



October 2021

2021 Facilities Masterplan Kirtland Community College

Grayling, Michigan
Gaylord, Michigan

MMA

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ARCHITECTS



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1. Introduction

Kirtland Community College commissioned Mathison | Mathison Architects to update the most recent Campus Facilities Master Plan, completed in 2019. This new 2021 plan is intended to guide the physical development of the College in ways that respect the environment, maximize existing assets, and reflect its mission and vision for the future. It further reflects established priorities at KCC as it strives toward excellence in educational opportunity for all.

We appreciate and acknowledge the assistance of the KCC Board of Trustees, Administration, faculty, staff and the Kirtland Governance Advisory Board for their contributions to this update, including their time, interest, advice and constructive thoughts. In particular, the leadership of President Thomas Quinn, as well as Ron Sharpe, Director of Facilities, were most appreciated during the entire process.

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2. Summary

A. Background / Purpose of the Campus Facilities Master Plan Update



In 2012, with updates in 2016 and 2019, Kirtland Community College commissioned a facilities master plan to guide the future physical development of the College. Each plan included an assessment of existing conditions of buildings and sites, centered primarily on the Roscommon Campus. For the first time, however, this new 2021 Plan focuses only on the Grayling (main) Campus and the Gaylord MTEC and University Center Campus, as the original campus in Roscommon is currently for sale. All programs, resources and administrative functions once housed in Roscommon have moved to new facilities in Grayling.



Concurrent with the writing of the 2012 Plan, acquisition of 188 acres at I-75 and 4 Mile Road in Grayling had just occurred, though no specific facilities or site improvements had been made or planned at that time. By the time of the 2016 master plan update, the College had planned and built a new 63,435 SF Health Science Education and Training Center (HSC) on the new property. This had a significant impact on facility planning for KCC because it shifted the focus from renovation and expansion of existing buildings in Roscommon to creating new facilities in Grayling, which is closer to major transportation routes and larger centers of population in the region. By the time of the 2019 master plan update, the College had implemented an expansion of the HSC and space for the new 40,346 SF Michigan Forest Products Institute. The KCC Library and Cosmetology department relocated to the Grayling campus, along with the Student Center and administrative functions.



2. Summary *(continued)*



Today, at the writing of the 2021 update, the College has recently completed a new 86,823 SF Events Center and a new maintenance facility on the Grayling campus. The total area on the Grayling Campus now exceeds 189,000 SF. This completes the relocation of primary KCC programs and functions from the Roscommon campus to the Grayling campus.

The primary purpose of this 2021 Plan, therefore, is to recommend improvements that meet the challenges of enrollment, academic pedagogy, course offerings, physical location and deferred maintenance aligned with the vision, mission and guiding principles of the College. It recommends specific projects and budgets within the context of broad strategies for overall improvements to the Gaylord and Graylings campus locations. It provides a framework for future decision-making and a roadmap for academic and financial management.

Just as change has created the need for this Update, future changes will continue to make the planning process dynamic. To be an effective consensus-building and decision-making tool this Master Plan Update should be seen as a flexible, living document, able to be periodically evaluated and revised as new ideas emerge.



2. Summary *(continued)*

B. Planning Goals, Guidelines and Process

The broad goal of this update is to provide Kirtland Community College with a roadmap for meeting facilities and deferred maintenance issues over the next ten years, reflecting the new emphasis on facilities at the Grayling and Gaylord Campus locations. This roadmap is created in the context of growth and demand at both campus locations for facilities and programs.

Based on its historic role as the higher education leader in this part of Michigan, the College seeks to maintain its commitment to open access to education in a student-focused environment, providing transfer and career technical programs, development studies, workforce development, personal enrichment and culture opportunities.

Specifically, there are several goals:

- . Identify sites for new construction or expansion of existing facilities.
- . Develop a plan for future property acquisition / disposal.
- . Identify strategies to address traffic and parking conditions, including pedestrian and vehicular traffic patterns.
- . Recommend a plan to maximize the value of existing assets.
- . Recommend a plan for responding to emerging and changing physical needs related to academia offerings and technology.
- . Maintain stewardship of the natural environment.





2. Summary *(continued)*



- . Identify priorities for recommended maintenance and upgrading projects and budgets observing several guidelines for shaping future facilities and environments.
- . Focus on the needs of students, creating the optimum environment for learning and growth.
- . Make educational services available and accessible to all, taking full advantage of emerging technologies, partnerships and networks.
- . Environmental quality and barrier-free issues consider in all facilities.
- . Provide a variety of flexible learning environments toward the advancement of lifelong learning.
- . Respond to the changing needs of its component communities.

The process of developing this Plan calls for:

- . A review of the assessment of the physical condition of existing buildings and sites, first conducted in 2012, including site, architectural, mechanical, electrical, and plumbing systems.
- . An assessment of current and future programming for services, courses, programs, etc.
- . An analysis of needs based on the data for space utilization and the assessments of physical condition and programming.



2. Summary *(continued)*



- . Development of recommendations for new facilities, expanded and/or renovated facilities, and deferred maintenance. These recommendations include plan and budget components.
- . Documentation and presentation of the final plan for KCC approval.

C. Recommendations

Based on the analysis of the gathered information and data, several recommendations are presented in the following areas:

- . Site recommendations
- . MTEC / Gaylord Campus
- . Grayling Campus

The expansion of the MTEC facility in Gaylord is the top priority project.



3. History, Mission, Vision, Values, & Purposes



A. History

Kirtland Community College is a public, two-year community college founded in Roscommon County, Michigan. In 1966, in accordance with provisions of Public Act 188 of the Michigan Public Acts of 1955, and upon the vote of the electorate from six local K-12 school districts (Crawford-AuSable, Fairview Area, Gerrish-Higgins, Houghton Lake, Mio-AuSable, and West Branch – Rose City). Classes began in 1968 with one-hundred sixty students in five portable classrooms.

Kirtland is the largest Michigan community college district, by geographic area, totaling 2,500 square miles and servicing five major counties (Roscommon, Crawford, Ogemaw, Otsego, and Oscoda) and parts of four others (Alcona, Kalkaska, Missaukee, and Gladwin). The combined population of these five major counties as of the 2020 census is about 93,000. The original Roscommon campus was located close to the geographic center of the College's district and the area is very rural. The Roscommon Campus was surrounded by the following communities:

.	Grayling	(30 miles)
.	Fairview	(40 miles)
.	Frederic	(35 miles)
.	Houghton Lake	(30 miles)
.	Mio	(30 miles)
.	Roscommon	(11 miles)
.	Rose City	(35 miles)
.	St. Helens	(8 miles)
.	West Branch	(25 miles)



3. History, Mission, Vision, Values, & Purposes

(continued)



The Higher Learning Commission, a commission of the North Central Association of Colleges and Schools granted Kirtland Community College status as a candidate for accreditation in 1972, and the College has been accredited as an associate degree-granting institution since 1975. Kirtland Community College holds memberships in the Michigan Community College Association, the American Association of Community Colleges, and the Association of Community College Trustees. The College is named after the Kirtland Warbler.

Today, Kirtland Community College has an enrollment of over 1,600 students, with campus locations in Gaylord (MTEC), and Grayling (HSC). The West Branch site has been sold. The Roscommon campus is currently for sale.

The College operates on a semester calendar, with a shorter session offered during the summer months. The College offers 38 degrees and certificates, as well as transfer degree programs. The College also competes in intercollegiate athletics as a member of the Eastern Conference of the Michigan Community College Athletic Association. The Kirtland Firebirds compete in men's and women's bowling, men's and women's cross-country running, and men's golf.

B. **Mission**

To provide innovative education opportunities to enhance student lives and build stronger communities

C. **Vision**

Kirtland will be the first choice for learner-centered education, guiding students and communities toward success.



3. History, Mission, Vision, Values, & Purposes *(continued)*



D. **Values**

Excellence: Expectation that all college activities are conducted with attention to quality and the highest levels of academic & professional standards.

Inclusiveness: Conducting the activities of the college in a manner that inspires tolerance and welcomes diversity of people and thought.

Innovation: Addressing challenges and issues from multiple perspectives to solve problems and advance college processes & knowledge. Supporting progressive and meaningful research, creative activity and teaching.

Reflection: Evaluating processes and assessing success through honest conversation and the use of data.

Character: Steadfast adherence to the principles of integrity, honesty, reliability, transparency, and accountability.

Respect: Respect for the rights, differences and dignity of others and their contribution to the overall success of the College.



3. History, Mission, Vision, Values, & Purposes *(continued)*



E. Purposes

To accomplish the mission, Kirtland Community College:

1. Provides occupational programs that educate learners for the workforce of the future.
2. Provides transfer courses and programs that encourage learners to continue education at other colleges and universities.
3. Offers non-credit community and cultural education that enhance the lives of citizens.
4. Offers education to the incumbent workforce thereby supporting community economic development.
5. Provides supportive services that mentor learners to become successful while enrolled in courses.
6. Provides student activities that encourage the development of community service and leadership skills.
7. Facilitates collaborations with other colleges and schools that enhance the educational services in Kirtland's service area leading to a better education citizenry.
8. Encourages innovation among employees and community members for the benefit of Kirtland and its communities.



4. Facility Assessment

A. Grayling (Main) Campus



The Grayling campus is located on 188 acres at 4800 S. Four Mile Road, at an exit from I-75, south of the town of Grayling. It is highly visible from the expressway, and it is the home of programs and facilities that have been planned and constructed in three phases to date, totaling 189,000 square feet of space. All three phases were constructed of insulated concrete panels, and all three phases are linked by a common indoor circulation system. The land was a donation from the Michigan Department of Natural Resources. Industrial Drive runs north-south within the site. The College is planning to provide access to the Iron Belle Bicycle Trail, from Kirtland north to Grayling and beyond. A separate storage and maintenance facility has been constructed north and east of the latest Phase III construction.



Phase 1 of the campus, completed in 2016, includes the Health Science Center (HSC), and it was the first building constructed at this site. Programs include nursing, cardiac sonography, medical assistant, surgical technology, and phlebotomy technician courses. This two-story building also includes administrative offices, student services offices, community meeting rooms, student lounge, bookstore, café, fitness room, classrooms, testing center, and science labs.

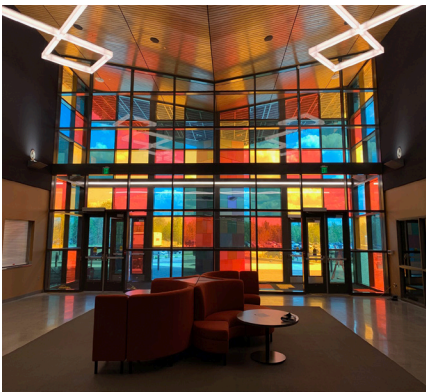


Phase 2, completed in 2019, houses the Wood Science and Technology program, Cosmetology, workforce development space, automation process control, welding, classrooms, and a learning commons. The cosmetology area is designed to resemble a modern salon franchise. The Automation and Process Control Lab and Program provides students with an education on the use of electrical equipment needed to collect manufacturing and machine data within manufacturing and processing plants.

The Wood Science and Technology program is one of a handful of like programs in the country, designed to place students in manufacturing facilities that make wood



4. Facility Assessment *(continued)*



products. The welding shop is a “junior shop” because it provides learning spaces for level one and two welding curricula specified by the American Welding Society. The apprenticeship shop is designed for flexible use for contract training by employers and for specialized related technical instruction for apprentice students. The Medical Assistant program is a one-year program that places graduates in medical clinics. The College library serves as a gathering place for students, a place for tutoring and as a digital source of information for traditional classes and online classes.



Phase 3, completed in 2021, provides 85,000 SF of space for educational programs in Automotive technology, Criminal Justice, Police Academy, Art, and Graphic Arts. It also includes a field house, a print shop, storage spaces, an art gallery, classrooms, Campus Security, and the Facilities Maintenance Department. The field house includes about 35,000 SF and holds space for concessions, physical training, police academy defensive tactics, locker rooms, athletic trainer’s room, sports officials, and equipment storage.



The Auto Mechanics program is a partner with Fiat-Chrysler and is a northern Michigan training center for them. The Police academy contains the MILO digital virtual reality training facility, which is one of the most sophisticated facilities in Michigan for providing police officer training and recertification. The Art and Graphic Art Department provides spaces for drawing, photography, digital art, ceramics and a general purpose shop. The College also includes a truck driving range.

All facilities are modern and have immediate access to major roads, making this a prime location for community events, regional conferences, public meetings, student gatherings, etc. Because these facilities are new, there are no outstanding items of deferred maintenance or ongoing issues requiring significant funding.



4. Facility Assessment *(continued)*



Ideas for future development of the Grayling campus site include additional academic space, student housing, recreation fields, diesel mechanics program, a shooting range, and public safety programs. In addition, the College is studying the development of land areas for retail and facilities for business partners.

B. UC / M-TEC Campus - Gaylord

The Gaylord campus is located at 60 Livingston Blvd. in a modern, 20-year-old building located adjacent to Gaylord High School. The facility was built in 2001 and was created as a shared facility between Kirtland Community College and Otsego County. Until recently, of the total 46,600 SF, about 28,000 SF have been operated and maintained by the College, with the balance operated as a University Center, maintained by the College under a contract with Otsego County. Today, the entire building is operated and maintained by the College.

The building construction is a combination of load-bearing masonry walls with steel columns, steel truss roof structure, and standing-seam metal roof. The floor structure is concrete slab-on-grade.

The south half of the building is the location of the University Center, including classrooms, labs, office space, and common media center area, shared with the MTEC facilities at the north end of the building. It also includes the Otsego County Emergency Command Center, and it includes the co-location fiber network for 911 and police emergency services.

The University Center offers dual-enrollment options for community meeting spaces, interactive video classrooms, a public computer lab, rental spaces for public agencies, University Partners, and a GED national certification center.



4. Facility Assessment *(continued)*



Today, the following organizations occupy leased space in the University Center:

- Northwood University
- Madonna University
- Region 7 Healthcare Coalition
- NEMCOG (Northeast MI Consortium of Governments)
- NWMCAA (Northwest MI Community Action Agency)
- COPESD (Cheboygan-Otsego-Presque Isle Educational Service District)



The north half of the building houses Kirtland's MTEC programs, including professional trades programs in CNC machining, electrical technology, heating/cooling/air-conditioning/refrigeration, mechatronics, and welding / fabrication. Sustained growth in these programs has caused pressure to expand the building to meet the demand for equipment, storage, and work space. Recent improvements to the entrance and reception areas have been completed.

Since the building is relatively new, the exterior issues are limited, although there is evidence of needed repair at the standing-seam metal roof. In 2018, a new permanent entry was added to the building, and toilet rooms were remodeled. Lighting and finishes were improved, and interior carpet is being replaced in select locations. Ceilings should be installed in high volume office areas. Some casework is being replaced in offices. The media enter is scheduled to be remodeled in 2022.

Mechanically, in 2013, modifications were made to upgrade the ventilation in the welding area in anticipation of a consolidated welding program at this site. Modifications were also made in the electrical closet at the University Center.

The College is starting to replace classroom lighting with LED fixtures. Corridor light fixtures are also being replaced. The emergency generator should be upgraded to include the egress lighting.



5. Facility Analysis

A. Instructional Programming



In the context of a market-driven economy for higher education programs and services, the College has sustained its service to students and constituent communities through multiple campus locations, on-line course offerings, technology-based resources, and strategic modifications to existing facilities. KCC is positioned as the center of education, culture, and opportunity for the region.

As a driver of economic development in the region, the College contributes \$63 million each year to the area economy. Kirtland also includes high school students from 18 high schools through dual enrollment programs.



Among Michigan's community colleges, KCC is currently ranked #1 in percentage of students enrolled in technical programs that lead to jobs. The College is also a recognized leader in using technology to support instruction and for value and quality of online instruction. Currently, the College is ranked #1 for online learning in Michigan.

The development of the main campus in Grayling is indication of KCC's focus on service and access to higher education for its citizens. By placing its signature health sciences programming at a convenient, accessible location, it solidifies its position in this core area. New facilities support the latest academic pedagogies and instructional tools in spaces that are efficiently operated and flexible to accommodate future change.

Subsequent expansion and development of the Grayling site expanded the health sciences course offerings, and added new programs to this location. The Michigan Forest Products Institute and new Kirtland Center add facilities to the campus that can support the potential of future student housing (under study), recreation fields, academic facilities, community events, and opportunities to support partnerships with businesses.



5. Facility Analysis *(continued)*

B. Enrollment

As was cited in the 2012 Facilities Master Plan, Kirtland Community College is experiencing a decline in enrollment following record high levels of enrollment in 2009. In 2009, during the deepest part of an ongoing nation-wide recession, the combination of high unemployment and stimulus funding of education programs drove new students to Kirtland for retraining, new skills, and alternative careers. As the stimulus funding depleted, and as the economy slowly improved, enrollment levels have trended downward. Also contributing to the enrollment challenge has been a steadily declining K-12 population in KCC's service area and an aging population.

As a counterbalance, the rising cost of higher education at four-year institutions is motivating a higher proportion of high school graduates to seek lower tuition costs by taking core coursework at KCC and transferring to another institution. In addition, the increased accessibility and convenience of on-line coursework, as well as the new campus in Grayling provides greater access to more students and community members than before. Unique new programming also attracts students from outside the traditional service area of KCC.

A high percentage of recent high school graduates do not attend college, which is an issue of public concern. The ability of KCC to attract new students will rest on factors such as cost, quality, service, technology, student amenities, community relevance, consistent marketing and messaging, and effective recruitment. It highlights the duality of the declining number of traditional high school graduates in the KCC service area and the opportunity to attract a larger share of this population through competitive tuition costs and other amenities.



5. Facility Analysis *(continued)*

Further, it points out the significant growth of the aging “boomer” generation. The needs and desires of this age group represent an opportunity and potential incentive for KCC to develop or enhance post-graduate curricula, community service curricula, leisure-related curricula and fitness/wellness programming.



6. Master Plan

Overview

The Master Plan combines the vision of Kirtland Community College with the input of stakeholders and the assessment of existing facilities and sites to identify opportunities to maximize physical assets. The Master Plan supports the College's strategic plan by offering tangible facility recommendations that give structure and direction for the future development of KCC.

The Master Plan also organizes new, expanded, and renovated facilities and site projects together in a single vision for the future. This assures that any single project will be implemented within an integrated framework that anticipates infrastructure needed to support the project.

The plans that follow illustrate existing facilities, followed by a description of recommended projects. More detailed individual project descriptions are keyed to the site plan. Section 7 includes the cost summaries for each project. Section 8 describes the implementation strategy to achieve these projects.





6. Master Plan *(continued)*

Proposed Projects

Based upon the facility assessments and stakeholder input for future KCC needs, following is a description of recommended projects. For all projects and building improvements, Kirtland Community College plans to demonstrate its commitment to environmental stewardship by emphasizing sustainability and recycling efforts in the planning, design, construction and operation phases.

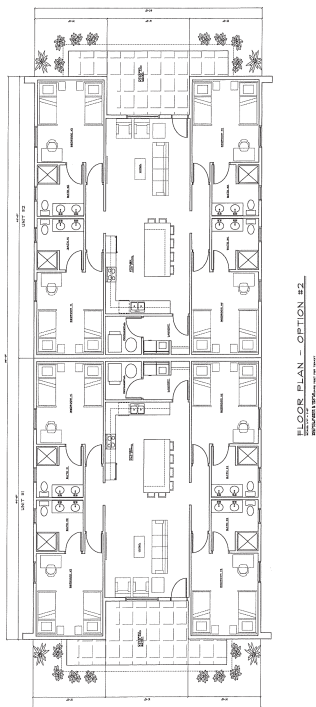
A. Grayling Campus Development

The acquisition of 188 acres at I-75 and Four Mile Road south of Grayling brought a major opportunity for KCC to establish a highly visible and accessible presence along a major transportation artery. In Fall, 2016, the new Health Sciences Education and Training Center opened for classes. The College's signature health care programs relocated to new, state-of-the-art facilities in Grayling from the Roscommon location.

The new building was planned for future expansion with appropriately-sized infrastructure in place. In 2019, a 47,000 sf add was completed for the new Michigan Forest Products Institute, as well as additional classroom, lab, and office space for the College.

As it assesses the success and value of this new campus, the College should continue to plan for potential additions and new facilities at this site. This includes academic facilities and amenities to enhance the Kirtland experience for its students, such as recreation facilities and student housing to attract and retain students from areas outside its formal service area. Following is a floor plan and rendering of housing units currently proposed for the College.





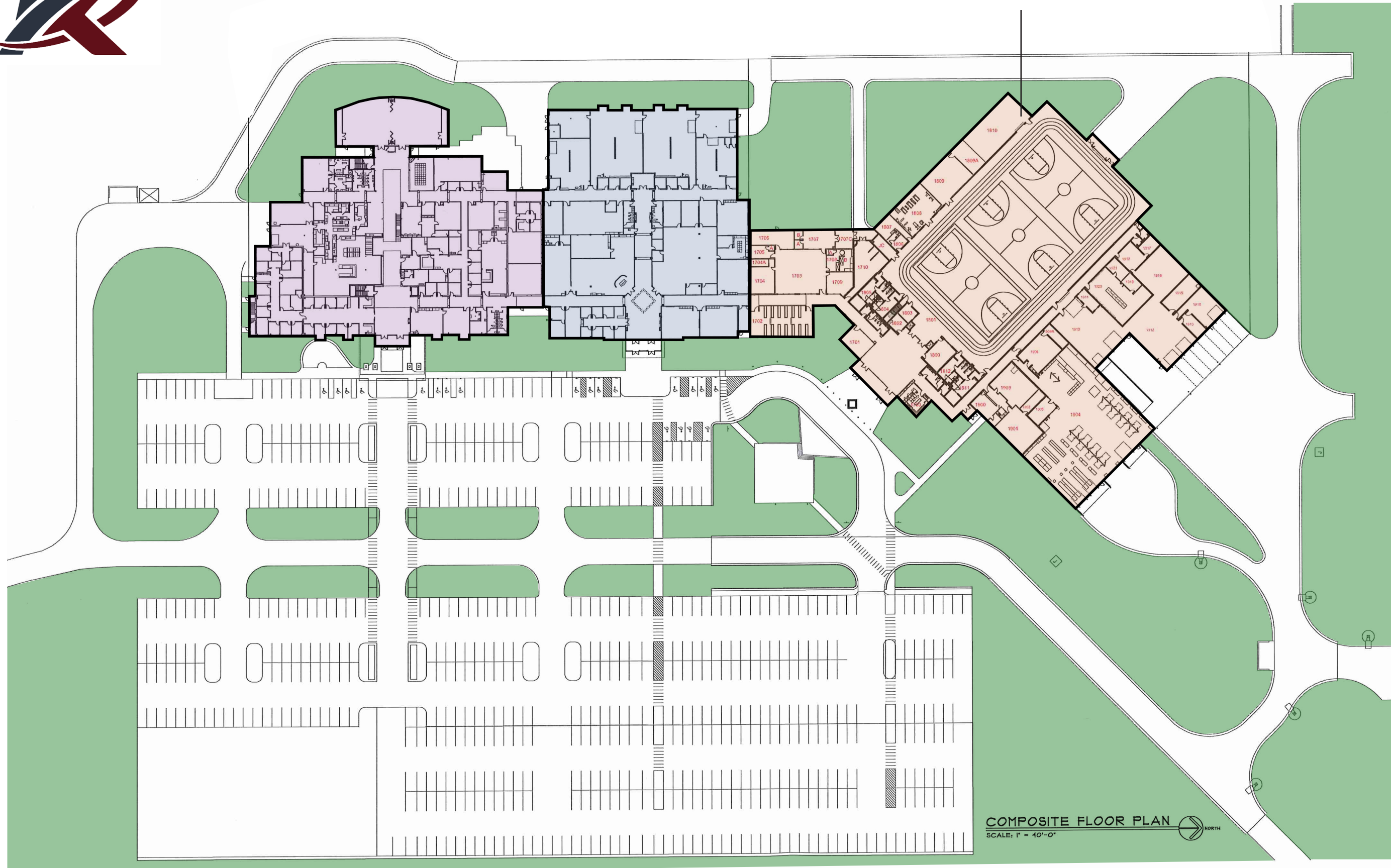
The College should also examine the potential for developing this site to encourage new partnerships with local business and industry interests to develop new, relevant programming that distinguishes KCC among other colleges. The Michigan Forest Products Institute and Kirtland Center represents such partnerships.

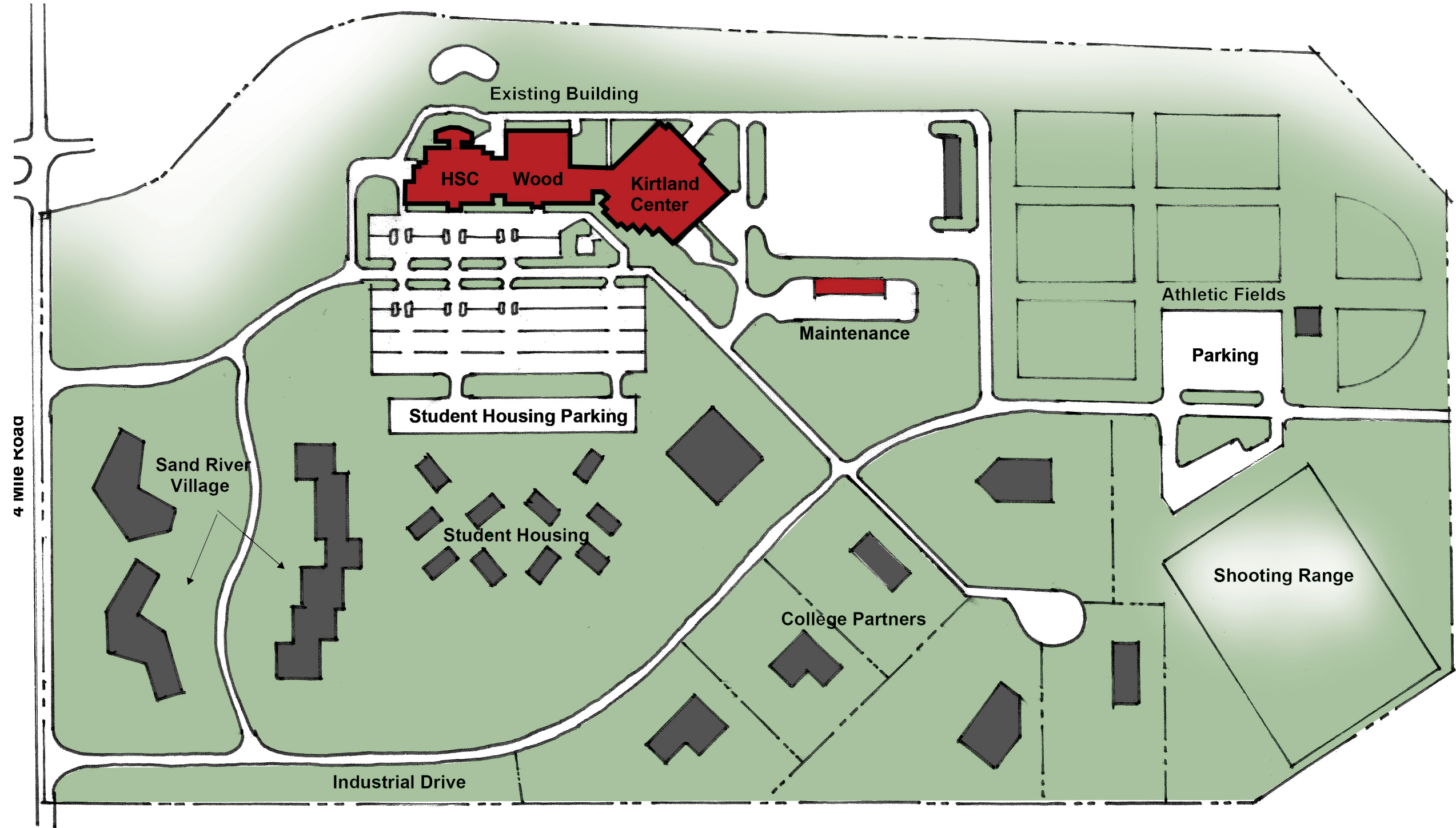
Housing

Student housing proposed for the Grayling campus will create Kirtland-funded and operated villas for up to 16 students in each villa. Each villa is intended to create a learning community where students live and study together. A goal of new housing is to improve enrollment due to lack of rental housing in the area, as well as to produce a source of revenue for the College, strengthen learning and student success, serve as a hedge for increasing travel costs for students, create a distinctive College, and create a college experience for those living in housing.

The site plan includes space for ten furnished villas, starting with an initial construction of two villas, with eight students in 119 beds on campus. College research indicates an immediate need for 64-119 beds on campus. Infrastructure for the first two villas will be sized to accommodate all ten villas. Each villa will be coordinated with the architecture of the campus and will share parking spaces already available on campus. Other amenities will include electric vehicle charging stations, recreational areas, and bicycle racks.









6. Master Plan *(continued)*



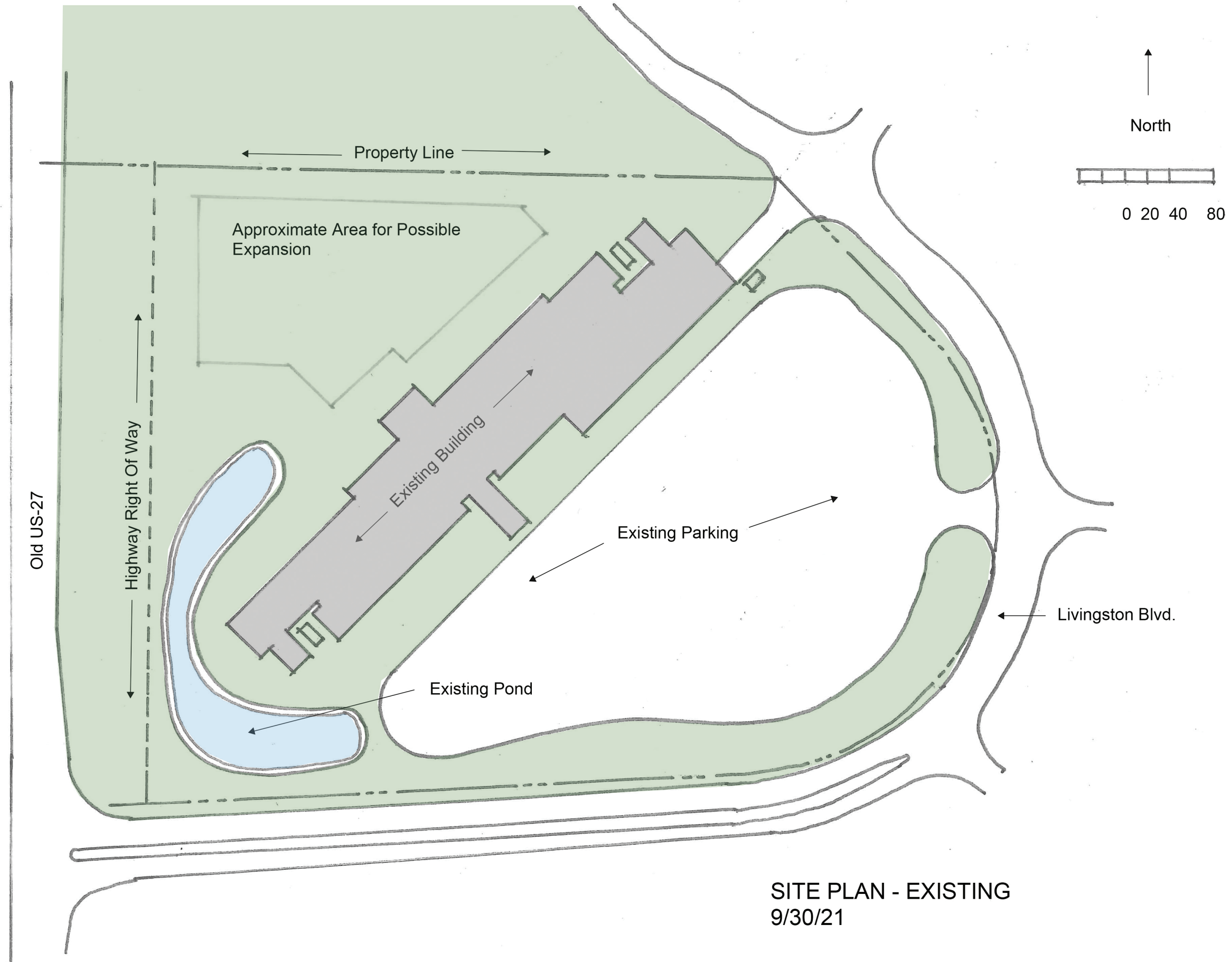
B. MTEC Expansion / Gaylord Campus

The College should expand the building to accommodate growth and high demand in the welding, machining, residential electrician, and HVAC programs. An expansion of approximately 20,700 sf west of the building would provide space for a new HVAC Lab and Classroom, a new Welding, Fabrication, and Material Science Lab and classroom, as well as space for the Maintenance Department, storage, family toilet rooms, and space for the IT office and associated storage.

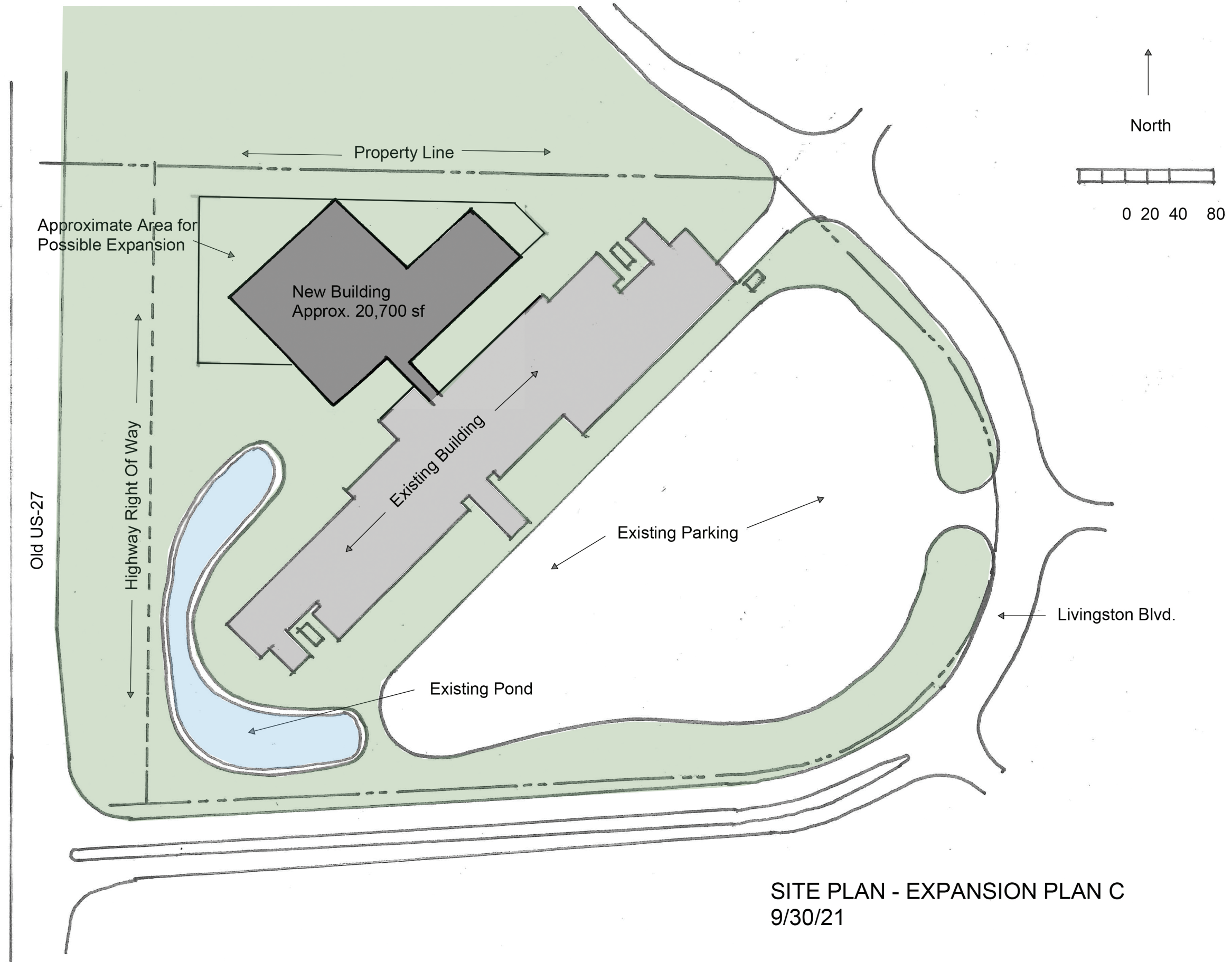
A new drive along the north property line would serve the maintenance department and new lab spaces.

Renovation of the existing building would include the conversion of the media center to a student center, offices, testing center, and open offices, as well as a corridor link to the new addition. The original building design called for a corridor to be located in this location for possible future expansion.

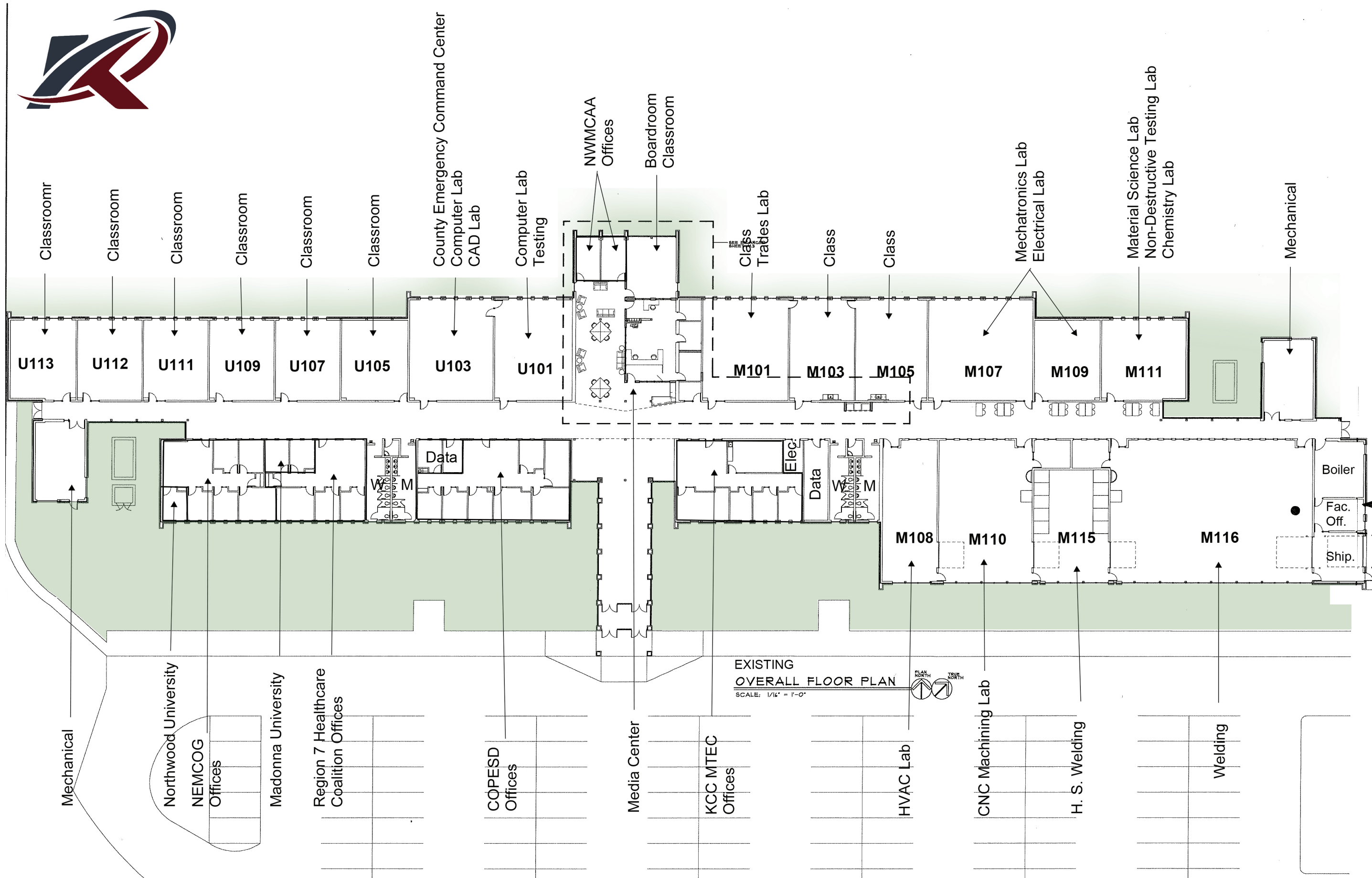




SITE PLAN - EXISTING
9/30/21



SITE PLAN - EXPANSION PLAN C
9/30/21



EXISTING
OVERALL FLOOR PLAN
SCALE: 1/4" = 1'-0"





7. Cost Summaries

For each KCC building and projected project, the following pages contain cost information related to the specific recommendations identified in Section 2. The first spreadsheet summarizes the construction costs and project costs for all buildings, as well as sites. Costs are based upon prevailing wages anticipating capital outlay funding.

The Construction Cost is the cost one would expect when soliciting competitive bids for construction from general contractors or construction managers. It includes the cost of materials and labor to install the materials, as well as a reasonable factor for contractor overhead and profit.

The Project Cost includes the Construction cost and other costs required to complete the project for use by the College. These include budgets for professional design fees and reimbursable expenses, plan review fees, material and construction testing services, movable furniture, movable equipment, technology systems, and a contingency. For planning for KCC, the Project Costs should be used.

Cost Summary - All Projects

Kirtland Community College

October, 2021

Project	Rank	Construction Cost	Project Cost
Gaylord MTEC Expansion	1	\$ 5,363,888	\$ 7,186,018
Grayling Student Housing	2	\$ 968,576	\$ 1,152,665
TOTAL		\$ 6,332,464	\$ 8,338,683

Gaylord MTEC Expansion / Renovation

Kirtland Community College

October, 2021

Description	Area	\$/SF	Budget (\$)	Total for Item (\$)
Construction Costs:				\$4,664,250
MTEC Expansion:				
New construction	20,700	\$ 215	\$4,450,500	
Building Renovations:				
Media Center and new corridor	2,850	\$ 75	\$213,750	
Contractor G.C.'s and O.H.&P. (15%):				\$699,638
Construction Total for MTEC Expansion/Renovation:				\$5,363,888
A/E Fees (8%)				\$472,022
Reimbursable Expenses (8% of AE fee)				\$37,762
Local Agency Plan Review				\$1,500
Testing and Inspection Services (by Owner)				\$7,422
Furniture, Fixtures, and Equipment (by Owner @ 5%)				\$295,014
Technology Equipment (by Owner @ 8%)				\$472,022
Deferred Maintenance Backlog (1-5 Years)				\$536,389
Contingency (10%)				\$718,601
Project Total for MTEC Expansion/Renovation				\$7,186,018

Graying Student Housing
Kirtland Community College
October, 2021

Description	Area	\$/SF	Budget (\$)	Total for Item (\$)
Construction Costs:				
New Student Villas (16 beds total)				
New construction	3,680	\$ 235	\$864,800	\$864,800
Contractor G.C.'s and O.H.&P. (12%):				
Construction Total for New Student Villas:				\$103,776
				\$968,576
<i>A/E Fees (7%)</i>				\$74,580
<i>Reimbursable Expenses (5% of AE fee)</i>				\$3,729
<i>Local Agency Plan Review</i>				\$1,500
<i>Testing and Inspection Services (by Owner)</i>				\$7,422
<i>Contingency (10%)</i>				\$96,858
Project Total for MTEC Expansion/Renovation				\$1,152,665



8. Implementation Strategy

Moving forward, based upon the recommendation and the information gathered, the following represents an appropriate implementation strategy for Kirtland Community College. It should be stated that though these are listed in prioritized order, the actual implementation of a specific priority may occur in a different order, depending on funding opportunities and programs not yet known.

1. **Addition and Renovation of MTEC**

The new addition of 20,700 sf west of the building would provide space for an new HVAC Lab and Classroom, a new Welding, Fabrication, and Material Science Lab and classroom, as well as space for the Maintenance Department, storage, family toilet rooms, and space for the IT office and associated storage.

Renovation of the existing building would include the conversion of the media center to a student center, offices, testing center, and open offices, as well as a corridor link to the new addition. The original building design called for a corridor to be located in this location for possible future expansion.

Project Cost: \$7,186,018