	2024	$106,355
SC-EF-2	Roof	Exhaust Fans	20	Good	2024	$7,500
SC-EF-3	Roof	Exhaust Fans	20	Good	2024	$7,500
SC-EF-4	Roof	Exhaust Fans	20	Good	2024	$7,500
SC-EF-5	Roof	Exhaust Fans	20	Good	2024	$7,500
SC-EF-6	Roof	Exhaust Fans	20	Good	2024	$7,500
SC-FP	200	Fire Alarm System	25	Fair	2024	$25,000
SC-FPB-TYP	SC	VAV	20	Good	2024	$7,500
SC-JP	200	Fire Alarm System	25	Fair	2024	$10,000
					2024 TOTAL COST	**$374,355**

ASSETS NEEDING REPLACEMENT 2025

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BLRH-CHP-1	1	Pumps	20	Good	2025	$15,000
BLRH-CHP-2	1	Pumps	20	Good	2025	$15,000
BLRH-CHP-3	1	Pumps	20	Good	2025	$15,000
BLRH-CHP-4	1	Pumps	20	Good	2025	$15,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BLRH-EPDM Flat Roof	Roof	Roofing	50	Fair	2025	$152,000
CLI-Shake Roof	Roof	Roofing	30	Poor	2025	$145,500
CTTG-PNL COTTAGE	CTTG	Panel	40	Good	2025	$15,000
E-FAS	E	Fire Alarm System	25	Fair	2025	$25,000
ERC-EPDM Flat Roof	Roof	Roofing	50	Poor	2025	$315,000
ERC-FAS	ERC	Fire Alarm System	25	Fair	2025	$346,992
ERC-Shake Roof	Roof	Roofing	30	Poor	2025	$315,500
ERC-VFD-S1	400	Variable Speed Drive	25	Good	2025	$2,500
ERC-VFD-S2	400	Variable Speed Drive	25	Good	2025	$2,500
G-FAS	G	Fire Alarm System	25	Fair	2025	$25,000
G-LTG	G	Lighting Fixtures	25	Fair	2025	$5,000
JCSM-CP-1	109	Pumps	15	Good	2025	$12,000
JCSM-P-12	3000	Pumps	15	Good	2025	$12,000
JCSM-P-13	3000	Pumps	15	Good	2025	$12,000
JCSM-P-14	3000	Pumps	15	Good	2025	$12,000
PEC-EPDM Flat Roof	Roof	Roofing	50	Fair	2025	$306,000
PEC-Shake Roof	Roof	Roofing	30	Poor	2025	$515,000
PKLT 8A Reseal	PKLT 8A	Parking Lots	22	Excellent	2025	$59,884
PKLT 8B Reseal	PKLT 8B	Parking Lots	22	Excellent	2025	$48,539
SC-FAS	SC	Fire Alarm System	25	Fair	2025	$242,016
SC-PVC Flat Roof	Roof	Roofing	30	Fair	2025	$60,800
SC-Shake Roof	Roof	Roofing	30	Fair	2025	$245,500
SC-VFD S2RF	208	Frequency Drives	25	Good	2025	$2,500
SC-VFD-S1RF	208	Frequency Drives	25	Good	2025	$2,500
SC-VFD-S1SF	208	Frequency Drives	25	Good	2025	$2,500
SC-VFD-S2SF	208	Frequency Drives	25	Good	2025	$2,500
WTC-FAS	WTC	Fire Alarm System	25	Fair	2025	$268,672
WTC-Shake Roof	Roof	Roofing	30	Poor	2025	$332,500
WTC-VFD-S1RF	110	Variable Speed Drive	25	Excellent	2025	$2,500
WTC-VFD-S1SF	110	Variable Speed Drive	25	Excellent	2025	$2,500
WTC-VFD-S2RF	104	Variable Speed Drive	25	Excellent	2025	$2,500
WTC-VFD-S2SF	104	Variable Speed Drive	25	Excellent	2025	$2,500
					2025 TOTAL COST	**$3,556,903**

ASSETS NEEDING REPLACEMENT 2026

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BELL-BLR-1		Boilers	25	Fair	2026	$35,000
BELL-BLR-2		Boilers	25	Fair	2026	$35,000
BELL-CUV-TYP	BELL	Ventilator	25	Good	2026	$17,500
BELL-FAS	BELL	Fire Alarm System	25	Good	2026	$61,944
BELL-LCS	BELL	Lighting Control System	25	Fair	2026	$20,648
BELL-LTG	BELL	Lighting Fixtures	25	Poor	2026	$61,944
BLRH-DR-1	1	Dryer	25	Fair	2026	$10,000
BLRH-EF-1	Roof	Exhaust Fans	20	Good	2026	$15,000
BLRH-EF-2	Roof	Exhaust Fans	20	Good	2026	$15,000
BLRH-EF-3	Roof	Exhaust Fans	20	Good	2026	$15,000
BST-DIM-A		Dimmer Rack	25	Good	2026	$175,000
BST-DIM-B		Dimmer Rack	25	Excellent	2026	$175,000
BST-EF-1	98	Exhaust Fans	25	Good	2026	$7,500
BST-EF-2	98	Exhaust Fans	25	Good	2026	$7,500
BST-EF-3	3	Exhaust Fans	25	Good	2026	$7,500
BST-FAS	BST	Fire Alarm System	25	Fair	2026	$124,308
BST-FP	14	Fire Alarm System	25	Good	2026	$25,000
BST-INV	1	Inverter	20	Excellent	2026	$35,000
BST-JP	14	Fire Alarm System	25	Good	2026	$10,000
BST-LCS	BST	Lighting Control System	25	Good	2026	$31,077
BST-LTG	BST	Lighting Fixtures	25	Fair	2026	$124,308
BST-ROOFCONTROL		Roofing Controller	25	Good	2026	$125,000
CLI-PVC Flat Roof	Roof	Roofing	40	Good	2026	$214,500
CLI-SP-1	600	Pumps	10	Good	2026	$7,500
E-CU-1	E	Condensing Units	20	Good	2026	$20,000
ERC-DIM-MC	620	Lighting Control System	25	Good	2026	$175,000
					2026 TOTAL COST	**$1,551,229**

ASSETS NEEDING REPLACEMENT 2027

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BELL-EPDM Flat Roof	Roof	Roofing	50	Fair	2027	$178,000
BST-Steel Panel Roof	Roof	Roofing	50	Fair	2027	$149,500
FMSS-LTG	FMSS	Lighting Fixtures	25	Excellent	2027	$15,000
FMSS-PNL HV	FMSS	Panel	40	Good	2027	$15,000
F-Shingled Roof	Roof	Roofing	25	Fair	2027	$138,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
G-Shingled Roof	Roof	Roofing	25	Fair	2027	$15,000
PKLT 1 Reseal	PKLT 1	Parking Lots	22	Good	2024	$106,355
PKLT 10 Reseal	PKLT 10	Parking Lots	22	Poor	2023	$53,602
PKLT 2A Reseal	PKLT 2B	Parking Lots	22	Poor	2023	$52,000
PKLT 2B Reseal	PKLT 2A	Parking Lots	22	Poor	2023	$57,200
PKLT 3A Reseal	PKLT 3A	Parking Lots	22	Poor	2023	$74,741
PKLT 3B Reseal	PKLT 3B	Parking Lots	22	Poor	2023	$82,159
PKLT 4 Reseal	PKLT 4	Parking Lots	22	Poor	2023	$45,000
PKLT 6 Reseal	PKLT 6	Parking Lots	22	Poor	2023	$45,000
PKLT 7A Reseal	PKLT 7A	Parking Lots	22	Poor	2023	$51,425
PKLT 7B Reseal	PKLT 7B	Parking Lots	22	Poor	2023	$50,700
PKLT 9A Reseal	PKLT 9A	Parking Lots	22	Fair	2023	$42,382
PKLT 9B Reseal	PKLT 9B	Parking Lots	22	Poor	2023	$45,500
PKLT SSB Reseal	PKLT SSB	Parking Lots	22	Poor	2023	$61,000
RDWYS-PER Reseal	MAIN	Perimter Roadways	22	Poor	2023	$350,000
WLKWYS-PED	MAIN	Pedestrian Walkways	22	Poor	2023	$225,000
WTC-MCCASOUTH	104	Motor Controls	40	Fair	2027	$50,000
WTC-MCCBNORTH	110	Motor Controls	40	Fair	2027	$50,000
WTC-PNL DLPA	110	Panel	40	Fair	2027	$30,000
WTC-PNL DLPB	104	Panel	40	Fair	2027	$30,000
WTC-PNL EMP	238	Panel	40	Fair	2027	$15,000
WTC-PNL LP1A1	1118	Panel	40	Fair	2027	$15,000
WTC-PNL LP2A1	2208	Panel	40	Fair	2027	$15,000
WTC-PNL LP2D1	2618	Panel	40	Fair	2027	$15,000
WTC-PNL RP1A1	1118	Panel	40	Fair	2027	$15,000
WTC-PNL RP1B1	1108	Panel	40	Fair	2027	$15,000
WTC-PNL RP2A1	2208	Panel	40	Fair	2027	$15,000
WTC-PNL RP2B1	2106	Panel	40	Fair	2027	$15,000
WTC-PNL RP2C1	2600	Panel	40	Fair	2027	$15,000
WTC-PNL RP2D1	2618	Panel	40	Fair	2027	$15,000
WTC-TR 1	238	Transformer	40	Excellent	2027	$20,000
WTC-TR 2	104	Transformer	40	Excellent	2027	$20,000
					2027 TOTAL COST	**$2,202,564**

ASSETS NEEDING REPLACEMENT 2028

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BST-P-3	11	Pumps	15	Good	2028	$10,000
CNCS-UH-2	302	Unit Heater	20	Good	2028	$3,000
CNCS-UH-3	303	Unit Heater	20	Good	2028	$3,000
F-CU-STUDIO THEATRE	Exterior	Condensing Units	20	Good	2028	$20,000
F-FU-2ND FL STORAGE	34	Furnaces	20	Good	2028	$20,000
F-FU-BOX OFFICE COSTUME SHOP	11	Furnaces	20	Good	2028	$20,000
F-FU-STUDIO THEATRE	3	Furnaces	20	Good	2028	$20,000
PEC-AC	120	Air Compressor	20	Fair	2028	$30,000
PEC-CUH-TYP	PEC	Unit Heater	20	Good	2028	$5,000
PEC-CWBP-1	2264	Pumps	20	Good	2028	$15,000
PEC-CWBP-2	2262	Pumps	20	Good	2028	$15,000
PEC-CWBP-3	2263	Pumps	20	Good	2028	$15,000
PEC-CWBP-4	2261	Pumps	20	Good	2028	$15,000
PEC-CWBP-5	2264	Pumps	20	Good	2028	$15,000
PEC-EF-2	2261	Exhaust Fans	20	Excellent	2028	$7,500
PEC-EF-3	2262	Exhaust Fans	20	Excellent	2028	$10,000
PEC-EF-4	2262	Exhaust Fans	20	Excellent	2028	$7,500
PEC-EF-5	2263	Exhaust Fans	20	Excellent	2028	$7,500
PEC-EF-6	2263	Exhaust Fans	20	Excellent	2028	$7,500
PEC-FP	102	Fire Alarm System	20	Good	2028	$25,000
PEC-HWBP-1	2264	Pumps	20	Good	2028	$10,000
PEC-HWBP-2	2262	Pumps	20	Good	2028	$15,000
PEC-HWBP-3	2263	Pumps	20	Good	2028	$15,000
PEC-HWBP-4	2261	Pumps	20	Good	2028	$15,000
PEC-HWBP-5	2264	Pumps	20	Good	2028	$10,000
PEC-INV	1104	Inverter	20	Good	2028	$85,000
PEC-JP	102	Fire Alarm System	20	Good	2028	$10,000
PEC-SUH-TYP	PEC	Unit Heater	20	Good	2028	$3,000
PEC-VAV-TYP	PEC	VAV	20	Good	2028	$7,500
PKLT 8A Reseal	PKLT 8A	Parking Lots	22	Excellent	2025	$59,884
PKLT 8B Reseal	PKLT 8B	Parking Lots	22	Excellent	2025	$48,539
SBST-Steel Panel Roof	Roof	Roofing	25	Fair	2028	$24,000
SC-CP-1	206	Pumps	15	Excellent	2028	$12,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
SC-LCS	SC	Lighting Control System	25	Fair	2028	$60,504
SC-LTG	SC	Lighting Fixtures	25	Poor	2028	$242,016
SSB-AAC-TYP	SSB	Air Filtration	25	Good	2028	$5,000
SSB-EF-INLINE-TYP	SSB	Exhaust Fans	25	Good	2028	$7,500
SSB-EF-TYP	Roof	Exhaust Fans	25	Good	2028	$7,500
SSB-FAS	SSB	Fire Alarm System	25	Fair	2028	$276,000
SSB-EPDM Flat Roof	Roof	Roofing	50	Fair	2028	$442,500
SSB-LCS	SSB	Lighting Control System	25	Excellent	2028	$69,000
SSB-VFD-AHU1RF	1310	Frequency Drives	25	Good	2028	$2,500
SSB-VFD-AHU1SF	1310	Frequency Drives	25	Excellent	2028	$2,500
SSB-VFD-AHU2RF	2212	Frequency Drives	25	Good	2028	$2,500
SSB-VFD-AHU2SF	2212	Frequency Drives	25	Excellent	2028	$2,500
SSB-WH-1	103	Water Heater	20	Good	2028	$25,000
WTC-PVC Flat Roof	Roof	Roofing	30	Fair	2028	$255,000
					2028 TOTAL COST	**$1,985,943**

ASSETS NEEDING REPLACEMENT 2029

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
AFGR-LTG	AFGR	Lighting Fixtures	25	Fair	2029	$5,000
BLRH-BLR-3	1	Boilers	30	Good	2029	$333,000
BLRH-CHILLER-3	1	Chiller	30	Fair	2029	$200,000
BLRH-HE-1	5	Heat Exchanger	30	Fair	2029	$100,000
BLRH-HE-2	5	Heat Exchanger	30	Fair	2029	$100,000
BLRH-HE-3	5	Heat Exchanger	30	Fair	2029	$100,000
BLRH-HE-4	5	Heat Exchanger	30	Fair	2029	$100,000
BPRS-LTG	BPRS	Lighting Fixtures	25	Fair	2029	$5,000
FPRS-LTG	FPRS	Lighting Fixtures	25	Fair	2029	$5,000
GRN-LTG	GRN	Lighting Fixtures	25	Fair	2029	$2,500
PEC-EF-7	1104	Exhaust Fans	20	Excellent	2029	$12,500
SPRS-LTG	SPRS	Lighting Fixtures	25	Fair	2029	$5,000
WTC-PNL PPBA1	226	Panel	40	Good	2029	$15,000
					2029 TOTAL COST	**$983,000**

ASSETS NEEDING REPLACEMENT 2030

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
ACEC-CP-1	2006	Pumps	15	Excellent	2030	$10,000
BELL-FCU-NEW-TYP		Fan Coil Unit	20	Good	2030	$10,000
BLRH-CHILLER-4	1	Chiller	30	Fair	2030	$200,000
BST-ACU-1		AC Unit	20	Good	2030	$6,000
ERC-PNL RPBRNE	224	Panel	40	Good	2030	$15,000
GRN-EF-1	GRN	Exhaust Fans	20	Fair	2030	$6,000
GRN-EF-2	GRN	Exhaust Fans	20	Fair	2030	$6,000
GRN-UH-1	GRN	Unit Heater	20	Fair	2030	$3,000
GRN-UH-2	GRN	Unit Heater		Fair	2030	$3,000
JCSM-AC-1	109	Air Compressor	20	Excellent	2030	$30,000
JCSM-CB-TYP	JCSM	Chilled Beam	20	Good	2030	$2,500
JCSM-CEDI-1	109	Pure Water System	20	Excellent	2030	$40,000
JCSM-CH-TYP	JCSM	Unit Heater	20	Excellent	2030	$5,000
JCSM-DR-1	109	Dryer	20		2030	$10,000
JCSM-EF-2	Roof	Exhaust Fans	20	Good	2030	$7,500
JCSM-EF-3	Roof	Exhaust Fans	20	Excellent	2030	$7,500
JCSM-FCU-TYP	JCSM	Fan Coil Unit	20	Good	2030	$10,000
JCSM-HE-1	109	Heat Exchanger	20	Good	2030	$80,000
JCSM-INV	110	Inverter	20	Poor	2030	$85,000
JCSM-P-1	109	Pumps	20	Good	2030	$15,000
JCSM-P-10	109	Pumps	20	Good	2030	$15,000
JCSM-P-11	109	Pumps	20	Good	2030	$15,000
JCSM-P-2	109	Pumps	20	Good	2030	$15,000
JCSM-P-3	109	Pumps	20	Good	2030	$15,000
JCSM-P-4	109	Pumps	20	Good	2030	$15,000
JCSM-P-5	109	Pumps	20	Good	2030	$15,000
JCSM-P-6	109	Pumps	20	Good	2030	$15,000
JCSM-P-7	109	Pumps	20	Good	2030	$15,000
JCSM-P-8	109	Pumps	20	Good	2030	$15,000
JCSM-P-9	109	Pumps	20	Good	2030	$15,000
JCSM-PB-1	109	Booster	20	Good	2030	$25,000
JCSM-PV	2007	Solar	20	Poor	2030	$500,000
JCSM-PVINV1	2005	Solar	20	Poor	2030	$8,000
JCSM-PVINV2	2005	Solar	20	Poor	2030	$8,000

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
JCSM-UH -2	3000	Unit Heater	20	Excellent	2030	$3,000
JCSM-UH-1	109	Unit Heater	20	Excellent	2030	$3,000
JCSM-VAC-1	109	Pumps	20	Good	2030	$30,000
JCSM-WH-1	JCSM	Water Heater	20	Excellent	2030	$7,500
JCSM-WS-1	109	Water Softener	20	Good	2030	$6,000
PKLT 1 Reseal	PKLT 1	Parking Lots	22	Good	2024	$106,355
PKLT 10 Resurface	PKLT 10	Parking Lots	22	Poor	2023	$620,000
PKLT 2A Reseal	PKLT 2B	Parking Lots	22	Poor	2023	$52,000
PKLT 2B Reseal	PKLT 2A	Parking Lots	22	Poor	2023	$57,200
PKLT 3A Reseal	PKLT 3A	Parking Lots	22	Poor	2023	$74,741
PKLT 3B Reseal	PKLT 3B	Parking Lots	22	Poor	2023	$82,159
PKLT 4 Reseal	PKLT 4	Parking Lots	22	Poor	2023	$45,000
PKLT 6 Reseal	PKLT 6	Parking Lots	22	Poor	2023	$45,000
PKLT 7A Reseal	PKLT 7A	Parking Lots	22	Poor	2023	$51,425
PKLT 7B Reseal	PKLT 7B	Parking Lots	22	Poor	2023	$50,700
PKLT 9A Reseal	PKLT 9A	Parking Lots	22	Fair	2023	$545,000
PKLT 9B Reseal	PKLT 9B	Parking Lots	22	Poor	2023	$45,500
PKLT SSB Reseal	PKLT SSB	Parking Lots	22	Poor	2023	$61,000
RDWYS-PER Reseal	MAIN	Perimter Roadways	22	Poor	2023	$350,000
SC-VFD-S3RF	212	Frequency Drives	25	Good	2030	$2,500
SC-VFD-S3SF	212	Frequency Drives	25	Poor	2030	$2,500
WLKWYS-PED	MAIN	Pedestrian Walkways	22	Poor	2023	$225,000
					2030 TOTAL COST	**$3,708,080**

ASSETS NEEDING REPLACEMENT 2031

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BLRH-BLR-1	1	Boilers	30	Good	2031	$1,000,000
BLRH-BLR-2	1	Boilers	30	Good	2031	$1,000,000
BST-SM	11	Snow Melt	30	Fair	2031	$5,000
CLI-AHUP-1	129	Pumps	15	Good	2031	$7,500
CLI-AHUP-2	600	Pumps	15	Good	2031	$7,500
CLI-AHUP-3	600	Pumps	15	Good	2031	$7,500
CLI-AHUP-4	600	Pumps	15	Good	2031	$7,500
ERC-LCS	ERC	Lighting Control System	25	Poor	2031	$86,748
PKLT 8A Reseal	PKLT 8A	Parking Lots	22	Excellent	2025	$59,884
PKLT 8B Reseal	PKLT 8B	Parking Lots	22	Excellent	2025	$48,539
SC-DDB-TYP	SC	VAV	20	Good	2031	$7,500

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
WTC-FC	Roof	Fluid Cooler	20	Good	2031	$75,000
WTC-P-1	106	Pumps	15	Excellent	2031	$12,000
					2031 TOTAL COST	**$2,324,671**

ASSETS NEEDING REPLACEMENT 2032

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
CNCS-BAS	301	Building Automation System	30	Fair	2032	$40,000
HSC-AHUP-1	100	Pumps	15	Excellent	2032	$12,000
HSC-CP1	102	Pumps	15	Excellent	2032	$10,000
					2032 TOTAL COST	**$62,000**

ASSETS NEEDING REPLACEMENT 2033

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BST-BLR-1	11	Boilers	20	Good	2033	$40,000
JCSM-PVC Flat Roof	Roof	Roofing	25	Good	2033	$600,000
PKLT 1 Reseal	PKLT 1	Parking Lots	22	Good	2024	$106,355
PKLT 10 Reseal	PKLT 10	Parking Lots	22	Poor	2023	$53,602
PKLT 2A Reseal	PKLT 2B	Parking Lots	22	Poor	2023	$52,000
PKLT 2B Reseal	PKLT 2A	Parking Lots	22	Poor	2023	$57,200
PKLT 3A Reseal	PKLT 3A	Parking Lots	22	Poor	2023	$74,741
PKLT 3B Reseal	PKLT 3B	Parking Lots	22	Poor	2023	$82,159
PKLT 4 Reseal	PKLT 4	Parking Lots	22	Poor	2023	$45,000
PKLT 6 Reseal	PKLT 6	Parking Lots	22	Poor	2023	$45,000
PKLT 7A Reseal	PKLT 7A	Parking Lots	22	Poor	2023	$51,425
PKLT 7B Reseal	PKLT 7B	Parking Lots	22	Poor	2023	$50,700
PKLT 9A Reseal	PKLT 9A	Parking Lots	22	Fair	2023	$42,382
PKLT 9B Reseal	PKLT 9B	Parking Lots	22	Poor	2023	$45,500
PKLT SSB Reseal	PKLT SSB	Parking Lots	22	Poor	2023	$61,000
RDWYS-PER Reseal	MAIN	Perimter Roadways	22	Poor	2023	$350,000
PEC-FAS	PEC	Fire Alarm System	25	Fair	2033	$337,464
PEC-LTG	PEC	LED Lighting Fixtures	25	Good	2033	$421,830
PEC-PVC Flat Roof	Roof	Roofing	30	Good	2033	$264,000
PEC-VFD-AHU1E	2264	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU1S	2264	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU2E	2262	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU2S	2262	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU3E	2263	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU3S	2263	Variable Speed Drive	25	Excellent	2033	$2,500

Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
PEC-VFD-AHU4S	2261	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU5E	2264	Variable Speed Drive	25	Excellent	2033	$2,500
PEC-VFD-AHU5S	2264	Variable Speed Drive	25	Excellent	2033	$2,500
SBHS-Shingled Roof	Roof	Roofing	25	Good	2033	$50,000
SSB-AHU-1	1310	AHU	30	Good	2033	$300,000
SSB-AHU-2	2212	AHU	30	Good	2033	$300,000
SSB-C-1	SSB	Condensing Units	30	Good	2033	$200,000
SSB-CH-1	1310	Chiller	30	Good	2033	$200,000
SSB-UPS	103	UPS	20	Good	2033	$50,000
WLKWYS-PED	MAIN	Pedestrian Walkways	22	Poor	2023	$225,000
					2033 TOTAL COST	**$4,127,858**

ASSETS NEEDING REPLACEMENT 2034

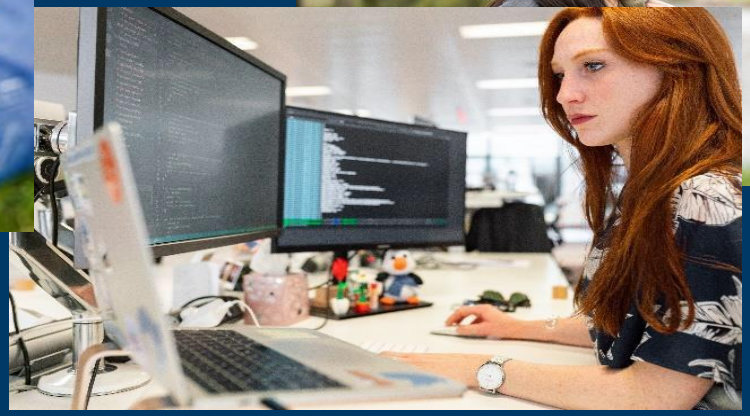
Name	Location	Category	Expected Life	Current Condition	Est. Replacement Date	Replacement Cost
BLRH-CHILLER-1	1	Chiller	30	Good	2034	$200,000
BLRH-CHILLER-2	1	Chiller	30	Good	2034	$200,000
ERC-CP-1	626	Pumps	20	Good	2034	$7,500
ERC-INV	624	Inverter	20	Excellent	2034	$125,000
SC-INV	208	Inverter	20	Good	2034	$85,000
WTC-UPS	238	UPS	20	Good	2034	$100,000
					2034 TOTAL COST	**$717,500**

10 YEAR CAPITAL TOTAL COST	**$40,915,917**

Appendix B

Strategic Technology **Assessment**

February 2021



Rock Valley College

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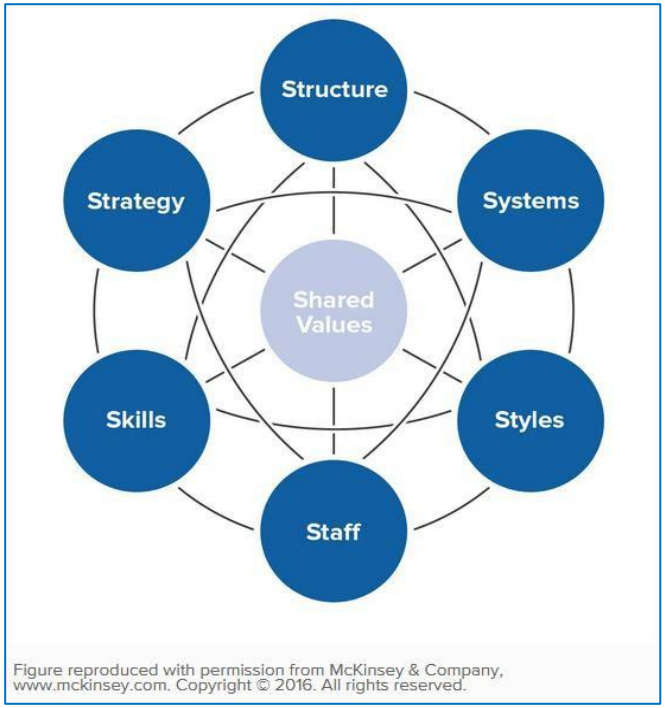
Executive Summary

The RVC Strategic Technology Assessment was completed during the Fall of 2020 in an effort improve the effectiveness of Information Technology (IT) within the organization. The assessment and corresponding recommendations focus the College's efforts toward rebuilding an IT infrastructure that supports the current and emerging technological needs of the College.

The scope of the assessment was based on a model of organizational effectiveness that was developed by Tom Peters and Robert Waterman in the 1970's. The McKinsey 7-S Framework highlights the need to align several key elements of an organization.

Figure 1: The McKinsey 7-S Model



The following summary provides a high-level definition of each of the elements of the framework:

- Shared Values: The core values of the organization, as shown in its corporate culture and general work ethic.
- Strategy: The organization's plan for building and maintaining a competitive advantage over its competitors.
- Structure: How the institution is organized (who reports to whom).
- Systems: The daily activities and procedures that the staff use to get the job done.

- Style: The type of leadership strategy that is employed.
- Staff: The employees and their general capabilities.
- Skills: The actual competencies of the employees.

During the assessment, each of these elements were taken into consideration. Based on a comprehensive process of outreach focused on needs assessment, feedback, and information gathering, the results of the assessment were compiled and recommendations for action were developed.

The outreach effort leveraged individual and small group interviews with IT staff as well as key Rock Valley stakeholders including representatives from:

- Academic Affairs
- Financial Services
- The Foundation
- Human Resources
- Institutional Reporting
- The Police Department
- Student Services
- Workforce Development

Recommendations were developed using stakeholder input, direct observation, College planning documents, and research regarding the College's current technology tools combined with industry best practices.

Guiding Principles for Technology

At the heart of the McKinsey 7-S framework are the "Shared Values" of the organization. The most recent Information Technology Strategic Plan from FY2013-16 identified Guiding Principles for Technology. These principles were reviewed, revised, expanded and then approved by the President's Cabinet in November 2020 to address the current strategic planning efforts, emerging trends in technology, and future technology needs of the College and the students.

Guiding Principles for Technology

1. Information Technology is a partner in strategic long and short-term planning that enables the College to be proactive and competitive.
2. Information Technology goals and resources are aligned to the institutional goals and defined priorities.
3. Streamlined and standardized access to information facilitates transparent, data-driven decision practices and processes.
4. True technology and business integration focuses on designing ways for all key stakeholders to interact seamlessly to support the goals of the College.
5. Proactive infrastructure management maximizes the value of the College's technology investment, ensures the security of our data systems, and increases our technological agility and stability.
6. Learning new technologies inspires innovation and improves capacity to adopt new processes and solutions ensuring the stability and growth of our technological landscape.

IT Technology Goals

The IT Technology Goals defined in the Information Technology Strategic Plan from 2013-16 were also reviewed, refined, expanded and then approved by the President's Cabinet in November 2020.

IT Technology Goals

Goal 1. Support the success of all students through the development and enhancement of academic, instructional, and learning technologies.

Goal 2. Support the success of all students through the development and enhancement of student services technologies and processes.

Goal 3. Modernize, standardize, and streamline access to information and promote collaboration through the development and enhancement of communication, data management, and data reporting systems and processes.

Goal 4. Support a progressive academic and support services environment that meets the college's current and future needs by promoting efficiencies and advancing the technological infrastructure.

Goal 5. Create organizational structure and strategies which promote collaboration, shared responsibility, and proactive vs. reactive methodologies.

IT Strategic Initiative Recommendations

Every college is faced with a similar situation: College-wide IT needs exceed available resources. Consequently, colleges must undertake detailed planning and prioritization of IT initiatives and maintain careful stewardship of IT resources.

This section summarizes strategic IT initiatives for consideration during the next two to three years. These initiatives will need to be prioritized by importance, impact, and prerequisite relationships with other proposed initiatives.

(Note: While the scope of this assessment does not include the full range of detailed IT strategic planning or alignment with ongoing strategic planning efforts in the College such as the current Strategic Enrollment Management efforts, all recommendations were drafted in alignment with one or more of the above goals.)

IT Assessment Recommendations			
Layers of IT Architecture	**Initiatives**	**Effort**	**Funding or Resource**
Infrastructure	Data Center Virtualization Planning and Operational Funding	Medium/High	$$
	Network Vulnerability Assessment and Comprehensive Security Planning	Medium	$$
	Wireless Endpoint Assessment and Remediation	Low/Medium	$$
	Migration of Police Department Server Infrastructure to IT Support Services	Low/Medium	System Admin /Police Project
	Develop Strategies for Configuration and Installation of Academic Hardware/Software Based on Defined Maintenance Schedule; Consider Expansion of AWS AppStream 2.0 and Workspaces	Medium	$$$ with Potential future Cost Savings
	Campus Network Modernization Aligned with RVC Building Modernization Project	Very High	$$$$
	Further Evaluate Alternate Hosting Models for Ellucian Colleague to ensure continuity of Service and Support Growth	Very High	$$$$
Public Website and Intranet	Migration of Quarry to CommonSpot	Medium	Enterprise Systems/Business Units
	Integration of Admissions Application with Prospective Student CRM Solution	Medium/High	Enterprise Systems /Student Services
	Single Sign-on Solution for my RVC	Medium	Enterprise Systems /Infrastructure
	Share Point Usage Assessment and Planning	Medium	Enterprise Systems/Business Units

Business Systems	Ellucian Colleague Student and Staff Self -Service Implementation/Decommission Web Advisor.	High	Ellucian Stablization Strategy
	Ellucian Advise Expansion for Risk Management and Scheduling/Decommission ESARS	Medium	$$$ Enterprise Systems / Student Services/ IR
	Prospective and New Student Customer Relationship Management Solution for Enrollment Management Integrated with Ellucian Colleague	High	$$$ Enterprise Systems / Student Services/ Marketing / IR
	Preceptive Content Upgrade and Training for Workflow Development	Medium	$$ Enterprise Systems / Student Services/ Finance / HR
	IT Service Delivery Suite adoption and procedure development - Project Management; Help Desk; Knowledgebase; Remote Support	Medium/High	$ All IT Units
	Hardware/Software Asset Management Systems Development and Integrations.	Medium	All IT Units/Finance
	Shadow System Reduction and Solution Review	Medium/High	Enterprise Systems / IRE / Business Units
Data and Document Management	Standardize and Simplify Colleague/Unidata Data Models	Medium/High	Enterprise Systems/IRE
	Upgrade from Informer 4 to Informer 5	Medium	Enterprise Systems/Infrastructure
	Leverage Informer 5 Functionality for Consolidating Data Sources into Datasets.	Medium/High	Enterprise Systems/IRE
	Purchase Informer 5 Dashboard Add-On (or Similar Product) for Share Visuals and Build Prototype for Enrollment Dashboard	Medium/High	$$
	Complete Forms/Electronic Signature Solution Assessment; Benefit of Ellucian Colleague Integration	Medium/High	$$ Enterprise Systems/Business Units
	Decommission Use of Access Databases as Reporting Front Ends	High	Enterprise Systems/IRE

Business Process Development	New Employee Onboarding; Systems Integration and Workflow Configuration (Potential Prerequisite: Perceptive Content or Electronic Forms Automation)	Medium	All IT Units/HR/Police Dept
	Asset Management for Technology Equipment from Initial Purchase to End of Life	High	All IT Units/Finance
	Automated Time and Leave Approval; Aligned with Ellucian Self -Service	Medium	Enterprise Systems / Payroll
	Review, Formalize, Coordinate IT Hardware and Software Purchasing and Life Cycle Planning Process	Medium	All IT Units/ College Leadership
	Requisition Approval Workflow/Approval; Systems Integration and Workflow	Medium	Enterprise Systems / Finance
	Institute Formal IT Project Governance and Project Management Practices and Processes Replacing or Realigning with Current Project Request Form Process	Medium	IT Leadership/Enterprise Systems / Business Stakeholders
IT Organization	Hire an Executive Director of Information Technology	Low	College Leadership
	Re-engineer Ellucian Programmer Support Model Based on Ellucian Stabilization Effort	Medium/High	IT Leadership
	Update Job Descriptions and Align Staff	Low	IT Leadership
	Consolidate Help Desk and Technical Support Specialists into a Single Service Delivery unit.	Medium/High	Service Desk Manager
	Sunset “Shadow” Microsoft Access Systems and Decrease IT support	Medium/High	Prog/Student Services / Business Units
	Reallocate IT Staff Support for Microsoft Access and Expand Use of Perceptive Content (ImageNow) Imaging/Workflow Automation	Medium	IT Leadership
	Rebuild IT Steering Committee for Enterprise Project Oversight	Low	IT Leadership
	Develop a Change Advisory Board for Operational Oversight and Guidance	Medium	IT Leadership and Key Stakeholders
Key for Funding Estimates: $=<$10,000 $$=$10,000 to $50,000 $$$ = $50,000 to $100,000 $$$$ = > 100,000			

Infrastructure Recommendations

Data Center Virtualization Planning and Operational Funding

Over the last few years, the IT department began an effort for data center virtualization with the purchase of HPE Simplivity devices. Each unit combines the functionality of traditional hardware into manageable software functions.

With built-in resiliency, backup, and disaster recovery, this virtualization strategy provides powerful data protection that reduces data loss along with lowering the risk of ransomware attacks for the College.

Multi-Year Hardware Maintenance Schedule and Budget Allocation Needs

While new Simplivity devices were recently purchased to support continued virtualization, periodic, ongoing maintenance costs will need to be supported within the IT budget. During the course of this assessment, an oversight of inclusion of these maintenance fees in the department budget was identified. While this has been rectified, similar situations will be averted by the development of a multi-year maintenance schedule for these units as well as other related technology maintained within the RVC data center.

Network Vulnerability Assessment and Comprehensive Security Planning

Develop and implement a formal network security plan to identify and address security vulnerabilities so that resources are appropriately applied to ensure a secure network environment. The first step would be to fully document the current architecture and related security infrastructure practices.

Subsequently, the College should contract for an internal, external, and wireless security penetration test. The assessment would serve as a safeguard that aims to discover any weaknesses within the IT infrastructure. The resulting report would then be used as the basis for future security enhancement. (See “Appendix D - Excerpt from Network Vulnerability a Previous Proposal from Illumination.io” for additional information.)

Finally, ensure that all network engineers are fully versed in the security protocols and are proficient in monitoring and configuration tools necessary to support the network.

Wireless Endpoint Assessment and Remediation

Within the last year, a new network policy server (NPS) was installed. This new server increases the wireless endpoint capacity from 300-500 concurrent connections to up to 2,000 concurrent connections. However, periodic incident reports indicate that connection is still not consistent in several areas on campus.

While capacity should be sufficient, the actual structural design of buildings appears to be limiting access in some areas. As an example, IT staff noted structural constraints, such as the metal ceilings in the Student Center, requiring additional remediation for wireless to be effective. While this is a known challenge, it serves

merely as an example. A wireless endpoint assessment by our current vendor, Entré Computer Systems, would identify all remaining connectivity issues on campus and would allow for remediation with the installation of additional endpoints.

Migrate Police Department Server Infrastructure to IT Infrastructure Support Services

Currently, members of the Police Department are currently managing, monitoring, and upgrading the server infrastructure that supports many of the security systems for the College including cameras, card access, call boxes, and alert systems. This practice has continued due to the concern that the IT department does not have the capacity to effectively monitor and manage these critical systems. However, the goal is to keep members of the Police Department focused on their core services and not be fragmented with this additional technology support.

To accomplish this shift, IT infrastructure practices and procedures will need to be formalized to guarantee timely maintenance and ongoing monitoring of these systems. This effort will require additional cross-training of IT staff, well-defined maintenance schedules, and close monitoring of these critical security systems.

Develop Strategies for Configuration and Installation of Academic Hardware/Software Based on Defined Maintenance Schedule; Consider Expansion of AWS AppStream 2.0 and Workspaces

Several strategies should be considered when developing defined maintenance windows or periodic maintenance in support of academic programs as well as ongoing maintenance to ensure system stability.

1) Establish designated operational maintenance windows. These windows represent defined periods of time during which planned maintenance, upgrades and changes to the College's IT services and systems may occur. During these maintenance windows, services may be intermittent or unavailable. The windows occur at times when student and staff usage is low, making it easier to prepare for possible disruptions or changes.
2) Establish practices for identifying new academic hardware and software needs for the upcoming academic year and/or semester. Proactive planning for classroom, lab, and online hardware and software configuration provides IT staff with sufficient time to design, purchase, and configure solutions that will full support current and emerging technology (e.g. AWS Appstream 2.0).

Campus Network Modernization Aligned with RVC Building Modernization Project

IT staff identified an opportunity to address concerns related to the aging of the network infrastructure. Recently, they were involved in conversations related to the modernization of several campus buildings including ERC, CLII, the Student Center, and SSB.

Specifically, staff noted that the cabling in many of these buildings was installed in the late 90's. The goal would be to upgrade from CAT5 to CAT6 cabling resulting in increased bandwidth. (Basically, think of it as the difference between a 2- and a 4-lane highway. On both you can drive the same speed, but a 4-lane highway can handle much more traffic at the same time.)

Further Evaluate Alternative Hosting Models for Ellucian Colleague to Ensure Continuity of Service and Support Growth

Below is an excerpt from the response received on 12/15/2020 from our Ellucian Account Executive, Eric Levy summarizing a potential path for the shift to Ellucian Self-Service combined with a move to the managed Ellucian Cloud.

"There are two different points here that we need to discuss.

1. Colleague self-service is an area we can address with professional services. Self-service doesn't help with stabilization though. Self-service is required because of the impending WebAdvisor sunset, and it will allow you to do more with the tools you have. However, it won't take the burden off of the IT department. We can address the move to self-service by selling Rock Valley a bundle of professional services hours.
2. A move to the managed Ellucian Cloud will stabilize the IT department. I would do this in conjunction the above-mentioned professional services. That way we can have a project manager
   decide what needs to be addressed and when. The benefit of this move is it will take all of updating
   and patching of Colleague off of the IT departments shoulders, improve security, and guarantee disaster recovery. We're recommending Rock Valley keep their customizations intact, so you don't need wholesale change. Over time you can move towards retiring customizations and pivot to a SaaS environment when the time is right, but in the interim you'll have a stabilized environment, and a modern toolset.

A business case it currently being developed which outlines proposed options.

Public Website and Intranet Recommendations

Website and Intranet Development Best Practices

Website

According to Forbes (Feb 2018), the following website feature checklist outlines several non-negotiable standards:

1. Fast Loading
2. Mobile Ready
3. Tracking Enabled
4. SEO Ready (Search Engine Optimization)
5. Enabled CMS (Content Management System)
6. Conversion Optimized
7. Email Marketing
8. Social Media
9. Strong Security

Intranet

According to the Harvard Business Review (May 2020), the top five key strategies for optimizing an organization's intranet includes:

1. Take the Burden off the IT Department
    a. "Too many companies rely on their IT teams to build and organize their intranets. It's a practice that stems back to the days when prebuilt software didn't exist and engineers had to design these systems from scratch."
    b. "Ultimately, IT teams should not be making these decisions, as they are not hired to be employee engagement or communication experts. Instead, the intranet needs a dedicated team of company leaders, editors, and designers to advise these projects and review the interfaces IT is building, as well as to keep those systems up-to-date with top-down information. Alternatively, these teams can make purchasing decisions on pre-built systems."
2. Put Managers in the Driver Seat
    a. "Given that our research revealed that a key driver of failed intranet systems is lack of executive engagement, passing the internal communications torch to managers isn't a bad solution. After all, companies can't expect employees to use a resource if the leaders they follow don't update or even use it themselves. This is why we believe that department managers are the ideal candidates to oversee the maintenance of intranet systems – they are best positioned to curate information between senior leadership and their teams."
    b. "A separate steering team – with the sole purpose of getting companywide buy-in and aligning the managers and their processes – is also necessary to ensure the intranet is organized in a way that makes it easy to use across the entire organization."
3. Get Employee Buy-In
    a. "Most managers neglect to explain the intranet's purpose to their teams. But it's imperative that they break down why it's necessary as well as how to use it. Without that understanding, departments end up using the intranet for different purposes and wires get crossed."
    b. "For these reasons, all managers must guide employees on how and when to use the intranet. A good time

to do this is when new employees join your team or organization. In fact, including training on how to best use the intranet in your onboarding process might help people build the habit of checking it regularly and instill it as a valid resource in their minds."

4. Obsessively Track Metrics
    a. "Intranet administrators should regularly conduct analytics reviews for a couple of reasons. First, analytics will help them (and you) better understand how the company is interacting with your content and discover what resources are in high versus low demand. Intranet administrators can use this information to convince domain owners that it's time to update or remove irrelevant information. If the metrics reveal that people aren't reading an important article, for example, domain owners can work with content contributors to revamp or promote it."
    b. "Second, search analytics alert administrators when and if people are looking for content that doesn't exist. In those cases, they can advise domain owners and content creators to develop new and improved resources. Ideally, an intranet should have built-in analytics to track this information."
5. Integrate with Cloud Systems
    a. "As managers update and adjust their intranet systems, they're bound to lose some content. Therefore, it's best to link the intranet directly to the cloud, whether it's through Microsoft's Office 365, Google Cloud, or Dropbox. The latest version of a document is always up-to-date on a cloud-backed intranet. Without one, employees have to save, download, and upload documents to the intranet — and because this process is cumbersome, systems are notoriously outdated."
    b. "If your intranet has indeed become a junk drawer, use these tips. It's never too late to pull items out, clean everything up, and start over. Your company — and your team — will thank you for it."

Website – Strategic Initiative Recommendations

Migration of Custom Quarry to CommonSpot

The CommonSpot Content Management System (CMS) by PaperThin serves as the content management platform for RVC's public website and the intranet site (The Quarry). During the last few years, departments have gradually began to shift away from custom development of Quarry pages to CommonSpot pages which can be maintained by decentralized web content developers.

However, the adoption of CommonSpot to support the Quarry has been slow. To complete the shift, departments will need to clean up/archive old, obsolete content that currently exists in the Quarry. In addition, new content should be developed from a business process perspective with intuitive navigation connecting content to current business practice.

This shift will not only strengthen the College by increasing visibility to internal procedures, forms, and reports, but it will also reduce IT help desk requests for publishing content. The decentralized web content developers will be able to maintain their own content freeing up IT resources for more complex support needs.

Integration of Admissions Application with Prospective Student CRM Solution

The current, custom Admissions application was developed to fulfill the business need of having an online solution for collecting applicant data and provide integration into Ellucian Colleague. It serves as a stable application providing an easy to use interface for potential students.

However, the current solution has limitations:

1) Challenges exist for returning students who are submitting a subsequent application when information is entered which does not match data that is already stored on the student record in Colleague. Manual data entry is required by Admissions staff to review and resolved the discrepancy.
2) While several custom email communications were developed to support application receipt and completion, the communications are limited compared to prospective student communication plans which could be developed with tools available in a Customer Relationship Management product.

A renewed effort toward the implementation of a CRM solution, inclusive of a new application, would not only support a more robust tracking, communication, and onboarding process, but would also lay the foundation for expansion of the enrollment management practices to include integrated tracking of suspects, prospects, and respondents in addition to applicants.

However, if the College decides to retain the current custom application, efforts should still be made to integrate the applicant/student data into a CRM solution to realize the benefit of automated tracking of and outreach to prospective students.

Single Sign-on Solution for myRVC

A student portal is an online gateway to an array of self-service tools. Currently, a majority of the tools are available to students via myRVC. However, the current experience remains somewhat "siloed" and lacks the integration between the self-service tools and the seamless integration between the resources.

Prior assessments and IT strategic planning efforts from 2013, noted the interest in pursuing the implementation of the Ellucian Portal. The implementation of this portal would require a shift from the Unidata database platform to a Microsoft SQL Server platform which complicates the effort.

However, since 2013, the landscape of potential solutions for a portal presentation has broadened. A number of vendors are available that could provide a similar solution. In addition, with the availability of tools such as Sharepoint, Colleges have designed their own solutions supporting single sign-on and a quality student engagement platform.

This recommendation has two components:

1) To improve the student experience, it is first important to shift to a more modern self-service presentation. The shift from WebAdvisor to Colleague Self-Service is therefore a prerequisite to any other modernization initiative.
2) Upon completion of the shift to Colleague Self-Service, the College could enhance the student experience by supporting SSO between key online tools including Eagle/Canvas, Microsoft 365, email, and RVC alerts. The recommendation is for the College to investigate the potential of creating a more comprehensive self-service presence leveraging their existing toolset (including CommonSpot and/or SharePoint) or to pursue an RFP which would identify new emerging, cost-effective portal solutions.

SharePoint Usage Assessment and Planning

While CommonSpot has been identified as the CMS of choice for both the public website and intranet, the availability of SharePoint and its potential benefits should not be underestimated.

SharePoint provides numerous collaboration business tools which allow people inside and outside the organization to work together. As indicated above, integration with cloud systems adds the additional capability for collaboration ensuring that the latest version of the documentation is always available.

Consequently, if the College expands its use of the Microsoft 365 platform through the adoption of Microsoft Teams for collaboration, it would be beneficial for IT to research the potential benefits that these tools could provide to the organization.

Business Systems Recommendations

Ellucian Colleague Student and Staff Self-Service/Decommission Web Advisor

The following official notification has been posted to the Ellucian Customer Care Center:

"Ellucian has transformed previous Web Advisor experiences with new Colleague Self-Service solutions – providing greater value with your existing maintenance. We plan to provide Web Advisor regulatory support until June 30, 2021 for the existing Colleague Web Advisor capabilities, moving Web Advisor to sustaining support effective July 1, 2021. Sustaining support of Web Advisor ends June 30, 2022. Web Advisor will support tax forms through the 2020 tax year.

We highly encourage you to upgrade to Colleague Self-Service in order to provide the best modern experience to your students, faculty, advisors, staff and proxy users, such as parents and guardians. Over 470 institutions have implemented Colleague Self-Service solutions and we look forward to your continued adoption of our latest innovations. We will reach out to you through your Customer Success Manager to make sure you have a successful transition plan to Colleague Self-Service.

As a reminder, sustaining support provides you access to support from the Ellucian Customer Center, Action Line and previously supplied updates – and full access to online content such as knowledge base articles and product documentation. Sustaining support does not provide any new software updates or regulatory enhancements."

The Student Planner
While the College has rolled out the Self-Service Student Planner, the functionality has not fully been adopted/promoted as the common practice for student planning and enrollment. Expansion of curriculum models/plans and integration within the advising model, could transform this feature into a solid retention and course planning tool.

Additional Student Self-Service Functionality
In addition to the Student Planner, Colleague Self-Service provides several other key components which replace or expand on current Web Advisor functionality:

1) Application for Graduation
2) Case Creation and Management
3) Class Rosters
4) Faculty
    a. Class Attendance
    b. Email Students on Roster

    c. Consent
    d. Prerequisite Waivers
    e. Textbook Maintenance
    f. View their Contracts
    g. Grading
5) Guest Search for Curriculum
6) Instant Enrollment
7) Proxy Capabilities
8) Student Payment Plans
9) View and Pay on Accounts
10) Update address and emergency contacts
11) View Grades
12) View Unofficial Transcript
13) 1098-Ts

Financial Aid

The self-service Financial Aid module is not included in the core self-service functionality and therefore may require either additional funding and/or contractual negotiation with Ellucian representatives before it will be available for implementation.

Finance/HR/Payroll

Significant improvements could be realized with the rollout of both the leave management and the time reporting features of Self-Service. So, while the primary focus of the effort will need to be student online services, a parallel initiative focusing on business automation could also be a win for the College. Features include:

1) Budget adjustments
2) Comp time management
3) Employee benefit summaries
4) Earning statement
5) Entry of vacation and sick time
6) Faculty view of contractual assignments
7) Make budget adjustments with approvals
8) Proxy capabilities
9) Supervisor approval of vacation and sick time
10) Supervisors grant proxy ability for time approvals
11) Time entry, View time history
12) View and update address, emergency contracts
13) View current and prior year project and budget actuals and financial health
14) View projects
15) W-2 electronic consent and W-2 statements
16) View position history, view stipend history
17) Requisition for goods and services

18) Receive goods and services
19) Purchase orders and request a payment

Expand the use of Ellucian Advise functionality further defining and aligning advising and retention business practices.

Expand the functionality of Ellucian Advise to incorporate:

1. Self-Service Appointment Scheduling and Management features currently supported through SARS Anywhere. Decommission the use of SARS.
2. Integration with Sangoma to include phone outreach.
3. Incorporate key financial aid statuses to assist with risk assessment and communication.
4. Implement LMS Integration to assist with identifying at risk students.
5. Incorporate additional degree audit/student planning information to support targeted outreach.
6. Develop student risk assessments based on KPIs and build business process related to student outreach.

Prospective and New Student Customer Relationship Management Solution for Enrollment Management

The past project efforts related to the implementation of Ellucian Recruit were abandoned after a failed rollout of the Ellucian Recruit admissions application. While an alternate, custom application was developed in-house to meet the immediate need for an online application, it does not replace the full scope of functionality that was intended by the purchase of Ellucian Recruit:

1. Personalized Prospect Inquiry Management
2. Automated Workflows and Decision Making
3. Multi-touch Communication Plans
4. Data-driven Performance Metrics for Campaigns and Enrollment Management Tactics
5. Event Management
6. Establish mechanism for coordinating outreach with Business and Industry

Either additional external resources will be required to address the challenges faced during the initial rollout and a commitment to full implementation ensured or the College should pursue an alternate solution to provide a full-service CRM solution.

Perceptive Content Upgrade and Training for Workflow Development

Currently, Perceptive Content (formerly Imagenow) is being leveraged by Student Services and business units, such as Finance, for document storage. A few units leverage workflow functionality; however, due to limited IT support, existing workflow have not been enhanced and new workflows developed for months or years.

Unfortunately, this tool has been underutilized and many of its features have not been investigated. Perceptive Content supports not only document

management, but also:

1) Electronic Signatures
2) Automated Workflow Processes
3) Data Capture with eForms

Finally, leveraging the integration for Colleague, business processes can be automated bringing data from your SIS to support decisions-making and send those decisions back to the SIS. Here are a few examples of common higher education automation practices:

- Admissions: The integration speeds admit decisions by automatically indexing documents, updating Colleague checklists and electronically routing the complete applications.
- Financial Aid: The integration supports faster financial verification, supporting compliance and giving confidence during awarding to help protect enrollment numbers.
- Transcript Processing: The integration writes an equivalency decision and the resulting new rule to the SIS so the system is immediately ready to award credit the next time that course is transferred.
- HR: The integration updates document checklists to speed and simplify employee on-boarding and support compliance.

IT Service Delivery Suite Adoption and Procedure Development – Project Management; Help Desk; Knowledgebase; and Remote Support

During the last few weeks, the IT department faced several challenges with solidifying their infrastructure for remote support and service delivery. While the department has researched several potential tools for remote support, the department had not finalized their solution set, requested operational funding for new tools, or fully developed standard support procedures.

However, after researching their current toolset, it was determined that basic upgrades to existing tools could stabilize the current infrastructure and begin to establish their base for the future:

1) Remote Access/Support - Teamviewer 9 was installed on most desktops. However, Teamviewer 15 was the most current version. It was determined that an upgrade to this tool with the additional use of the included Teamviewer console could provide similar functionality to other tools they tested in the past. Moreover, the final cost was determined to be half the cost of more expensive tools.

   Note: Effectiveness of this solution should be monitored and continued conversation may be required to determine a longer-term solution for remote access support.

2) Service Delivery - Spiceworks is currently leveraged as the help desk incident tracking system. While IT had completed an assessment of several other help desk tools in the hope of replacing Spiceworks, this

business practices did not exist to effectively leverage the tool. Specifically, a data analysis of the last year of incidents indicated:

a. Incidents were not effectively categorized to allow for problem identification
b. Severity levels were not defined
c. Time tracking was not consistent
d. Tickets were not distributed evenly between agents
e. Automatic routing was not active requiring an intervention on every ticket
f. Management was not leveraging the data to analyze trends
g. All service units are not leveraging the tool consistently. Particularly, the programming area leverages a separate project request system for tracking requests even though many of the requests are equivalent to help desk tickets.

Consequently, the proposed shift to a costlier help desk solution would not yield the anticipated ROI. Instead, planning and design of service management practices should be pursued with the goal of defining data-driven practices for the department prior to the selection of a longer-term technical solution.

3) Knowledge Management - Standard practices for knowledge management are also needed within the department. Only the TSS and Help Desk staff were leveraging Atlassian Confluence for documenting processes and solutions. If this practice were expanded to provide all IT staff with an individual license, an additional cost would be incurred by the IT department. If the department leverages shared accounts, they could avoid additional costs, but would lack the ability to track who specifically updated the documentation. Consequently, the department has not finalized their approach for leveraging this solution.

   While Confluence may be the tool of choice, care should be given to the final selection of the toolset. Consideration of how the solution will integrate with other tools such as Spiceworks, Teamviewer, CommonSpot or other future tools should be considered. In addition, the College is currently licensed for Sharepoint which could also serve as a knowledge management tool.

   Ultimately, while it is important to build a knowledgebase for the IT organization, a longer-term goal for a self-service knowledgebase should also be considered. Not only is it important to share information internally, it is equally as important to support all College staff with easy to use technology troubleshooting resources. Any tool that is selected should have the ability to secure content to specific units or share the content with other College staff.

4) Project Management - Currently, the IT department does not formally define or track project plans within a standard project management solution. The lack of formal, project management practices is a significant void for the department. While this will be detailed later in the assessment, it is important to mention that any tool that is added to their service management toolset related to project management should integrate with other departmental solutions.

Hardware/Software Asset Management Systems Development and Integrations

Currently, Ellucian Colleague is leveraged to track initial hardware/software purchases and also track the disposal of equipment. However, information related to the actual location/user is not maintained centrally as the device is moved or reassigned by IT. Information is stored in several area including a custom NetDev app, spreadsheets, Microsoft Systems Center, etc. A formalized process for either physical inventory and ongoing Colleague updates or other integrated business practices should be pursued. Ultimately, the establishment of a single source of the truth for hardware/software inventory and usage, will support the reestablishment of a
lifecycle planning process (defined later in the assessment).

"Shadow" System Reduction and Solution Reviewwith the majority of effort being allocated to Access.

Based on a recent report from October 2020, 362 instances were identified grouped in 4 general categories: 1) data stores of original data, 2) data extracted from other sources, 3) Access business applications, 4) front end reporting for databases including Colleague and the
ODS.

A comprehensive review of these databases should be conducted to determine the current status of each of the instances and what business purpose they fulfill. As a result of the review, the following actions should be pursued:

1) Archive/delete instances which are no longer leveraged
2) Review the functionality of standalone applications to determine if it could be maintained within the ERP systems
3) Shift to enterprise reporting systems such as Informer to ensure a single source of the truth. This shift is dependent on the modernization of the Informer solution and corresponding training.
4) Transition of the support for operational databases to service staff within the departments.

The goals of this effort would be to free up central IT resources for reallocation to enterprise-wide solution development, eliminate duplication and redundancy of data, increase automation and reduce manual effort.

Data and Document Management Recommendations

Standardize and Simplify Colleague/Unidata Data Models

The current data model providing real-time access to Colleague data incorporates almost the entire data model supporting Colleague. Even with focused training, it requires significant technical skills to effectively and accurately develop and maintain reports.

While the Operational Data Store (ODS) provides a more streamlined/simplified data model that is oriented to business users, the data is not real-time and all business users have not been authorized to access the resource within Informer 4. Consequently, they have shifted to the use of Access database connections for retrieving data and building reports.

To address these challenges, the recommendation is to either create an additional data model for the Colleague data that is standardized and simplified to meet 80% of all business reporting needs. The thought is that the remaining 20% of reports may be more complicated and require data that is not commonly accessed. This could be accomplished within Informer 4.

Pairing the simplified schema with the upgrade described below could drastically improve enterprise reporting.

Upgrade from Informer 4 to Informer 5

Similar to Informer 4, Informer 5 allows for ad hoc queries against the database. However, it has taken a huge leap forward by creating Dataset functionality and providing a more intuitive interface.

A great benefit in using Datasets is they are always going to be fast because they've already been indexed. In addition, users can combine data from multiple Data Sources into Datasets, providing for broader and more
comprehensive analysis.

Leverage Informer 5 Functionality for Consolidating Data Sources into Datasets

As previously note, the Informer 5 Dataset functionality supports the consolidation of data from multiple, disparate sources into a single, meaningful view for easy analysis and reporting. As an example, data from multiple systems including Ellucian Colleague, Ellucian Advise, Website Marketing Campaigns, standalone spreadsheets, and survey data could all be combined in a single dataset allowing authorized users to interact with and analyze the data.

This functionality will give staff the ability to do their own analysis and create their own reports. Within the results, they can see, filter, and interact with the data instead of needing to transfer data into Excel or Access or
relying IT staff who have the experience of handling complex data models.

Purchase Informer 5 Dashboard Add-On (or a Similar Product) for Shared Visuals and Build Prototype for Enrollment Dashboard

Informer Dashboards (or dashboard/analytics functionality in similar products) provide data visualization using real-time information and integrates data from multiple databases, data warehouses, and spreadsheets, whether on premise or in the cloud, to display all KPIs and metrics from a single web-based interface.

While the definition and configuration of dashboards may be best suited for professional IT or data reporting staff, the approach would be to define enterprise reporting needs and present a single source of the truth for Enterprise-wide reporting. Filters, intervals, and drill-down features can then be leveraged for data exploration and decision making.

Complete Forms/Electronic Signature Solution Assessment; Benefit of Ellucian Colleague Integration

Business automation can occur through a number of avenues and leverage a host of tools. One approach to going paperless is to leverage digital forms and electronic signatures. Several solutions for development of the forms and the inclusion of electronic signatures exist. But, when selecting a solution, care should be given to the identification of a solution that allows for data integration with core ERP solutions including Colleague, Advise, and potentially Recruit. In addition, the selected solution should allow for defined workflows to support collaboration between staff and departments.

It should be noted that the College already owns licenses for Perceptive Content (formerly Imagenow). While the College currently leverages the product for document imaging and limited workflow, the capabilities of this product could provide significant opportunities for automation. In particular, the addition of the eForms and eAuthorize components, could be added to maximize the capabilities of this tool.

However, when considering solutions, functionality within other existing products should be considered as well. Specifically, using the Workflow Management System in Colleague, business processes can be mapped using the workflow definition tool to align the process to Colleague forms. While this option is available, it should be noted that expansion of the use of workflow in Colleague will require a workflow developer with familiarity with the Envision Basic programming language.

In summary, before considering development as a solution, a review of functionality within the ERP should be completed first to avoid duplication of effort and to select the most efficient and effective solution which meets the business need.

Decommission Use of Access Datasets as Reporting Front Ends

As indicated above, the recommendation is to eliminate “shadow” Access databases. One of the categories of instances identified was the use of Access as a report generation tool for Colleague and the ODS. This approach is currently understandable due to the complexity of the Colleague data model, the lack of documentation and training, the restricted access to the ODS data model, and the lack of visibility of the data within Informer 4. All of these challenges can be addressed through the realization of several of the initiatives above. If appropriate attention and resources are allocated to the modernization and simplification of the Informer solution, it could be transformed into a viable enterprise-wide reporting solution.

Business Process Development Recommendations

New Employee Onboarding: Systems Integration and Workflow Configuration

Several options outlined in previous recommendations could support the development of a transparent, coordinated employee onboarding business process. After mapping the process, identifying key stakeholders, and reviewing available tools which meet the defined business need, significant improvements could be realized.

Tools which could factor into this comprehensive solution include:

1) Ellucian Colleague Workflow
2) Perceptive Content (or comparable product) eForms, Workflow and E-signatures
3) CommonSpot Intranet with Business Process Documentation
4) Potential Integration of Frontline Applicant Tracking with Colleague Upon Employee Hire
5) Integration with Identity Management
6) Automated Notification and Email Messaging

Asset Management for Technology Equipment from Initial Purchase to End of Life

Currently, fixed asset management, particularly for hardware components, is maintained in several disconnected systems and files. While Ellucian Colleague is the primary source triggered at initial purchase, the subsequent management of location, owner, and status is disconnected. However, the inventory, owner, and location within IT is managed within multiple applications including a custom Quarry application, spreadsheets, and Microsoft Systems Center.

Consequently, there is no single source of the truth and the College lacks ability to effectively track and monitor the status of capital IT equipment.

Automated Time and Leave Approval; Aligned with Ellucian Self-Service Initiative (System-1 Initiative Above)

Currently, time entry is available for student workers. To expand this functionality to staff, the College would need to make a prerequisite change in practice to payment in arrears. Once this shift is completed, the new
Self-Service functionality could be made available within Online Services.

Review, Formalize, and Coordinate IT Hardware and Software Acquisition and Lifecycle Planning Process

The College should take a systems life cycle approach to managing its technology portfolio ensuring technology decisions are right for the College by factoring in the total cost of ownership. In addition, a formal review of purchase requests allows for alignment of solutions with the current infrastructure and ensures that existing solutions which provide similar functionality do not already exist within the College's technology portfolio.
Finally, a preliminary review may uncover potential cost savings due to the possibility of extending or refining existing licensing or even leveraging solutions which were previously purchased by another department.

In addition, hardware life cycle planning recognizes the importance of computer-related hardware to business productivity, the excessive costs of supporting obsolete equipment, and the need to carefully plan for timely upgrades and replacements. Lifecycle planning involves not only tracking existing hardware and developing a
schedule for replacement, but also budgeting for, implementing, and monitoring fulfillment of those plans.

Requisition Approval Workflow/Approval; Systems Integration and Workflow

During the assessment, the Finance department identified the automation of requisition approval as one of their top needs. Currently, the process to monitor the status, send email notices prompting approval, and confirm the approval is manual and very time-consuming.

Institute Formal IT Project Governance and Project Management Practices and Processes Replacing or Realigning with the Current Project Request Form Process

Project governance is an oversight function which aligns closely with a college's governance structure. Large- scale enterprise initiatives like those identified in this assessment require a significant allocation of staff and financial resources. These resource allocations must be considered as new projects and/or needs are identified.

Project management is the discipline of applying standard processes and principles to initiate, plan, execute, and manage the way new initiatives are implemented.

Currently, project governance at RVC rests with the manager of the individual submitting a project request and the manager of the unit receiving the request. Staff are assigned after requests are approved by the managers.

Project management within IT rests with the individual(s) assigned to the project. Little formal oversight is in place to define, monitor, and manage projects from beginning to end.

A shift to a formalized project governance model, will support the transition from a reactive, task based technology support model to a proactive, comprehensive planning model. This shift will support the alignment of strategic planning with the prioritization of IT initiatives allowing for the effective allocation of limited resources of time, talent, and funding.

In the end, there is no single organizational structure that can be used to ensure project success. However, by embracing standard project management principles the College will have the ability to:

1) Align technical and non-technical resources
2) Manage the allocation of scarce resources including people and funding
3) Collect metrics and track progress that support decision making which increases project success rates
4) Promote efficient and effective communication and training strategies
5) Increase technology adoption and technology utilization to improve business processes.

IT Organization Recommendations

This section contains recommendations for a set of organizational-related strategic IT initiatives to guide decision-making during the next 2-3 years. The recommendations are listed in order of perceived impact and importance to overall organizational improvement.

Each of the recommendations were drafted with the following goals in mind:

- **Ensure the IT Strategic Plan Supports College-wide Strategic Planning Efforts**
- **Establish Proactive Project Planning, Change Management and Governance Structures**
- **Enhance IT and Business Unit Collaboration**
- **Adopt IT Service Management Processes Promoting a Proactive Service Delivery Model**
- **Redefine Management Team Leadership Model Leveraging Sound Project Management and Staff Development Methodologies**
- **Provide Opportunities for Ongoing Assessment Aligned with Professional Development**
- **Develop Team Based Process Development and Improvement Strategies**
- **Standardize Communication, Documentation and Training Practices**

Hire an Executive Director for Information Technology

A reoccurring theme expressed during the assessment was the need for strong, central IT leadership at a senior level. Numerous examples of frustration were noted during assessment conversations regarding the lack of: 1) alignment with strategic initiatives, 2) recommendations for technology solutions, and 3) management of current infrastructure. This position will be key in the redevelopment of partnerships between IT and core academic, student service, and business units of the College.

Summary of Responsibilities

1) Leadership of Strategic Direction
2) Collaborates with Stakeholders
3) Analyzes How Technologies Can Create Business Value
4) Ensures IT Security and Risk Management
5) Develops and Manages IT Operating and Capital Budget
6) Develops IT Information Security Guidelines
7) Serves as Coach and Mentor for Staff
8) Conducts Ongoing Assessment, Planning and Oversight

Summary of Qualifications

1) Minimum of 5 years of experience at a comparable executive level
2) Evidence of progressive experience in strategic planning
3) Extensive experience with IT strategic planning, budgeting, and personnel management
4) Knowledge of all aspects of information technology planning, development, and implementation
5) Knowledge of key and emerging issues, trends, challenges, and opportunities

Re-engineer Ellucian Programmer Support Model Based on Ellucian Stabilization Effort

Ellucian Colleague is the primary ERP which supports all academic and student service units. In addition, it currently serves as the central ERP for the Finance and Human Resources departments. As a result, the current staff model of 1 FTE with limited support of an additional FTE clearly identifies this as single point of potential

failure for the College. Not only is cross-training of other IT staff needed, but a new model for systems development, system integration, business analysis, new functionality adoption, and training will be required to
modernize and fully leverage the ERP.

Update Job Descriptions and Align Staff

As a result of this assessment, recommendations were submitted to the President's Cabinet to realign and modernize the IT Organizational Structure align with standard IT Service Management guidelines. The proposed structure includes 3 units reporting directly to the IT Executive Director:

1) Infrastructure
    a. Data Center
    b. Servers
    c. Firewalls and Infrastructure Security
    d. Routers and Switches e. Cloud Infrastructure
    f. Database Management
    g. Configuration Management
    h. OS
    i. App Installation
    j. User Provisioning
    k. Power/UPS/Generators
2) Service Desk/Training Coordination
    a. Single Point of Contact
    b. Incident Management
    c. Problem Management

    d. Request Management
    e. Knowledgebase
    f. Communications Management
    g. Training Coordination
3) Enterprise Applications
    a. Business Analysis and Process Development
    b. Systems Design
    c. ERP Application Support
    d. ERP Integration Development
    e. Web Development
    f. System Testing
    g. Enterprise Reporting

Each of these areas were defined and job descriptions where updated to reflect current industry trends.

Consolidate Help Desk and Technical Support Specialists into a Single Service Delivery Unit

Current service management practices recommend the shift in focus from the reactive Help Desk model to a more modern, proactive Service delivery model. Core functions of a service desk expand beyond incident management to include problem management, knowledgebase development, service automation, proactive communications, and, in some cases, coordinated training.

Recently, the shift to a remote service model has altered the perspective of the need to have TSS resources allocated to physical locations. The investigation of new tools for remote service delivery, the use of Microsoft Systems Center for deploying software, and the potential demonstrated with AWS Appstream 2.0 and Workspaces supports future consolidation and centralization of service delivery staff.

Sunset "Shadow" Microsoft Access Systems and Decrease IT Support for Access Development

This recommendation was outlined within the Systems-7 initiative detailed previously. While many of the Microsoft Access applications are highly leveraged, a structured approach toward elimination of redundancy, renewed focused on central reporting tools, and increased ERP system functionality adoption could reduce the need for support by central IT resources.

This shift from the support of decentralized, "shadow" systems would allow for renewed focus toward the increase in automation, workflow development, and streamlining of business processes.

Reallocate IT Staff Support for Microsoft Access and Expand Use of Perceptive Content (ImageNow) Imaging/Workflow Automation

Perceptive Content is a significantly underutilized tool within the RVC technology infrastructure. Currently, it is used within Student Services for document imaging and queue management. It is also used within business units such as Finance for minimal document imaging needs.

However, upon completion of the System-4 initiative, the College will be poised to renew efforts toward the continued automation, increased integration, and potential expansion for the use of this tool.

Unfortunately, the current upgrade proposal identifies the following items as exclusions and are deemed out of scope:

1) Configuration of modules not specifically listed within the scope and not currently subscribed to by Customer;
2) Hyland developing any new Custom/API scripting or creating new integrations with third party systems;
3) Custom/direct integration with third party systems via database connections or lookups are not allowed in the Hyland GCS hosted environment. Any existing configuration utilizing database integrations within Customer's solution will be reviewed and updated according to Hyland's recommendation and best practices;
4) Modifications to Customer's Software solution as a result of the Software upgrade. This includes any custom scripts, workflows, API integrations, or other general configuration areas of Software, should Software solution require changes, following the testing phase. All solution changes will be the responsibility of Customer's Software system administrator(s);
5) Formal project management time and deliverables; and
6) Requests for consulting that require a skillset not possessed by the Required Resources named in this project.

Future initiatives could be impacted by the above exclusions. Consideration of these initiatives should be factored into the final upgrade proposal:

1) An integrated electronic form solution support data capture and ERP integration
2) Automated processes across the organization
3) E-Signature functionality

Rebuild IT Steering Committee for Enterprise Project Oversight

Currently, a significant gap exists between IT and major business units within the College. Limited understanding of the College's strategic planning processes exists within the IT department as a whole. In order to fully realize Guiding Principle #1, identified at the beginning of this document, the focus on IT must shift from being an IT service department to that of being "a partner in strategic long and short-term planning".

An IT Steering Committee can provide this stabilizing influence which brings together key IT and business stakeholders to participate in strategic planning and project prioritization. Members of the steering committee typically are not individuals directly responsible for implementing projects or managing day to day operations. Instead, they represent key stakeholder departments dependent on the ability to complete large-scale projects on time and within budget.

By reinstituting this committee, the College could realize the following benefits:

1) Adoption of technology standards and policies
2) Prioritization of Mission-Critical Projects
3) Accountability for Project Completion

4) Increased Awareness of Critical Issues and Emerging Trends
5) Increased Adoption of New Technology
6) Integration of Business Practices Between Departments
7) Improved Operational Efficiency and Focus on Continuous Improvement

Develop a Change Advisory Board for Operational Oversight and Guidance

A Change Advisory Board (CAB) will serve as a critical component for managing the overall IT Service Delivery practices. The CAB assesses, prioritizes, authorizes, and schedules changes as part of the change control process. It is commonly staffed with representatives from all functional/technical disciplines, key decision makers, and other business stakeholders, as appropriate. In comparison to the IT Steering Committee, this board serves in an ongoing operational capacity.

The CAB is responsible for:

1) Change evaluation
2) Product management
3) Release management
4) Service validation and testing
5) Service asset and configuration management
6) Knowledge management between departments

The ultimate goal is to make positive improvements to the infrastructure and service delivery model without disrupting College services.

Appendix A - Resources

BMC – ITIL 4/ITSM Guides
(Recognized Leader in IT Best Practices and Solutions Development)
https://www.bmc.com

Forbes (Feb 2018)
https://www.forbes.com/sites/denispinsky/2018/02/12/website-design-standards/#786af69cf54f

Harvard Business Review (May 2020)
https://hbr.org/2020/05/dont-let-your-companys-intranet-become-a-junk-drawer

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