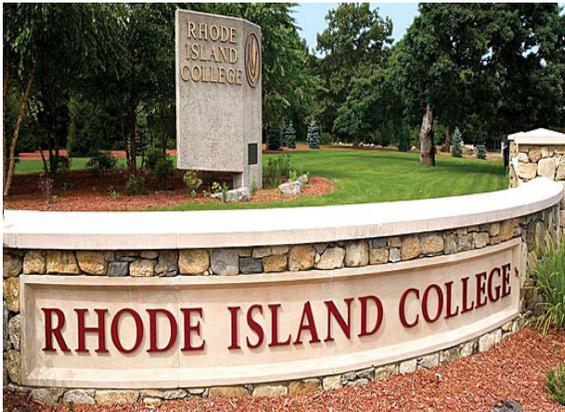


Rhode Island College 2018 Master Plan



**RHODE
ISLAND
COLLEGE**



MASTER PLAN UPDATE

Rhode Island College

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Executive Summary

Project Overview

Rhode Island College has completed or is in the process of completing the short-term projects identified in the 2010 Facilities Master Plan. The intent of this update is to review progress toward meeting the 2010 goals and to project and refine the next series of projects. Saratoga Associates of Saratoga Springs, New York developed the 2010 Master Plan for the College and was retained to assist with the update.

Approach

The project began in the early spring of 2017 with a project kick-off meeting with senior administrators to clarify project goals, establish the schedule with milestones, and set lines of communication. The project scope consists of three phases: Assessment - where needs are identified, Concept - consisting of solutions to meet the needs and Implementation – establishing priorities and a schedule.

Assessment Phase

The Assessment Phase included a series of interviews with senior administrators conducted during the month of April 2017. The interviews provided responses to three major questions: what are RIC's most important assets; what are RIC's most important challenges; and what are the campus-wide facility needs. There is consensus that staff, faculty, and students are the most important assets, followed by academic programs and new and renovated facilities. RIC's most important challenges are enrollment, keeping information technologies current, developing additional housing, and maintaining an aging infrastructure. Campus-wide facility needs are residence halls, student study space, and a student success center.

During the Assessment Phase, the Planning Team, consisting of Saratoga Associates and members of the College Office of Administration and Finance, reviewed the priority projects established in the 2010 Master Plan and the progress made by the College implementing the projects. All of the highest priority projects slated for completion during the short term (2011-2016) have been implemented or are in progress. Four of the mid-term (2017-2020) projects are completed and two of the long-term projects are underway.

A study of current parking was included in the Assessment Phase. The recommendations from the 2010 Facilities Master Plan, the 2014 Parking Assessment, and the 2015 Parking Inventory were reviewed. Current conditions were assessed through visual inspection.

Meetings with the Master Planning Committee, consisting of members of the College Office of Administration and Finance and the President's Executive Cabinet, identified potential changes in academic priorities driven by the Strategic and Academic Plan and translated those to broad space needs. The Planning Team was asked to identify the program areas currently existing on campus that could be consolidated to form Student Success Centers. Student Support Services such as Records (Registrar), Bursar, Student Loan Office, Grant Accounting Office, and Financial Aid would be brought together in a physical relationship such that a student with a particular need could be directed to a solution by a cross-trained staff member. The College also saw a

similar need for academic support programs to be consolidated and managed to better serve students.

These programs include the Preparatory Enrollment Program (PEP), Learning for Life (L4L), Office of Academic Support and Information Services (OASIS), First Year Programs, and the Career Development Center.

Concept Phase

The Planning Team, consisting of Saratoga Associates and members of the College Office of Administration and Finance, presented and refined several concept recommendations with President's Executive Cabinet. The concepts were developed from needs identified during several meetings with the President's Executive Committee and interviews conducted during the Assessment Phase. The concepts include both site and facility recommendations.

Academic Expansion Zones. Two future academic building zones are identified that provide for long-term expansion. The primary area is a linear east-west site located between the John Clarke Science Building and Parking Lot B. This site is currently occupied by the tennis courts and an intramural field and could accommodate significant expansion. Also proposed in this area are the relocation of the tennis courts and a segment of Library Road, which are discussed in the Outdoor Athletics and Vehicular Circulation concept sections. The second academic development zone is located further to the east, primarily utilizing the northern portion of Parking Lot B. This site provides a strong spatial connection to the eastern portion of campus, which is presently isolated from the majority of the campus to the west.

Student Housing Zones. A number of sites were identified and discussed with the RIC senior administration. The result of these discussions was the identification of two areas where future student housing could be located. The first site option is located on a portion of Parking Lot L, just to the south of the existing student housing village precinct. The second area is located to the east of the Recreation Center occupying the area of Parking Lot E6 and the adjacent area. The two areas are described as follows.

The first site is located near the existing student housing precinct which contains six residence halls. Additional new parking can be expanded to the area south of Lot L. The area to the south of Parking Lot L is a forested area that does not have any known environmental constraints. Parking Lot L has some limited capacity for additional student parking, but the parking requirement for new residential housing needs to be determined based on bed count and RIC policy. The site also provides adjacent proximity to the potential new track and field that would be utilized for RIC athletic events, intramurals, and recreation.

The second site for student housing is on the east side of the campus near the Recreation Center. The site is located on Parking Lot E6 and land bordering on the east side of this lot. The area is forested with moderate to steep slopes and has nearby

wetlands that require accurate mapping to determine how they may affect site development. The site also fulfills the objective of providing a distinct student living environment for upper division students or married students. Apartment style housing with kitchens may be appropriate for this age group and would not add pressure on existing dining services.

Outdoor Athletics. Key goals for the development of future athletic facilities were to provide a new area for track and field events and a soccer field that would meet NCAA standards. As such, a new facility for track and field is proposed on the south side of the campus adjacent to the golf course. The throw area for field events is currently located adjacent to this site. Venue seating, equipment storage, restrooms and parking would be needed for this facility.

A new soccer field that meets NCAA standards is proposed where the current track and field area is located on the north side of the campus. This area could accommodate a field that is 225' x 360'. A wooded buffer can be maintained between the field and the neighborhood to the north.

Student Services. A primary goal of the Master Plan Update was to identify locations for a "Student Success Center," commonly referred to as a one-stop location, and a "Student Academic Success Center." The program requirements of each are identified in the Assessment section.

An important location factor the "Student Success Center" is proximity to a well-traveled student path with high visibility. The preferred location for this center is west of the Donovan Dining Center and Horace Mann Hall.

The proposed location for the "Student Academic Success Center" is within the Adams Library. Components of the "Student Academic Success Center" currently exist in the Library and will serve as the core for relocating related programs.

Vehicular Circulation and Parking. The current configuration of Library Road starts on the east side of Whipple Hall and traverses around parking Lot C, Alger Hall, and the Clarke Science Building. It is recommended that this corridor be restricted to service and emergency access vehicles and ADA parking and be further developed for pedestrian circulation. Library Road could then be extended directly to the east from the Clarke Science Building to Parking Lot B. It is recommended that parking from Lot C be relocated, with the exception of ADA parking as required. Reconfiguration of the road system on the south side of the campus needs to be coordinated with future student housing and the track and field site.

There are limited opportunities for new surface parking facilities on campus. Parking lots E2 and E3 can be reconfigured to provide an improved layout and additional parking.

The campus has recently constructed additional parking on the north side of the Recreation Center. While parking is considered a problem in regard to the number of available spaces, it is recommended that the College engage a parking consultant to accurately identify parking needs based on demand. In the long-term, the incorporation of parking structures is recommended to accommodate future growth. Prime sites are located on Lots A and J. It is recognized that parking structures can be cost prohibitive, but other options are not readily feasible without off-site campus parking with shuttle service or the acquisition of additional property.

Parking for the Henry Barnard School was also identified as an issue during the morning drop-off and afternoon pick-up times. The planning team reviewed program needs and concepts with RIC and Henry Barnard School administrators and developed an alternative to provide parking on the east side of the building.

Open Space and Pedestrian Greenways. The campus has a well-defined open space system with the “quad” being the signature space for the campus. It is recommended that the quad undergo a significant renovation to enhance the pedestrian experience and visual quality of the campus. The mall is overly developed with hardscape and lacks a desirable landscape of deciduous canopy trees, site furniture, and lighting. The design of this space should recognize sight lines to Craig Lee Hall, the potential location of the “Student Success Center,” pedestrian movement, and underground utilities. Additional open space opportunities exist with the redevelopment of Parking Lot C and the north section of parking Lot L that could be reconfigured with green space. The primary east-west pedestrian greenway between the Library and the Recreation Center could be enhanced in conjunction with future academic building infill.

Traffic Demand Management

Traffic demand management is the application of strategies and policies to reduce travel demand, or to redistribute this demand in space or in time. The College is currently studying several methods for reducing the amount of vehicles on campus and the number of vehicle trips across campus. One method currently under study by the College is linking the College to the City and Town bike path system.

The College has made it a priority to improve pedestrian circulation across campus. The Master Plan Update identifies greening sidewalks with trees, improving pedestrian linkages from east-to-west and locating essential student services on the main pedestrian spine. Needed improvements have been identified, such as improving crosswalks across campus and adding walkways throughout the east side of campus.

RIC is discussing with the Rhode Island Public Transit Authority (RIPTA) potential implementation of “U PASS” reduced fares. Funded by participating colleges and universities, the University Pass Program (U-PASS), allows students at participating schools to get reduced transit fare. Students can ride using their student ID or purchase reduced fare products on campus.

Stormwater Management

The College has enthusiastically adopted Low Impact Development (LID) strategies for its environmental benefits. LID has also been adopted by the Rhode Island Department of Environmental Management (RIDEM) and Rhode Island Coastal Resources Management Council (CRMC) stormwater regulations. LID techniques are thoroughly incorporated into the Rhode Island Stormwater Design and Installation Standards. Any new development or redevelopment projects are expected to utilize LID techniques to manage stormwater. LID techniques include permeable pavement, a method of paving that allows stormwater to seep into the ground through openings within the paving material, and rain gardens and bioretention areas that collect and filter stormwater through layers of mulch, soil, and plants.

Community Outreach

College staff and Saratoga Associates conducted a series of nine charrettes/community meetings to present the Concepts. All Rhode Island College faculty, staff, students and surrounding neighborhoods were invited to attend and give input. Notices were placed in the local newspapers. Additionally notices were mailed to all neighbors living within 200 feet of the College perimeter.

Attendees were welcomed to comment or ask questions at any point during the presentation. Large copies of the proposed plans were displayed and the attendees were given the opportunity to write down comments on notes and append them to the drawings. The comments were assembled, transcribed and sent to the Planning Team for review.

Implementation

After obtaining input from College faculty, staff, students and the neighboring communities, the College Administration organized the projects into priorities. The Implementation Plan divides individual projects into related “Groups” and then schedules them in a sequential manner based on priorities, funding and dependency on previous projects. The Implementation Plan is divided into three phases: Short Term (2018- 2023), Mid Term (2024-2028) and Long Term (2029+).

Financing for the Capital projects is expected to be sourced through bond issues in 2018, 2020, 2022, 2024 and 2026.

Level of Work	'Hard Cost' \$/GSF	Cont.	'Soft Cost' \$/GSF	FF&E \$/GSF	Project Budget \$/GSF
New Construction	\$385	\$97	\$58	\$39	\$579
High Intensity Renovation	\$275	\$69	\$42	\$28	\$414
Medium Intensity Renovation	\$236	\$59	\$35	\$24	\$354
Low Intensity Renovation	\$198	\$50	\$30	\$20	\$298

The projects, in order of priorities, are as follows:

Short Term (2018-2023)

1. Craig Lee Hall Renovations
2. Enhance Campus Quad Phase 1
3. New Science and Applied Technology Building (or Renovated Fogarty Life Science and Clarke Science Buildings)
4. Horace Mann Hall Renovations
5. Adams Library Renovations (Academic Success Center)
6. Whipple Hall Renovations

Mid-Term (2024-2028)

1. Relocate Pre-School to Henry Barnard School
2. Henry Barnard School Pickup/Drop-off Safety Improvements
3. Student Union Renovations
4. Library Road Realignment & Conversion to 2-Way Traffic
5. Expand Student Housing
6. Enhance Campus Quad Phase 2
7. Develop Campus Greens

Long-Term (2029+)

1. Outdoor Athletics
2. New Admissions Facility
3. Parking Structures
4. Academic Facility Expansion

Municipal Planning Approval

The College is a state entity and is exempt from municipal planning regulations and approvals. However the College is an integral part of the community and presented the plan to the Town of North Providence and the City of Providence. The borderline between the two municipalities bisects the campus on a diagonal from the northeast to the south west with the Town located to the north and the City to the south.

College staff and Saratoga Associates presented the draft Master Plan Update to the Town of North Providence Planning Board on April 11, 2018. The plan was well received and a motion was carried and unanimously approved that the plan is in full conformance with the Town’s comprehensive master plan. On April 25, 2018 the planning team presented the Facility Master Plan Update to the Providence City Planning Commission. The plan was unanimously approved and found to be in compliance with the City’s comprehensive plan.

Section 1 –Introduction

1.1 Areas of Focus

Rhode Island College has completed or is in the process of completing the short-term projects identified in the 2010 Campus Master Plan. The college desires to refine and update the plan for the next 10 years, as well as identify longer term opportunities. The following objectives have been identified for the update:

- > Review mid and long-term projects identified in the 2010 Master Plan
- > Locate student housing for upper division undergrad students, grad and married students
- > Program and locate a “Student Success Center” and “Student Academic Center”
- > Strengthen pedestrian connections between the East and West campus
- > Identify locations for additional athletic and recreational fields
- > Identify locations for additional academic and support facilities
- > Improve vehicular circulation and identify parking opportunities

1.2 Planning Process and Scope

Phase 1 – Orientation/Kick-off Meeting

The planners and the President’s Executive Committee engaged in an initial meeting to discuss and refine mutual expectations and responsibilities. This meeting set goals and scheduled the master plan process. The purpose of the meeting was to:

- > Conduct a “Workshop” meeting with senior administrators and relevant campus personnel.
- > Collect and review “new” documents and information that has accumulated since the previous plan. This included planning studies and base maps reflecting recent site changes, recently constructed building plans, and updated program distribution.
- > Establish project schedules identifying milestones such as meetings and submittals.
- > Establish lines of communication between the planning team and the College.

Phase 2 – Support and Academic Programming Phase

The planners met with senior administrators to identify potential changes in academic priorities driven by the Strategic and Academic Plan and translate those to broad space needs. This involved the following:

- > Participate in Introductory Meetings: During this task, the planning team participated in introductory meetings. These were held with key administrators who have oversight of planning responsibilities. The intent of these meetings was to broach relevant strategic planning questions, delineate pertinent cultural and political issues, understand current space functionality, and discuss perceived space inadequacies or concerns.

- > Review Current Space Distribution: As part of this particular task, the planners conducted an overview of current space to understand existing space functionality issues. The planners reviewed current program locations and identified areas where functions are fragmented, inappropriately sized, or inadequately situated. In addition, potential opportunities for achieving collocation and for promoting synergies between and among occupants were explored.

- > Determine Future Space Needs and Adjacencies: At this juncture, future space needs were identified based upon the information collected and summarized in the prior phases. Both current needs and future needs were considered. An outline space program was developed for the Student Success Center (one-stop-shop) and Academic Success Center. A comprehensive study of academic space requirements was not a part of the study as there have been no major changes to enrollment. Desired adjacencies were identified, as were opportunities for achieving them.

Phase 3 – Campus Site Facilities Base Mapping

The planners updated the existing mapping at RIC with changes subsequent to the 2010 Master Plan, including:

- > Environmental mapping
- > Boundary surveys
- > Utility mapping

Parking: The planners identified the current campus parking conditions and use (i.e., student/faculty, reserved, ADA, visitor, loading zones, etc.). Parking inventories were identified from aerial photos, campus records and field observations. Parking utilization was determined based on interviews with Physical Plant and Campus Security personnel.

Site Analysis and Opportunities. The planners assessed campus open space, edges, entryways and future opportunities for building infill.

Phase 4 – Concept Development

Utilizing all the information and data available, the planners developed alternative concepts for the master plan. The concepts were refined with the College into “preferred” master plan, comprised of concept narratives and graphics.

- > Basic Concept Developmental Plan Elements
 - Updated campus land use patterns/precinct plan/open space plans.
 - Updated campus edges, entrances, gateways & arrival plan.
 - Updated vehicular circulation & parking system plan.
 - Updated pedestrian circulation systems plan.
 - Updated primary infrastructure improvement plan.

- > Develop Alternative Concepts: Based on the input from senior administrators, the planners developed emerging facility programs, identified prospective land use and facilities projects, and organized them into concept alternatives.

Phase 5– Preferred Master Plan Update & Design Concepts

The planning team met with the Master Planning Committee to discuss the alternative concepts. Elements of each were consolidated into a single preferred concept.

The College has closely followed the recommendations identified in the 2010 Campus Master Plan. A number of projects identified in the Master Plan have been completed or are underway. They are identified in green.

Major Building Renovation

- > Craig Lee Hall
- > Gaige Hall
- > Fogarty Life Science Nursing Addition and Renovations
- > Adams Library Renovations
- > Rhode Island College Welcome Center Renovations (Former College Park Apartments)
- > Athletic / Academic Support Center
- > Yellow Cottage
- > Alex and Ani Hall Art Center

Site Projects

- > Relocate bus stop to 3rd Avenue
- > Convert College Road to two-way and relocate on-street parking. Incorporate traffic calming and realign College Road to the south of the Henry Barnard School turn around.
- > Develop additional turning lane at the intersection of College Road and Fruit Hill Avenue.
- > Define Cole Road within Lot “B” and develop pedestrian walkways.
- > Develop defined north-south road in Lot “B”
- > Improve the College Road pedestrian crossing zone to the north of Thorp Residence Hall.
- > Remove through traffic connecting Lot “Y” to Library Road.
- > Develop a pedestrian spine to connect Lots “A” and “B” to the campus core.
- > Implement exterior signage and way finding. – IN PROGRESS

Future Building Construction and Renovations

- > Student Union
- > Horace Mann Hall
- > Clarke Science Building
- > Whipple Hall
- > Sweet Residence Hall
- > Brown Residence Hall
- > Thorp Residence Hall
- > Willard Residence Hall
- > Weber Residence Hall
- > Penfield Residence Hall

Future Site Projects

- > Convert all of Library Road to two-way traffic.
- > Enhance the campus quad.
- > Convert the section of Library Road from Fogarty Life Science Building to Alger Hall to emergency/service traffic only.
- > Enhance the open space in the residential precinct.
- > Enhance the open space between Clarke Science Building and Adams Library.

Phase 6– Implementation

The Implementation Plan identifies specific project budgets and schedules based on project scope and priorities developed in Phase 4 – Concept Development. The Implementation Plan divides individual projects into related “Groups” and then schedules them in a sequential manner based on priorities, funding and dependency on previous projects. The Implementation Plan is divided into three phases: Short Term (2018-2023), Mid Term (2024-2028) and Long Term (2029+).

Section 2 – Assessment and Programming

Introduction

Members of the planning team met with senior personnel representing academics, administration and support. Each was given a questionnaire prior to the meeting. The Questionnaire helped focus the information gathered and enabled each respondent to more thoroughly understand the nature and level of information being sought by the planners.

The interviewees were:

- Frank Sanchez, President
- Teresa Brown, Director of Residential Life and Housing
- Pam Christman, Assistant VP for Information Services
- Kevin Fitta, Director of Capital Projects
- Frederick Ghio, Chief of Campus Police
- David Gingerella, VP for Administration and Finance
- Clark Green, Executive Director for Strategic Initiatives
- Tamecka C. Hardmon, Director of Records
- Jay Jerue, Director of Facilities and Operations
- Jeff Martin, Assistant Vice President for Administration
- Jason Meriwether, VP for Student Success
- Stephen J. Nedder, Controller
- Ed Pacheco, VP for College Advancement and External Relations
- Roberta S. Pearlmutter, Dean of Social Work
- Ron Pitt, VP of Academic Affairs
- Leslie Schuster, Interim Dean of Graduate Studies
- Holly Shadoian, Assistant VP for Academic Affairs
- Earl L. Simson, Dean of Arts and Sciences
- Don Tencher, Director of Athletics
- David Toms, Director of User Support Services
- Jane Williams, Dean of Nursing School

2.1 Interview Summary

The questionnaires are used to identify both broad campus-wide issues and more focused departmental needs; needs were summarized to identify areas of perceived importance. The issues that received more than one mention are listed in descending order of frequency.

Rhode Island College’s Most Important Assets (Ranked According to Responses)

1. Staff and faculty
2. Students
3. Location, alumni, athletic programs, building renovations, value, increase in diverse population, Nursing, Art, Theater and Management programs, and new.
4. Additional comments are:
 - > Delivery of education
 - > Athletic programs
 - > Quad
 - > Access to city
 - > Beautiful campus
 - > College Town
 - > Management and Accounting programs
 - > Bricks and mortar
 - > Parking
 - > Athletic Center
 - > Uniqueness in Rhode Island
 - > History

Rhode Island College’s Most Important Challenges

1. Enrollment (recruitment and retention)
2. Keeping IT current
3. Need an additional residence hall
4. Aging infrastructure
5. Funding (public and private)
6. Space shortage due to renovations
7. Staying competitive
8. Additional comments are:
 - > Lacking a Student Union
 - > Commuter students have not been recognized
 - > Increase enrollment to 3,000 students
 - > Increasing and nurturing partnerships (Providence VA hospital)
 - > Discounting tuition
 - > Traffic
 - > One-way traffic on west side of campus
 - > Changing culture of the student body
 - > Faculty recruitment
 - > Differentiating RIC from other state schools
 - > Increase staffing
 - > Student Success Center
 - > Not enough student-oriented spaces
 - > Recruit more out-of-state students
 - > Keeping up with deferred maintenance
 - > On-line programming and what it means to physical space
 - > Financial stability
 - > Parking
 - > Move parking to perimeter of campus
 - > What % of enrollment should be residential
 - > Faculty office and research space
 - > Aging infrastructure
 - > Raising college’s reputation
 - > Student engagement

Campus Wide Facility Needs

1. Residence halls
2. Student study space
3. Student success center
4. Condition of classrooms are inconsistent
5. Maintenance
6. Additional comments are:
 - > Locate Admissions to west side of campus
 - > Develop more simulation labs (IT)
 - > Provide apartment style residences for UD and grad students
 - > Improve utilization of classrooms (very few Friday classes)
 - > Develop Welcome Center
 - > Need Alumni House
 - > Buildings 1 through 6
 - > Continue renovations
 - > Facilities should foster engagement
 - > Traffic congestion at College Rd. and 6th Ave.
 - > Provide hockey arena at northwest corner of campus
 - > Need more classrooms
 - > Demolish Willard Hall
 - > Last Master Plan didn't pay enough attention to pedestrian issues
 - > Improve vehicular and pedestrian circulation
 - > Provide a coffee shop near residences
 - > Acquire golf course
 - > Need better campus signage
 - > Envisioning needs of different programs
 - > Convert part of library to learning center
 - > Constricted site due to wetlands

2.2 Programming

Student success is a priority focus of the College, manifested in programs and facilities. Many student support programs have been dispersed throughout different facilities on campus. The scattered programs present the student with having to ascertain which program serves his or her needs and where it may be located. If the wrong program is selected, precious time has been wasted in a day of scheduled classes discouraging further search for a resolution. The College has asked that the Master Plan Update consider consolidating the student interface components of the programs into a single location to promote easy access and assistance.

The “Success Center” is a consolidation of programs at one location to enable easy access by students. Two centers were discussed during the Master Plan Update. The first of the Centers, the Student Success Center (one-stop-shop), brings together those services required by students throughout the academic year to manage their schedule, records and tuition financing. The point of contact can be set up as a triage where a student can bring an issue or request to a centrally located, cross-trained staff person. That person would be capable of steering the student to the correct services office.

The “Academic Success Center” can operate much in the same manner. Academic support services are brought together in a visible and easily accessible facility. As with the Success Center, a cross-trained staff member would direct a student to the service(s) they require.

2.3 Student Success Center Program (One-Stop-Shop)

Records

- > Director
- > Associate Director
- > 3 Information Services Technicians
- > 2 Senior Recorder/Advisors
- > 2 Eligibility Technicians

Bursar

- > Bursar
- > 2 Assistant Bursars
- > 2 Senior Enrollment Services Representatives

Student Loan Office

- > Assistant Bursar
- > Accountant
- > Senior Enrollment Services Representative

Grant Accounting Office

- > Director
- > Grant Accountant

Financial Aid

- > Director
- > Assistant Director
- > Associate Director
- > 2 Financial Aid Officers
- > Enrollment Services Representative
- > Information Aid

2.4 Student Academic Success Center Program

Preparatory Enrollment Program (PEP)

- > Program Coordinator
- > Professional Advisor

Learning For Life (L4L)

- > Director
- > Assistant Director
- > Data Management Specialist
- > 3 Educational Support Facilitators

Upward Bound

- > Interim Director

Office of Academic Support and Information Services (Oasis)

- > Director
- > 2 Assistant Directors
- > 4 Coordinators
- > Clerk/Typist

First Year Programs

- > Director

Career Development Center

- > Director
- > 2 Personnel Aides

2.5 Parking Assessment

REVIEW OF PRIOR STUDIES

As part of this current Rhode Island College Master Plan update, prior parking studies were revisited. The following prior studies were reviewed:

- > 2010 Rhode Island College Campus Master Plan, prepared by Saratoga Associates.
- > April 2014 Parking Assessment, prepared by VHB.
- > January 2015 Parking Inventory, prepared through RI College Office of Institutional Research and Planning.

The 2010 Rhode Island College Campus Master Plan

This master plan addressed parking on campus as part of its assessment of campus circulation. The assessment of campus parking was prepared by Pare Corporation of Lincoln, Rhode Island. This assessment evaluated parking distribution, parking utilization and parking lot conditions.

The key findings were as follows:

- > Parking Distribution: Peak period observation on a Thursday between 11am and 1pm found 500+/- vacant spaces.
- > Parking Utilization: Underutilized lots were Lot L (south of campus housing), Lot A and Lot E7 (East Campus).
- > Parking Lot Conditions: Parking count showed 3650 +/- spaces with most student and visitor lots in good condition.

Overall findings determined that existing spaces on campus appeared sufficient to accommodate 2010 parking demands but overloading occurred in the most desirable lots.

The 2014 Parking Assessment

This report included a one-day qualitative assessment to observe percentage of parking lot occupancy, traffic congestion at parking lot entrances and walkways and also campus roadway circulation.

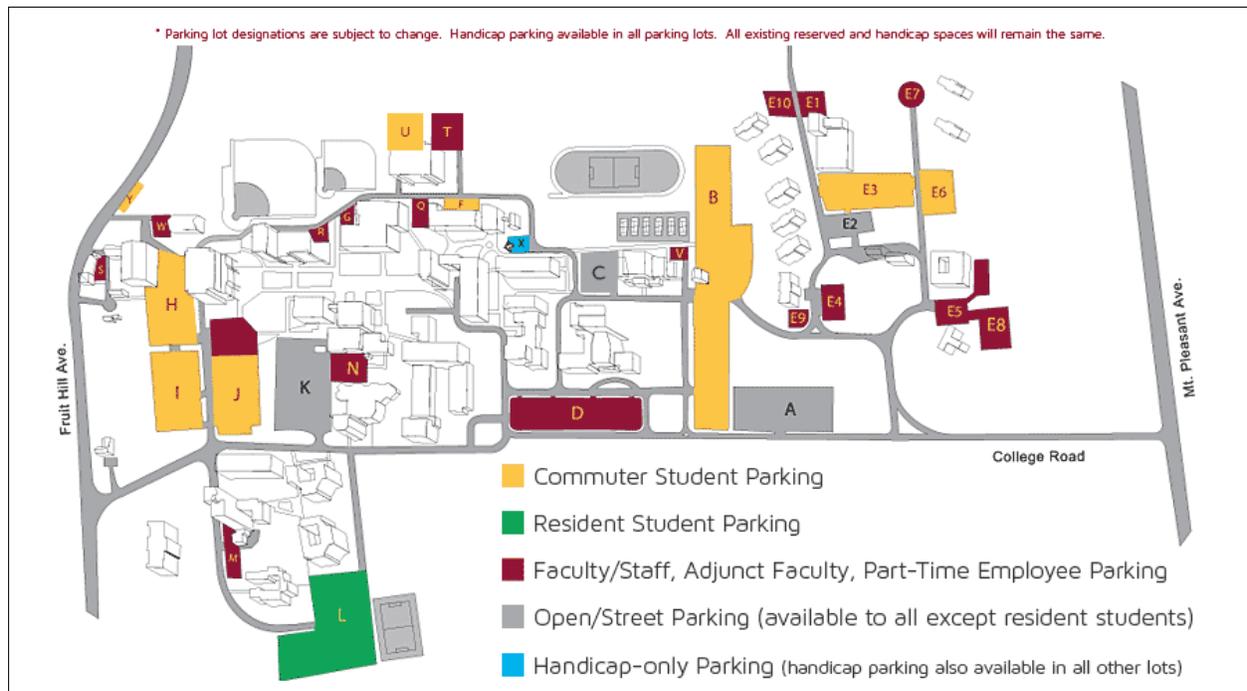


Figure 1 - RIC Campus Parking Map

Report observations showed that the most desirable lots (B, E6, H, J, K, N, and T) were the first ones to fill along with on-street parking between Building 9 and the Recreation Center. All lots were over 85% full by 10:00am. Lot A was full by 11:00am. Most lots remained full throughout the day until 2:30pm.

Overall parking observations were:

- > Need to reconfigure layouts in some lots to maximize number of spaces.
- > Inadequately defined pavement markings in many lots
- > Congestion in some lots due to dead-end drive aisles
- > Consider elimination of on-street parking
- > Inefficient small lots along Library Road with poor circulation and grading and a lack of connectivity
- > Need to review pedestrian access to and from parking lots, particularly at Sherlock Center.
- > Poor delineation between parking areas and roadways, particularly near lot E4.

Related observations on circulation included:

Poor geometry on Library Road coupled with on-street parking creates traffic congestion.

- > A roadway connection behind the Recreation Center between Sherlock Center and Lot B would improve traffic circulation and accessibility to nearby parking areas.
- > If the existing athletic field located between Lot B and Lot T is relocated, this area could become a new surface parking area.
- > In order to provide additional parking along 6th Avenue near College Road, intersection improvements should be considered to alleviate congestion on the southbound approach to College Road.

C. The 2015 Parking Inventory

This report provided an inventory of all campus parking lots for legal, striped spaces only. The inventory noted issues with various parking lots in the notes column. Among the general issues were:

1. Insufficient or unofficial signage postings in some lots (E-11, ECS-1, H, J North, V)
2. Inadequate or unclear striping in some lots (F, P, R, V, W, CR-1, C-5)

The inventory noted a total of 3,858 parking spaces with 2,249 spaces designated for students and 1,360 spaces designated for faculty and staff.

2017 PARKING ANALYSIS

The analysis of campus parking in 2017 utilized the 2015 inventory and re-checked parking counts. Due to the amount of site construction on campus, not all parking spaces were accessible or “visible.” Some parking lots, such as Lots N and P, were no longer in existence due to new building construction. Lots P 34 and P36 were added as a result of the Nursing School construction.

The updated parking tables are provided in Appendix A. The tables provide updates on the number of spaces in each category. The table shows that there have been shifts in parking counts for the various categories but overall there is a net increase in the number of parking spaces available. The study evaluated the width of parking spaces to see if additional spaces could be gained by narrowing parking stall widths. As the college has already striped spaces to a minimum width of 9’-0”, this is not an option.

The 2017 parking analysis observed the following improvements that were outlined as prior concerns:

1. The college has made a number of improvements to campus parking lots since the 2014 Parking Assessment, specifically relating to resurfacing pavements and re-striping parking lots for clearer identification of parking spaces and no-parking zones. A number of re-striping and re-surfacing projects occurred during June and July 2017 visits to the campus.
2. Signage improvements have been made with respect to designation of restricted (faculty, staff, handicapped, visitor) and student parking spaces.
3. The most desirable lots in the center of campus continue to fill early and remain filled throughout the day until 2:30-3pm.
4. The new roundabout at College Road near Lot B helps to move traffic through the campus.

Current parking concerns and challenges with recommendations are as follows:

1. As noted in the 2014 Parking Assessment by VHB, the on-road parking spaces do add to traffic congestion in areas along Library Road.
 - > Recommendation: Given the high demand for parking on campus, these spaces should not be eliminated until additional parking can be supplied.
2. The smaller lots along Library Road continue to have access problems due to dead end aisles and the amount of traffic along the road.

- > Recommendation: A more detailed traffic study that includes the option of relocating Library Road around the East side of Whipple Hall north towards the Athletic complex and the turns west around the open field just west of the tennis courts.
- 3. Pedestrian access at many parking lots is still a challenge although new construction projects are addressing this issue through site improvements that include sidewalks.
 - > Recommendation: Provide pedestrian “greenways” that connect key parts of the campus. Refer to the Master Plan Concept.
- 4. Traffic congestion occurs during arrival and dismissal at Henry Barnard School.
 - > Recommendation: Provide angled parking designated for Henry Barnard School along the east side of the school. Refer to the Concept Parking Plan for Henry Barnard School.
- 5. Confusing access between Lots E3 and E2.
 - > Recommendation: The connection between these lots may benefit from better on-ground marking as well directional signage.
- 6. Confusing signage at Lots E5 and E8.
 - > Recommendation: Better location of signage designating these lots may assist users.

NOTE: The parking analysis was performed during a period when most students and faculty are not on campus. Parking utilization was not assessed during this period

Section 3 - Concepts

3.1 Academic Expansion Zones

The recent renovation of Gage Hall and Craig-Lee Hall provide RIC with significant academic space to meet current needs. The 2018 Master Plan Update identifies building zones for future enrollment growth requiring additional academic space. A key objective to locating future academic buildings is the functional goal of proximity to the campus core containing other academic buildings, the quad and student support services.

Two future academic building zones are identified that provide for long-term expansion. The primary area is a linear east-west site located between the John Clarke Science Building and Parking Lot B. This site is currently occupied by the tennis courts and an intramural field north of Alger and Whipple Halls and could accommodate significant expansion. For example, two buildings similar in scale to the two-story Clarke Science Building could be built providing approximately 85,000 gross square feet of space (GSF).



Figure 1 - Phase 1 Academic Expansion

The second academic development zone is located further to the east utilizing part of the northern portion of Parking Lot B. This site provides a strong spatial connection to the East Campus which is presently isolated from the main campus to the west. Development of this site could also involve the removal of a number of the buildings located between Parking Lot B and the Recreation Center. The development of this site would require the relocation of a significant number of parking spaces and the relocation of student services which is discussed in the Student Services section. This site should be considered as long-term following the academic infill provided by the primary academic development zone.

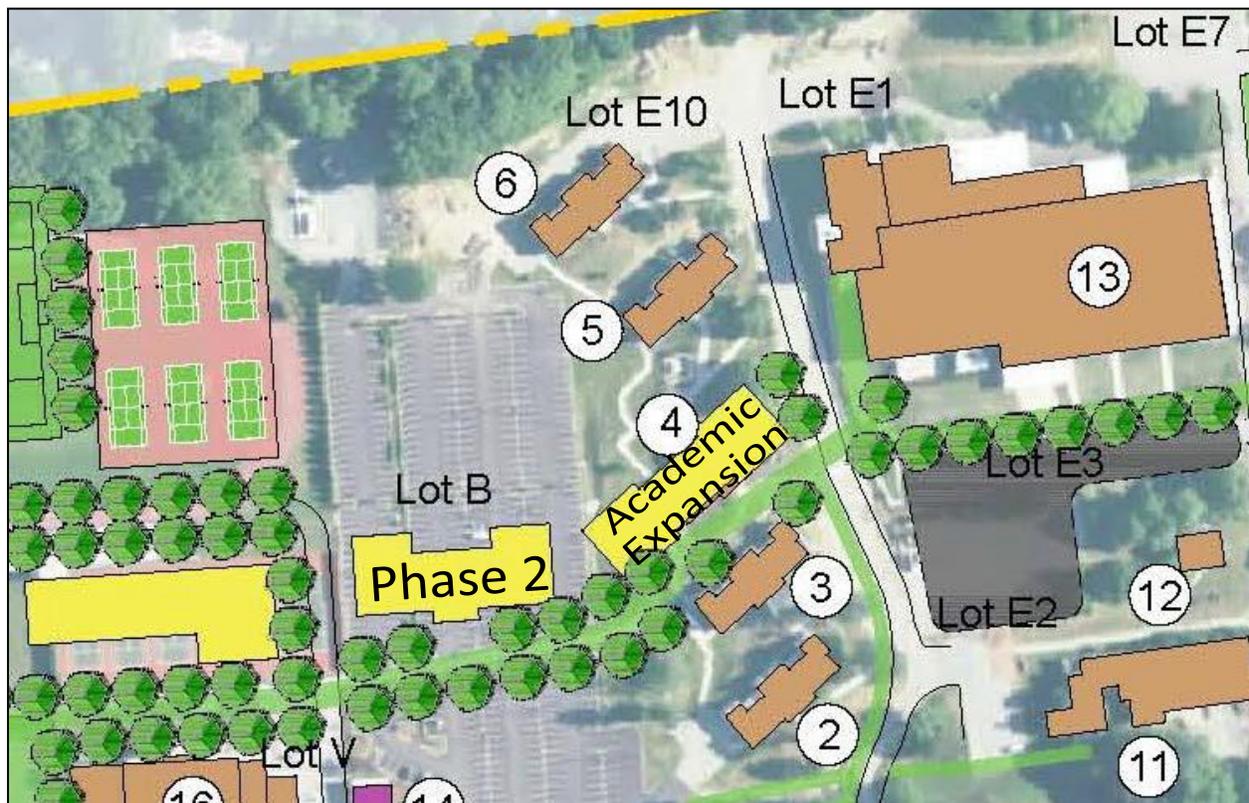
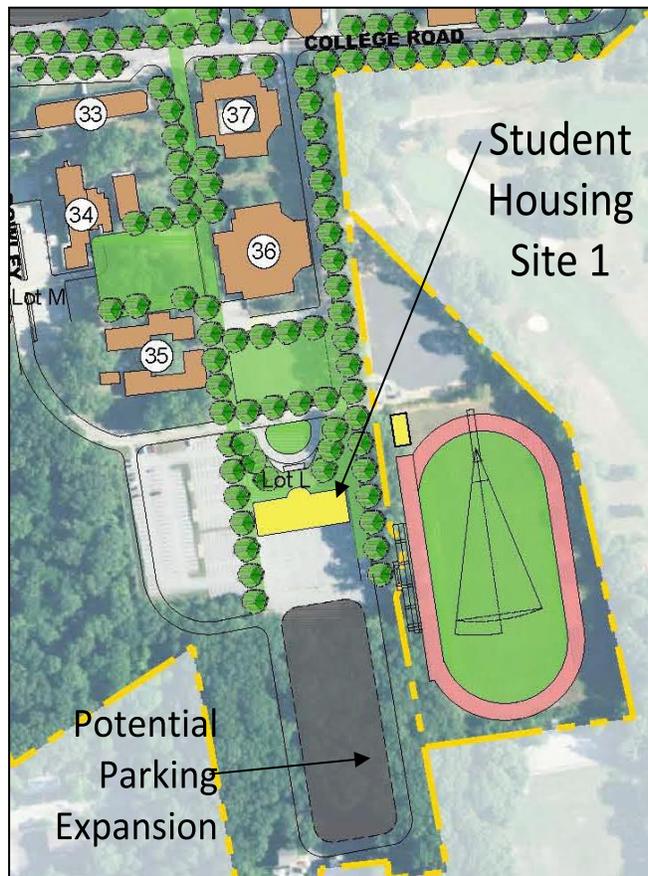


Figure 2 - Phase 2 Academic Expansion

3.2 Student Housing Zones

RIC is committed to filling all of its residential housing rooms prior to undertaking residential expansion. However, the College recognizes the importance of identifying future sites for new residence halls. At this point a final program has not been developed to identify the type of housing, number of beds and specific user profiles. Two primary areas are identified for future student housing.



Site 1 is located near the existing student housing village which contains six residence halls. Additional new parking can be expanded to the area south of Lot L. The area to the south of Parking Lot L is a forested area that does not have any known environmental constraints. Parking Lot L has some limited capacity for additional student parking. The parking requirement for new residential housing needs to be determined based on bed count and RIC policy. The site is adjacent to the potential new track and field that would be utilized for RIC athletic events, intramurals, and recreation. Site 1 will accommodate 1st and 2nd year students and strengthen the existing residential village. The new residence hall may include expanded dining capabilities to relieve an already heavily utilized service.

Figure 1 - Student Housing Site 1

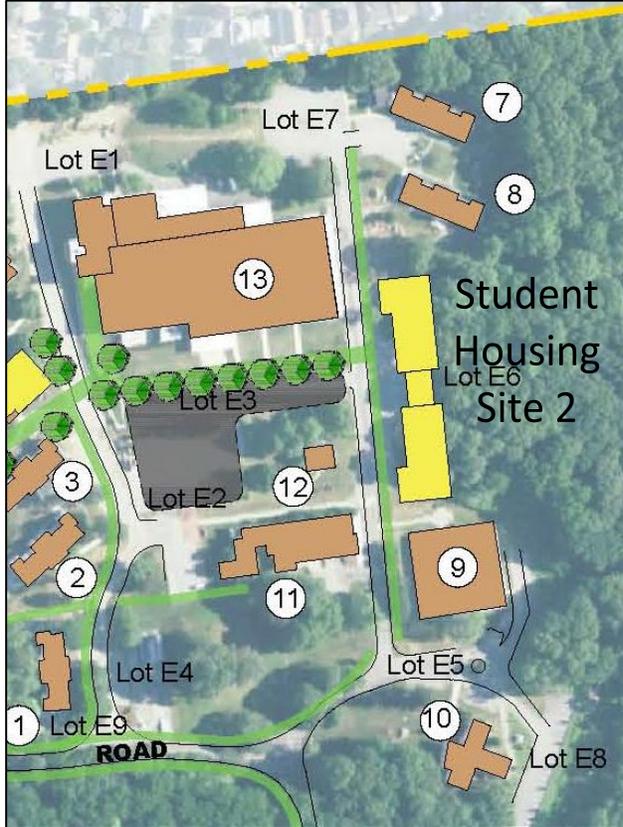


Figure 2 - Student Housing Site 2

Site 2 for student housing is on the east side of the campus near the Recreation Center. The site is comprised of Parking Lot E6 and land to the east of this lot. The area is forested with moderate to steep slopes and has nearby wetlands that require accurate mapping to determine how they may affect site development. The site fulfills the objective of providing a distinct student living environment separated from the housing for lower division students in the existing residential precinct. Site 2 is a good location for upper division, graduate, and married student housing. Townhouse or apartment style facilities with kitchens will not require the expansion of dining services on this side of campus. An additional advantage of this site is the close proximity to the Recreation Center which would increase usage of this facility. Student parking for this site is very limited with Lots E2 and E3 serving the Recreation Center and other support functions. Land for additional parking is restricted by the slope, wetland, and forest conditions.

3.3 Outdoor Athletics

A key goal to maintaining the success of the RIC athletic program is to decouple the existing track and soccer field and provide a new area for track and field events and a soccer field that meet NCAA standards. The current track is in poor condition and requires either renovation or a new facility. The existing soccer field does not meet the size requirements for NCAA championship play. The planning team explored the concept of installing a new track and field area while maintaining a soccer field on the interior of the track, but it was considered a significant compromise for both track and soccer events due to the track configuration. As such, a new facility for track and field is proposed on the south side of the campus adjacent to the golf course. The throw area for field events is currently located directly north of this site. Venue seating, concessions, equipment storage, restrooms and parking would be needed for this facility.

A new soccer field meeting NCAA standards is proposed for development on the current site located on the north side of the campus. This area could accommodate a field that is 225' x 360'. A wooded buffer can be maintained between the field and the neighborhood to the north. A new soccer field would not be located closer to the neighboring properties north of campus.

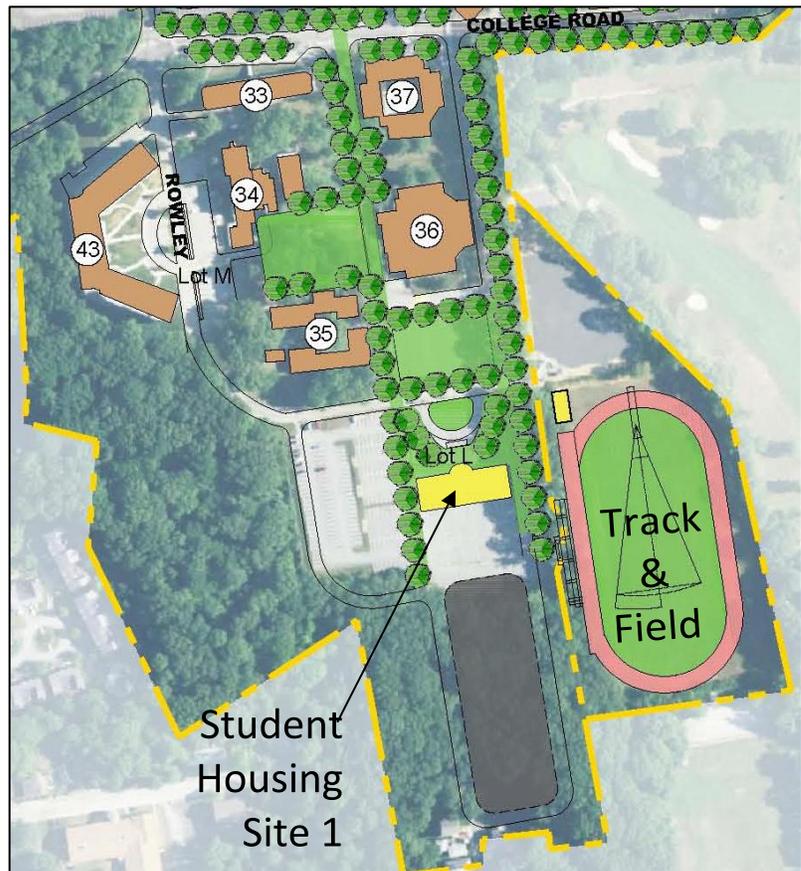


Figure 3 - New Track and Field Facilities



Figure 4 - New Soccer and Tennis Facilities



In order to provide for future academic expansion, it is recommended that the existing tennis courts be relocated on the east side of the proposed soccer field. The courts would have the correct north/south orientation and form part of the athletic zone contiguous with the soccer field. An alternate location for the tennis courts, and potentially an outdoor basketball court, would be at proposed Student Housing Site 2, southeast of the Recreation Center.

Figure 5 - Alternate Location for Tennis Courts

3.4 Student Services

A primary goal of the Master Plan Update is to provide for a “Student Success Center,” commonly referred to as a one-stop-shop location, and develop a “Student Academic Success Center.” The “Student Success Center” is located east of Parking Lot N. An important location consideration for the center is to be located on a well-travelled student path and be very visible. This site provides for both attributes.

Many of the programs identified for the “Student Academic Success Center” currently exist in the Adams Library. Additional space is available for additional success center programs and planning could be coordinated with proposed library renovation projects.

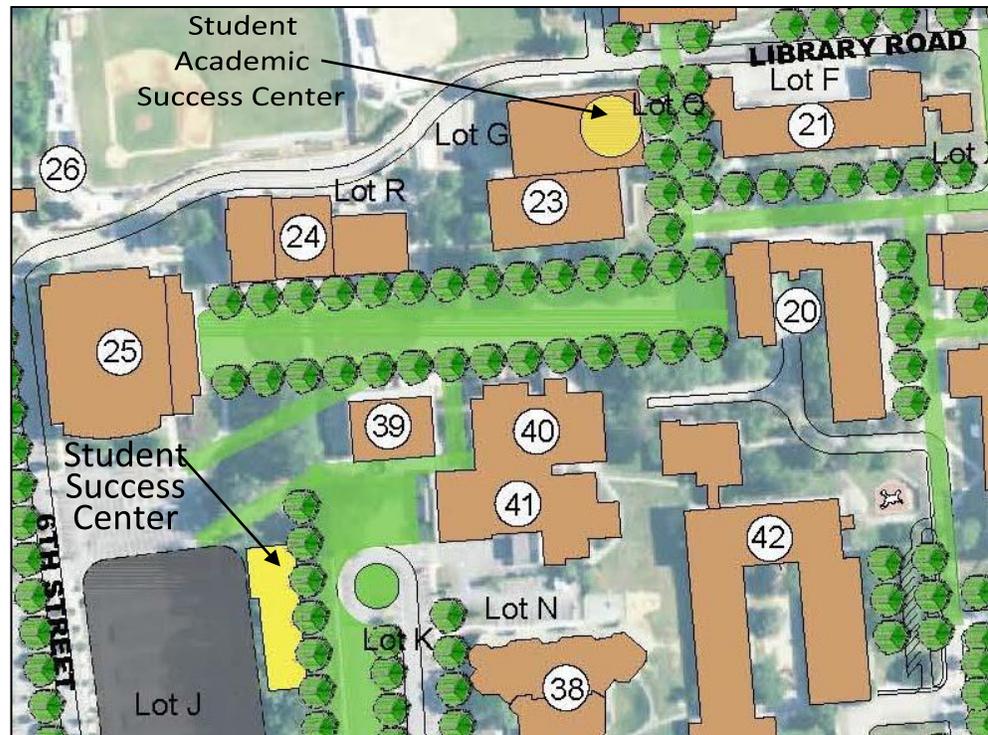


Figure 6 - Student Success Center and Student Academic Success Center

3.5 Vehicular Circulation and Parking

Analysis of the existing campus vehicular circulation system was performed with the goal of improving safety, providing a more pedestrian friendly environment, and considering future campus expansion. The current configuration of Library Road starts on the east side of Whipple Hall and traverses around parking Lot C, Alger Hall and the Clarke Science Building. It is recommended that this corridor be restricted to service and emergency access vehicles, ADA parking and be further developed for pedestrian circulation. Library Road could be extended directly to the east from the Science Building to Parking Lot B. It is recommended that parking from Lot C be relocated with the exception of ADA spaces. Reconfiguration of the road system on the south side of the campus will be coordinated with future student housing and the track and field site.

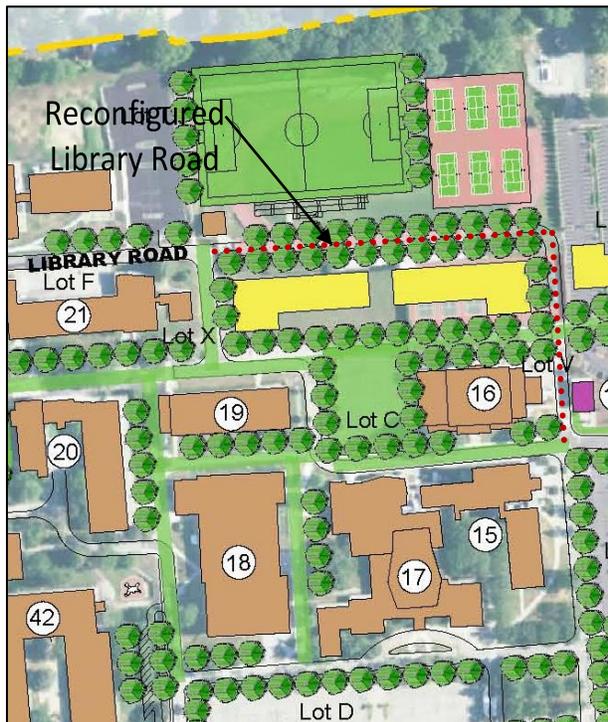


Figure 7 - Library Road Reconfiguration



Figure 8 - Circulation for Housing and Athletics

There are limited opportunities for new surface parking facilities on campus. Parking lots E2 and E3 can be reconfigured to provide an improved layout and additional parking. While parking is considered a problem in regard to the number of available spaces, it is recommended that the College engage a parking consultant to accurately identify parking needs based on demand. In the long-term, the incorporation of parking structures is recommended to accommodate future growth. Prime sites are located on Lots A and J. It is recognized that parking structures can be cost prohibitive, but other options are not readily feasible without off-campus parking with shuttle service or the acquisition of additional property.

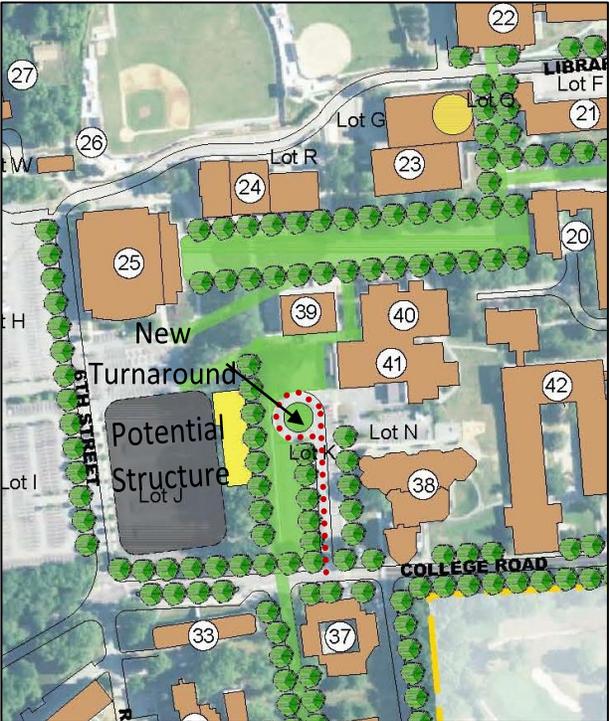


Figure 9 - Lot J Parking Structure Option

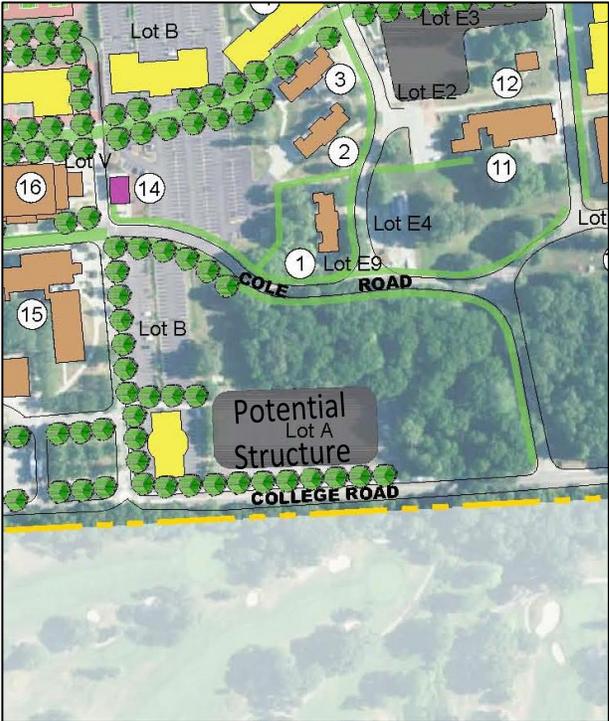


Figure 10 - Lot A Parking Structure Option

Parking for the Henry Barnard School was also identified as an issue during the morning drop-off and afternoon pick-up times. The planning team reviewed program needs and concepts with RIC and Henry Barnard School administrators and developed an alternative to provide parking on the east side of the building.

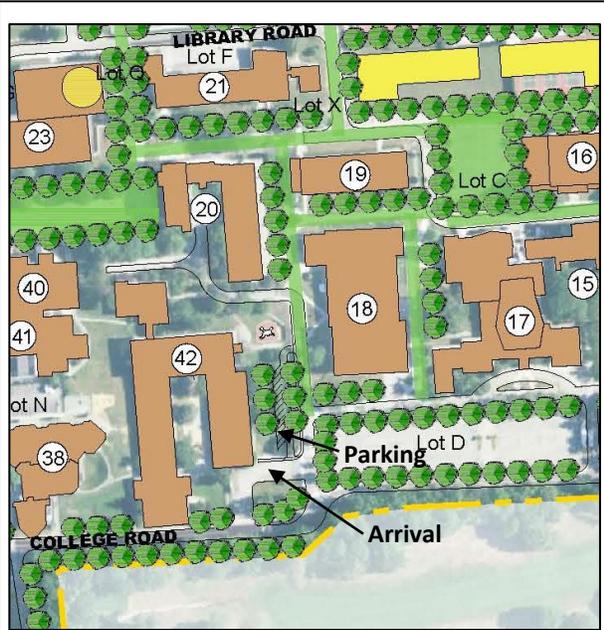


Figure 11 – Henry Barnard School Arrival and Pick-Up



3.6 Open Space and Pedestrian Greenways

The campus has a well-defined open space system with the “quad” being the signature space. It is recommended that the quad undergo a significant renovation to enhance the pedestrian experience and visual quality of the campus. The quad is overly developed with hardscape and lacks a desirable landscape of deciduous canopy trees, site furniture and lighting. The design of this space should recognize sight lines to Craig Lee Hall, the potential location of the “Student Success Center,” pedestrian movement, and underground utilities. Additional open space opportunities exist with the redevelopment of Parking Lot C and the north section of Parking Lot L that could be reconfigured with green space. The primary east-west pedestrian greenway between the Library and the Recreation Center could be enhanced in conjunction with future academic building infill.

3.7 Campus Greens

The development of a strong pedestrian axis or spine linking the south area of campus to the east will include the development of small campus greens. There exist many areas of wooded or open sites that border the proposed axis from the residential village to the Recreation Center and Forman Center. Small pathways, seating areas and pedestrian scale lighting will enhance the walking experience across campus.



Figure 14 - Overall Open Space – Light Green

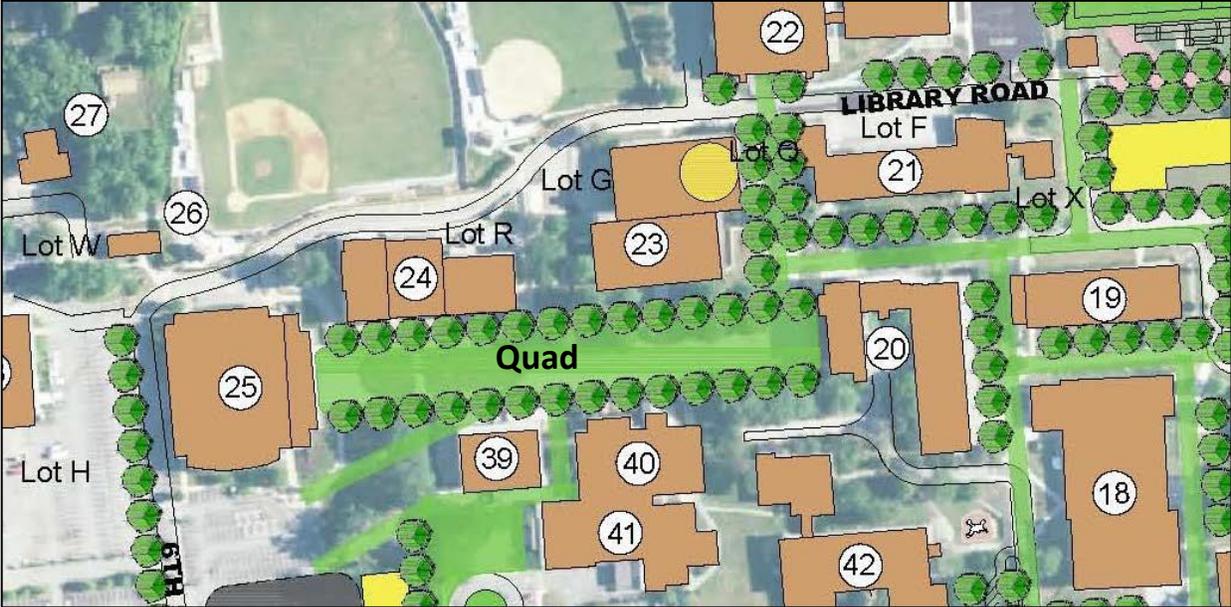


Figure 15 - Campus Quad – Location



Figure 16 - Campus Quad – Existing Conditions



Figure 17 - Campus Quad Concept 1



Figure 18 - Campus Quad Concept 2



CAMPUS BUILDINGS

1 Technology Services	23 James P. Adams Library
2 Offices	24 William C. Gaige Hall
3 Financial Aid	25 The Murray Center
4 Bursar/Records	26 Student Athlete Learning Center
5 Accounting/Payroll/Purchasing	27 Hennessy Building
6 Education Management Collaborative	28 Physical Plant Building
7 Sherlock Center on Disabilities	29 Demolished (not shown on plan)
8 Outreach Programs	30 RI Adult Education Professional Development Center
9 School of Social Work	31 Dyer Homestead (1870s-1890s)
10 Joseph F. Kauffman Center	32 President's House
11 The Sylvan R. Forman Center - Undergraduate Admissions	33 David E. Sweet Residence Hall
12 Yellow Cottage (1899)	34 Rose Butler Browne Residence Hall
13 Recreation Center	35 Charles B. Willard Residence Hall
14 Cooperative Preschool	36 Mary A. Weber Residence Hall
15 John Nazarian Center for the Performing Arts	37 Mary Tucker Thorp Residence Hall
16 Lucius A. Whipple Hall	38 Horace Mann Hall
17 Dennis J. Roberts Hall - Administration	39 Student Union
18 Art Center	40 Fred J. Donovan Dining Center
19 John Lincoln Alger Hall	41 Faculty Center
20 Craig-Lee Hall	42 Henry Barnard Laboratory School
21 John Clarke Science Building	43 Penfield Residence Hall
22 John E. Fogarty Life Science Building	

MASTER PLAN CONCEPT

RHODE ISLAND COLLEGE
Facilities Master Plan Update

June 2018

BUILDING COLOR KEY

- EXISTING BUILDING
- PROPOSED BUILDING
- REMOVE BUILDING

SA PROJECT # 09068.10
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Section 4 – Implementation

4.2 Introduction

The Implementation Plan identifies specific project budgets and schedules based on project scope and priorities developed in Section 3 – Concept Development. The Implementation Plan divides individual projects into related “Groups” and schedules them in a sequential manner based on priorities, funding and dependency on previous projects. The Implementation Plan is divided into three phases: Short Term (2018-2023), Mid Term (2024-2028) and Long Term (2029+).

Financing for the Capital projects is expected to be sourced through bond issues in 2018, 2020, 2022, 2024 and 2026.

Project Budget Basis

Project costs consist of ‘Hard’ (probable construction costs) plus Contingency (Cont.) at 25% of Hard Costs, Soft Costs (design fees, approvals, surveys, & testing) at 15%; plus Furniture Fixtures and Equipment (FF&E) at 10%. Project Budgets are estimated based on mid-year 2018 construction costs.

Level of Work	‘Hard Cost’ \$/GSF	Cont.	‘Soft Cost’ \$/GSF	FF&E \$/GSF	Project Budget \$/GSF
New Construction	\$385	\$97	\$58	\$39	\$579
High Intensity Renovation	\$275	\$69	\$42	\$28	\$414
Medium Intensity Renovation	\$236	\$59	\$35	\$24	\$354
Low Intensity Renovation	\$198	\$50	\$30	\$20	\$298

4.3 Capital Planning and Project Costs

Site project budgets were generated in a similar manner based on square foot or lump sum amounts.

Annual Inflation

Annual inflation, which has been increasing over the last two years due to a strong economy years, is not factored in the above numbers. In order to be conservative in these cost projections we have added a 5% per year inflationary factor. Please refer to the Implementation Plan tables following this summary for projected escalation costs. The square foot cost ranges used in the Implementation Plan for various levels of work are noted in the above table.

4.4 Implementation Plan

Annual capital construction expenditures are needed to properly maintain the college’s aging facilities and to make appropriate modifications to house new and changing instructional program requirements. Twenty projects spread over the three phases are listed below.

A detailed breakdown of the individual projects and related budgets are shown on the following pages. It is anticipated that these budgets will be updated on an annual basis.

4.5 Master Plan Concepts

Short Term (2018-2023)

1. Craig Lee Hall Renovations
2. Enhance Campus Quad Phase 1
3. New Science and Applied Technology Building (or Renovated Fogarty Life Science and Clarke Science Buildings)
4. Horace Mann Hall Renovations
5. Adams Library Renovations (Academic Success Center)
6. Whipple Hall Renovations

Mid-Term (2024-2028)

1. Relocate Pre-School to Henry Barnard School
2. Henry Barnard School Pickup/Drop-off Safety Improvements
3. Student Union Renovations
4. Library Road Realignment & Conversion to 2-Way Traffic
5. Expand Student Housing
6. Enhance Campus Quad Phase 2
7. Develop Campus Greens

Long-Term (2029+)

1. Outdoor Athletics
2. New Admissions Facility
3. Parking Structures
4. Academic Facility Expansion

Rhode Island College 2018 Master Plan Update								
FINAL REPORT		2018-2023 CIP Plan						
May 2018	GSF	2018	2019	2020	2021	2022	2023	
PROJECT GROUP /NAME								
SHORT-TERM 2018-2023								
BUILDING #20 CRAIG-LEE HALL	80,352							
A-1 Under Renovation								
ENHANCE CAMPUS QUAD PHASE I								
B-1 Feasibility Study					\$30,000			
B-2 A/E Fee	12%				\$87,600			
B-3 Construction	LS				\$365,000	\$365,000		
NEW SCIENCE AND APPLIED TECHNOLOGY BUILDING or RENOVATED FOGARTY LIFE SCIENCE AND CLARKE SCIENCE BUILDINGS W/ADDITIONS²								
C-1 Feasibility Study			\$100,000					
C-2 A/E Fee					\$1,500,000	\$1,500,000	\$1,500,000	
C-3 Construction						\$30,000,000	\$30,000,000	
BUILDING #38 HORACE MANN HALL RENOVATIONS¹								
D-1 Feasibility Study - Completed	46,023							
D-2 A/E Professional Fee	LS							
D-3 Renovations	\$ 414		\$500,000	\$500,000	\$400,000			
BUILDING #23 ADAMS LIBRARY ACADEMIC SUCCESS CENTER⁴								
E-1 Feasibility Study	5,000							
E-2 A/E Professional Fee		Project to be Defined						
E-3 Construction								
BUILDING #16 WHIPPLE HALL³								
F-1 Feasibility Study - Completed								
F-2 A/E Professional Fee							\$300,000	
F-3 Renovations								
YEARLY TOTALS IN 2018 \$			\$0	\$600,000	\$10,500,000	\$14,382,600	\$31,865,000	\$31,800,000
YEARLY TOTALS ESCALATED \$ @ 5% YEARLY			0.00%	105.00%	110.25%	115.76%	121.55%	127.62%
TOTAL SHORT-TERM ESCALATED \$=			\$0	\$630,000	\$11,576,250	\$16,649,298	\$38,731,908	\$40,583,160
NOTES:								
1. Bond Request 2018 \$25M - Horace Mann Hall								
2. Bond Request 2020 \$95M - New Science and Applied Technology								
3. Bond Request 2022 \$30M - Whipple Hall								
4. Bond Request 2024 - TBD - Addams Library								

Rhode Island College 2018 Master Plan Update						
FINAL REPORT		MID-TERM				
May 2018	GSF	2024	2025	2026	2027	2028
PROJECT GROUP /NAME						
MID-TERM 2024-2028						
NEW SCIENCE AND APPLIED TECHNOLOGY BUILDING or RENOVATED FOGARTY LIFESCIENCE AND CLARKE SCIENCE BUILDINGS W/ADDITIONS						
C-1	Feasibility Study					
C-2	A/E Fee	\$500,000				
C-3	Construction	\$20,000,000				
BUILDING #16 WHIPPLE HALL (Continued)3						
G-1	Feasibility Study					
G-2	A/E Professional Fee	\$300,000	\$400,000			
G-3	Renovations	\$12,500,000	\$13,000,000			
BUILDING # 42 BARNARD SCHOOL PICK-UP/DROP-OFF SAFETY IMPROVEMENTS						
H-1	A/E Professional Fee	12%			\$39,000	
H-2	Construction	LS			\$325,000	
BUILDING # 42 RELOCATE PRESCHOOL TO BARNARD SCHOOL						
I-1	Feasibility Study		\$30,000			
I-2	A/E Professional Fee	12%	\$60,952	\$40,000		
I-3	Construction	\$ 354		\$849,600		
BUILDING # 39 STUDENT UNION RENOVATIONS						
J-1	Feasibility Study		\$100,000			
J-2	A/E Professional Fee	12%	\$100,000	\$200,000	\$60,000	
J-3	Construction				\$4,000,000	
LIBRARY ROAD REALIGNMENT AND CONVERSION TO TWO-WAY TRAFFIC						
K-1	A/E Professional Fee	12%		\$104,244		
K-2	Construction				\$868,700	
EXPAND STUDENT HOUSING						
L-1	Public Private Partnership					
ENHANCE CAMPUS QUAD PHASE 2						
M-1	A/E Professional Fee				\$50,000	
M-2	Construction	LS			\$250,000	
DEVELOP CAMPUS GREENS						
N-1	A/E Professional Fees	10%			\$40,000	
N-2	Construction	LS			\$400,000	
BUILDING # 39 STUDENT UNION RENOVATIONS						
O-1	Renovations Underway		\$3,000,000			
YEARLY TOTALS IN 2018 \$		\$33,300,000	\$16,690,952	\$1,193,844	\$6,032,700	\$0
YEARLY TOTALS ESCALATED \$ @ 5% YEARLY		134.00%	140.70%	147.73%	155.12%	162.87%
TOTAL MID-TERM ESCALATED \$=		\$44,622,000	\$23,484,169	\$1,763,666	\$9,357,924	\$0
NOTES:						
1. Bond Request 2018 \$25M - Horace Mann Hall						
2. Bond Request 2020 \$95M - New Science and Applied Technology						
3. Bond Request 2022 \$30M - Whipple Hall						
4. Bond Request 2024 - TBD - Addams Library						

Rhode Island College Master Plan					
FINAL REPORT				LONG-TERM	
May 2018			GSF	Post 2028	
PROJECT GROUP /NAME				Post 2028 TOTAL	
LONG-TERM POST 2028					
OUTDOOR ATHLETICS					
P-1	Feasibility Study		LS	\$30,000	
P-2	A/E Fees		12%	\$273,840	
P-3	Construction (Including small locker room/support building)			\$2,282,000	
NEW ADMISSIONS FACILITY					
	Feasibility Study				
	A/E Fees				
	Construction			PREMATURE	
NEW PARKING STRUCTURES					
	Feasibility Study				
	A/E Fees				
	Construction			PREMATURE	
NEW ACADEMIC FACILITY					
	Feasibility Study				
	A/E Fees				
	Construction			PREMATURE	
YEARLY TOTALS IN 2018 \$					
				\$2,585,840	\$2,585,840
YEARLY TOTALS ESCALATED \$ @ 5% YEARLY				171.02%	
TOTAL LONG-TERM ESCALATED \$=				\$4,554,973	\$4,554,973
NOTES:					
	1. Bond Request 2018 \$25M - Horace Mann Hall				
	2. Bond Request 2020 \$95M - New Science and Applied Technology				
	3. Bond Request 2022 \$30M - Whipple Hall				
	4. Bond Request 2024 - TBD - Addams Library				

