



**Five-Year Capital Outlay Plan
2024 – 2028**

Montcalm Community College
October 2022

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I. Mission Statement

OUR MISSION

Transforming lives through quality education.

OUR VISION

Community inspiration. Exceptional education. Personal empowerment.

OUR GOALS & STRATEGIES

1. Increase Enrollment

- a. Develop and execute Strategic Enrollment and Marketing Plan
- b. Increase number of full-time students
- c. Review programs and curriculum
- d. Address student retention
- e. Improve dual enrollment conversion

2. Improve Student Success and Access

- a. Develop “concierge” service for students
- b. Improve diversity, equity, and inclusion through curriculum, HR (training), and community engagement
- c. Adapt to student needs
- d. Build hands on learning components to enhance curriculum
- e. Increase student engagement

3. Enhance Facilities

- a. Renovate Kenneth J. Smith Instructional Building
- b. Explore student housing
- c. Enhance sustainability of college operations

4. Community Engagement

- a. Develop and improve relationships with community
- b. Grow friend raising and fundraising
- c. Locate grant opportunities for college projects

d. Educate community on the value of the college

OUR VALUES

Student Success

Empowerment

Relationships

Visionary

Inclusion

Community

Excellence

II. Instructional Programming

Montcalm Community College was established on March 2, 1965, by an overwhelmingly favorable vote. The first Board of Trustees also was elected, and a one-mill annual tax levy was established. Since then, the college has grown and expanded to meet the needs of the communities it serves.

MCC offers degrees, certificates and job training programs that will help prepare students for a variety of careers, for transfer to a four-year institution, for advancement in the workforce, or that may be taken just for fun. Excellent academics, dedicated instructors, state-of-the-art technology, and small class sizes combine to give MCC students a high-quality education at an exceptional value. Formats include traditional classroom instruction, online, live-on-line, and hybrid courses. Student Success is the number one priority.

Montcalm Community College offers 31 Associate Degree Programs, two bachelors through Articulation, 18 Certificate Programs and 10 Job Training Programs.

ASSOCIATE DEGREE PROGRAMS

- Accounting
- Agribusiness
- Agricultural Operations
- Associate of Science & Arts
- Business Entrepreneurship
- Business Management
- Business Marketing
- Computer Network Administration
- Cosmetology Management
- Criminal Justice
- Digital Arts
- Early Childhood Education
- Education Support
- Engineering Technology
- Industrial Automation Maintenance
- Medical Office Administration
- MiTransfer: Art
- MiTransfer: Biology
- MiTransfer: Business
- MiTransfer: Communication
- MiTransfer: Criminal Justice
- MiTransfer: Exercise Science
- MiTransfer: Psychology
- Office Administration
- Pre-Animal Health Technology
- Registered Nursing
- Skilled Trades
- Sports Management
- Technical Design in Manufacturing
- Web Developer & Programming
- Welding

BACHELOR'S THROUGH ARTICULATION

Business Administration Professional Track, A.A.S. (Leading to B.S. at Ferris State University)

Nursing Professional Track, A.A.S. (Leading to B.S.N. through articulation to a partnering institution)

CERTIFICATE PROGRAMS IN THE 2021-2022 CATALOG:

Apprenticeship Training	Information Processing Assistant Certificate	Skilled Trades-Maintenance Mechanic Certificate
Business Management Certificate	Liberal Studies Certificate (Michigan Transfer Agreement)	Skilled Trades-Tool & Die Maker/Designer Certificate
Computer Technology Certificate	Medical Assistant Certificate	Web Developer & Programming, Certificate
Criminal Justice/Corrections Certificate	Pre-Animal Health Technology Certificate (Leading to Vet Tech Bachelor's Degree at Michigan State University)	Welding Technology Certificate
Cyber Defense Transfer Program Certificate	Preveterinary Certificate	
Digital Arts Certificate	Skilled Trades-Machinist Certificate	
Early Childhood Development Certificate		
Industrial Automation Maintenance Certificate		

JOB TRAINING PROGRAMS

Business Management	Michigan Corrections Officer	Programming
Child Development Associate	Office Applications	Web Developer
Digital Arts	Pre-Animal Health Technology (Leading to Certificate of Completion in Vet Tech at Michigan State University)	Welding
Long-Term Care Nurse Assistant		

a. Projected programming changes during the next five years.

Montcalm Community College (MCC) recently contracted with Ruffalo Noel Levitz to help identify areas for new curricular programming. MCC also reviews the West Michigan Works Hot Jobs listing and receives feedback from existing program advisory committees.

Based on the information currently available, MCC is in the process of launching HVAC and Electrical programs. The need for both programs originated with MCC's Industrial Advisory committee and was supported by the Hot Jobs List where HVAC has median earnings of \$26.20 per hour with 11.8% growth, and Electrical has median earnings of \$26.03 with 7.5% growth. Electrical has lower growth, but most of the curriculum already exists as part of MCC's industrial programming.

COVID brought supply chain problems to the forefront of many industries. Based on this, MCC faculty attended the 19th annual Midwest Supply Chain Management Conference in Grand Rapids. Many businesses were engaged, and all agreed that more graduates of supply chain programs were needed and that an associate degree was acceptable. Therefore, MCC is currently building an advisory committee to help design a program that will launch fall 2023 or spring 2024.

Project management is a skill that is needed in construction, health sciences, information technology, and manufacturing. To meet this demand, MCC is considering partnering with Google to allow students in many different programs to add a certificate in project management to another degree or earn a degree in project management to support their current career or their search for a new

career. Discussions on project management just started, so fall 2024 is the soonest it would be launched.

Finally, most every elementary, middle, and high school cannot find enough teachers to meet the current demand, and future demand is projected to increase. Many programs require students to be in college for six years before they can become teachers. MCC is helping local schools by building a bridge from high school, to MCC, and then to Davenport University's alternative teaching track. By earning credits in high school, students can save tens of thousands of dollars in tuition and return to the district they graduated from as a teacher 3.5 years after high school graduation.

b. Unique Characteristics for Community Colleges – Two-year degree, certified technical training, workforce development, lifelong learning programming, partnerships with intermediate school districts, articulation agreements, etc.

Two-Year degree & technical training

The Arts & Sciences division of Montcalm Community College offers course work in Fine Arts, Language Arts, Mathematics, Science, Social Science, and Basic Academic Skills Development. Degrees in these areas provide citizens of west central Michigan with the academic preparation to excel in bachelors and masters level programs.

The Occupational/Technical Education division provides business and technology training in Accounting, Business Administration, Business Information Systems, Criminal Justice, Early Childhood Development, and Office Information Systems. Our International Business Practice Firm, one of the few in the nation, provides business students with real-life experience in business operations.

The Integrated Manufacturing Technology certificates provide PLC (Allen Bradley and Siemens) training, FANUC and Kuka robotics training, Tig and food grade welding training, blueprint reading, basic computer training, measurement training, Quality management, Internal Auditing, CNC training and several others. Our updated industrial labs and classrooms provide hands on experience for students.

The Health Occupations division, including Nursing, Medical Assistant, Phlebotomy, and other related programs, combine classroom learning with clinical experiences to provide graduates with the skills employers are seeking, which is the hands-on experience. Our ability to partner with businesses such as Spectrum Health – United and Kelsey, Mid-Michigan Health, and Sparrow Health for clinical experiences for students. MCC has partnered with Cherry Health to provide phlebotomy training to their medical assistants.

Workforce development activities

As areas in Michigan have experienced a worker shortage, most local employers are investigating ways to retain current employees. In some cases, this requires employees to be trained to increase the skills gap to sustain quality production as well as provide increased wages for the employees.

MCC works diligently with the area workforce institutions and has employees on boards such as the Michigan Works! Workforce Board, TalentFirst group, Montcalm Economic Alliance, and Ionia Economic Alliance. We are also working with Carson City Correction Facility for correction officer training.

Montcalm Community College provides customized training, on or off-site, for all employers in west central Michigan. We assist employers with identifying training needs and develop programs to meet those needs. In some cases employers are paying for their own training, but in most cases the Michigan New Jobs Training Program assists with costs. The college has worked with multiple companies to provide training opportunities.

Lifelong learning

Montcalm Community College's Continuing Education division provides a wide array of (over 100) courses designed to offer area citizens an opportunity to obtain skills and knowledge in a non-traditional format. These courses include, but are not limited to: computer training, art, local history, business skills, yoga and wellness, teacher CEUs, languages, music, and a global awareness series presented by the World Affairs Council of West Michigan. MCC also hosts international trips to the community each year. The trips have been cancelled

since March 2020 due to COVID-19. We are hoping to start those again in 2022-23.

MCC hosts the Ash Lectureship “Series, which regularly brings well-known and topical speakers to campus for the benefit of both students and community members. The College is a member of West Michigan to offer international programming to the community. As part of this program, MCC hosts one of the events for West Michigan.

To promote personal wellness the activities department also offers nutritional evals, personal training, personal workout programs, private swim lessons, aerobic classes, strength training classes, and we also hold senior work classes as well as hold Senior Citizens Day.

Partnerships and activities

Montcalm Community College has established partnerships with intermediate school districts covering Montcalm, Gratiot, and Isabella counties. In partnership with the Montcalm Area Intermediate School District, MCC offers an Early College program to serve Montcalm and Ionia counties. Students enter the Early College in the 11th grade and can graduate with their High School diploma and Associate Degree in three years. Enrollment decreased this fall as recruiting efforts were not at full capacity due to COVID. To date, 115 Early College graduates have earned an associate degree or a certificate.

MCC provides dual enrollment opportunities to all seven Montcalm County high schools, and four high schools in Ionia County, two high schools in both Gratiot and Berrien counties, two Christian schools and one virtual academy and one aviation academy, serving more than 530 students each semester. That is an increase of 121 students since last fall. The previous year we experienced a 6% increase.

MCC hired a Career Counselor to work in local middle and high schools to help those students find careers and the training path they require. In addition, MCC offers free Accuplacer testing to local high schools to help determine their college readiness during their high school careers.

MCC is the only entity in Ionia and Montcalm Counties that offers GED testing and collaborates with the Montcalm and Ionia Literacy Councils to help prepare low skilled students for entry into MCC and, ultimately, successful completion of their educational goals. MCC's advisors are skilled at working with the returning adult population.

MCC operates a collegiate size swimming pool, fitness center, rock climbing wall and gym and it is open to the community. Pickle ball, yoga, and "Centurion fitness" are all available for participation in. The main campus has tennis courts, and a disc golf course that are available to the public at no charge, as well as five miles of nature trails on the main campus in Sidney. MCC also holds a yearly 5k run and one mile walk on the nature trails.

MCC offers cultural trips that are open to both students and the public, including annual trips to Chicago and to Stratford, Ontario. MCC hosts study abroad tours that allow MCC students and community members to travel the world.

MCC is a member of the World Affairs Council of West Michigan to offer international programming to the community. As part of this program, MCC hosts one of the events for all West Michigan.

MCC promotes musical interests through partnerships with the MCC Philharmonic Orchestra and MCC Alumni & Friends Choir, which are community-based groups. Both groups have fall and spring concerts for the local community.

MCC operates a campus library that is open to the public and collaborates with all the local district libraries. MCC computer labs on the Greenville campus are open to the public. Students from local schools regularly come to MCC's main campus in Sidney to see the Mastodon bones that are on display, and tour Heritage Village to learn about the history of Montcalm County. MCC is home to One Book One County Montcalm and MCC reads that engages the entire community in reading books and discussing them.

"Heritage Village" located on the Sidney campus, offer children an opportunity to attend at least one family activity each year, either a Christmas holiday party or Halloween party. This activity provides families with an opportunity for the college to connect to the community and its younger residents.

MCC also hosts events such as monthly legislative luncheons.

Articulation agreements

MCC has articulation agreements with the Montcalm Area Career Center, Mount Pleasant Technical Center, Heartlands Institute of Technology (Ionia), and Kent Career Center in Early Education, Welding, Computer Support, Criminal Justice, Agriculture, Health, and Engineering. MCC partners with Michigan State University to offer an associate degrees Agricultural Operations, which has articulations back into the career centers.

MCC has over 120 articulation agreements, spanning most area colleges and universities. These agreements include 3+1, 2+2, and transfer guides. MCC has signed reverse articulation agreements with Davenport University, Grand Valley State University, Ferris State University, Central Michigan University, and Western Michigan University. MCC has partnered with MSU to provide associate degrees in agriculture on MCC's main campus in Sidney. MCC and MSU jointly employ a recruiter for the Agricultural Operations program who is housed on MCC's campus.

MCC, along with the Michigan Community College Association, and other community colleges and universities, is helping to lead the creation of new state-wide articulation agreements in Biology, Psychology, Criminal Justice, Communication, Social Work, Engineering and Business.

MCC offers an associate degree program in Cyber Defense with Davenport University. There is also an agreement with them that allows MCC nursing students to complete additional classes at MCC and then transfer to Davenport for their last year.

c. Identify other initiatives which may impact facilities usage.

Montcalm Community College has been approved for athletics by the NJCAA as of September 2022. This addition will certainly have an impact on facility usage for students, athletes, coaches, and athletic staffing.

The College has become recognized as a provider of training for business and industry. Campus facilities are in demand for employer-sponsored seminars, conferences, meetings, and skills training. We have, on a small scale, completed renovations to provide improved and productive learning spaces on our Greenville campus. Based on recent data, we doubled the amount of welding stations and re-organized additional lab space to enlarge the class size and improve the flow of students in the Industrial programs.

Health care opportunities are never-ending, and the college looks forward to providing a state-of-the-art renovated space with clinical settings and equipment and software to provide a real-world environment for student success. The Smith renovation is expected to be completed in November 2022.

The College has moved the Early College students and instructors to the Doser building, from the Morford building. The move is to put that population under one roof as first year students are here all day and they can access the Activities building without having to go outside. The other advantage is that it puts the program in a newer building as the Morford building was built in 1969. The Doser building was built in 1999.

Before the pandemic, the MCC Recreation and Fitness Center staff were encouraging our students to participate in optional offerings, personally or as teams by expanding that area. Now that we have returned, the staff are working hard as ever at attempting to get back “to normal.” The community and students have both responded positively. The pool is busy with swimming lessons, water aerobics, and lap swim. The gym is in use at different times of the day and regional club sports such as volleyball coming back to use our facilities and the pickle ball community utilize the courts several times a week.

d. Economic development impact of current/future programs.

According to the Pure Michigan Talent Connect, The Department of Labor and Economic Opportunity-Workforce Development, 84% of students were employed in the 4th quarter, after exiting the program.

In addition, hundreds of area citizens acquire and enhance workplace skills each year through our credit, non-credit and customized training programs. The direct

and indirect impact of these citizen success stories on the economy of west central Michigan is dramatic.

Workforce training continues to provide employers with the opportunity to sustain their current workforce and upgrade their skills as technology changes.

Early College and Dual Enrollment programs provide high school graduates with an opportunity to earn college credits and/or certifications on a “free” basis.

III. Staffing and Enrollment

a. Enrollment by Program

The following two pages detail full-time and part-time enrollment by program. All programs are accessed by students at the main campus, although portions of each program may be accessed through the satellite campus in Greenville or via the internet.

Enrollment by Program

FYE June 30, 2022

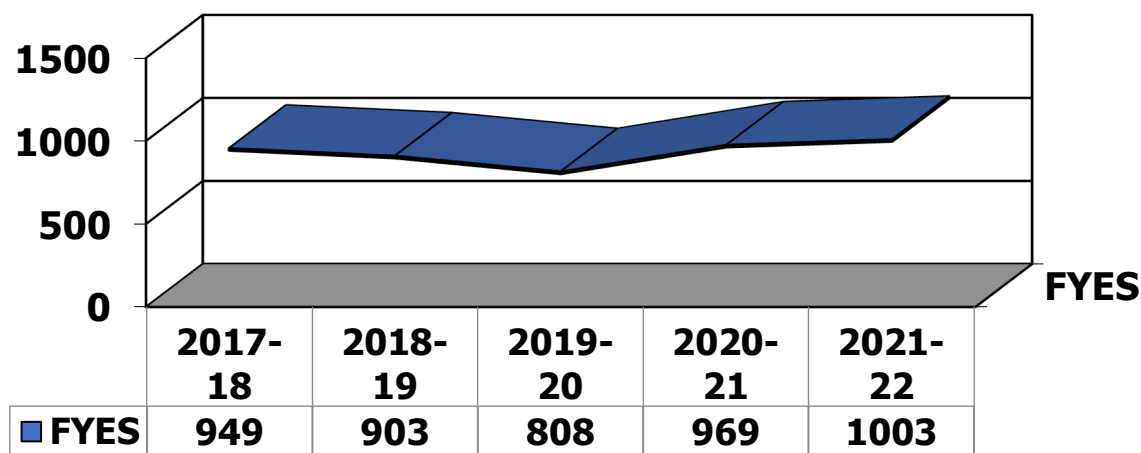
Program	Full-Time	Part-Time	Grand Total
1000 Selected Courses		2	2
1105 Liberal Studies Certificate	1	3	4
1106 Associate of Science & Arts	97	342	439
1110 MITransfer Pathway Psychology Associate of Arts	7	19	26
1115 MITransfer Pathway Biology Associate of Science	2	6	8
1120 MITransfer Pathway Criminal Justice Assoc of Scien		2	2
1125 MITransfer Pathway Business Associate of Science	1	4	5
1130 MITransfer Pathway Art Associate of Arts	1	2	3
1135 MITransfer Pathway Communication Associate of Arts	1	2	3
1150 MITransfer Pathway Exercise Science Assoc of Sci	1	5	6
1211 Accounting	1	22	23
12122 Business Admin/Management		3	3
12124 Business Entrepreneurship AAS	3	19	22
12125 Business Management AAS	12	95	107
12126 Business Marketing AAS	2	10	12
12127 Business Management Certificate		10	10

12128 Business Professional Track BS	1	5	6
12129 Sports Management AAS		2	2
1221 Business Management Job Training		1	1
1238 Medical Office Administration	6	32	38
1239 Office Administration	2	16	18
1245 Child Development Associate (CDA)		1	1
1247 Criminal Justice/Corrections Certificate		3	3
1250 Early Child Education	3	31	34
1251 Early Child Development Certificate		5	5
1252 Education Support A.A.S.	2	11	13
1255 Criminal Justice AAS	7	16	23
1320 Technical Design in Manufacturing AAS		5	5
1322 Technical Drafting & Design		3	3
1323 Engineering Technology	1	11	12
1330 Welding		5	5
1334 Welding Technology		10	10
1336 Welding	4	18	22
1343 Skilled Trades - Machinist Certificate		6	6
1344 Skilled Trades - Maintenance Mechanic Certificate	1	4	5
1345 Skilled Trades - Tool & Die Maker/Designer Cert		3	3
1352 Electronics Technology AAS		1	1
1357 Computer Support Technology		1	1
1360 Programming		1	1
1361 Computer Information Technology Mgmt Assoc Deg		3	3
1362 Computer Networks & Systems		1	1
1363 Computer Technology Certificate		3	3
1364 Computer Network Administration	4	16	20
1370 Apprenticeship Training		117	117
1372 Skilled Trades		3	3
1373 Industrial Automation Maintenance	1	5	6
1374 Industrial Automation Maintenance Certificate		6	6
1400 Registered Nursing (ADN)	14	158	172
1414 Medical Assistant-Certificate	3	27	30
1415 Nursing Professional Track	20	184	204
1511 Education Parapro		1	1
1550 Digital Arts AAS	4	26	30
1560 Digital Arts Certificate		2	2

1570 Web Developer & Programming AAS	4	13	17
1615 Pre Animal Health Technology	2	6	8
1616 Pre Animal Health Technology		3	3
1617 Pre Animal Health Technology	1		1
1618 Preveterinary		5	5
1620 Agricultural Operations AAS	1	20	21
1621 Agribusiness AAS		3	3
8000 Dual Enrollment	9	557	566
9001 Guest Student		19	19
Grand Total	219	1915	2134

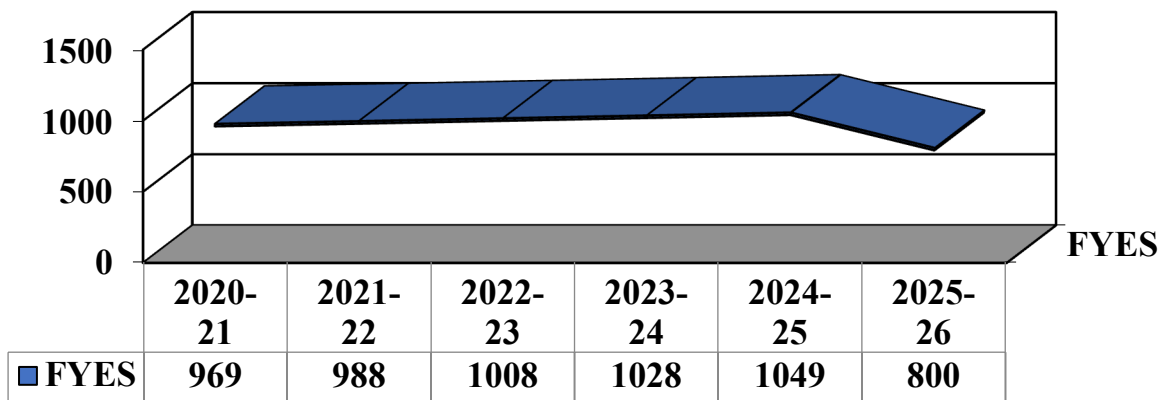
b. Past Five-Year enrollment pattern.

Enrollments had been on the decline for several years. Most of those declines were approximately less than 1% but not more than 2% until Summer 2019, which was a decline of 8.9% overall for the 2019-20 fiscal year. Since then, the College has experienced overall enrollment increases. We believe this is in part due to the extra effort that the College has expended in enrollment activities institution wide utilizing the momentum gained by consulting with RNL.



c. Five-Year enrollment projection.

MCC is anticipating that enrollment will continue to increase in small increments, over the next three to four years. Once we arrive at 2025 to 2026, the demographic shift/decline of Michigan high school students occur. In the meantime, MCC worked with RNL to create a strategic enrollment plan to solidify enrollment strategies. There currently is room for growth locally if the college can encourage more high school graduates to attend as data shows around only 50% attend any higher education in our region. This indicates there is market share to be captured. Dual enrollment headcount continues to grow as communication outreach and targeted effort with the K-12's and other local potential students is underway. Skilled trades are predicted to hold steady in the region.



The renovation of the Smith Health Care and STEM building will be instrumental in meeting the increased enrollment projections as we add capacity to that academic area. Additional building improvements related to student collaboration areas and updates to the Early College campus relocation will expect to provide an increase in enrollment. Lastly, the addition of a construction trades program HVAC, will also help to maintain enrollment levels and provide an increase.

d. Instructional staff/student and administrative staff/student ratios.

In Fall of 2022 MCC has 31 Full-time instructors and 74 Part-time instructors teaching credit courses and 30 Administrators.

Faculty staff/student ratio = 1:15

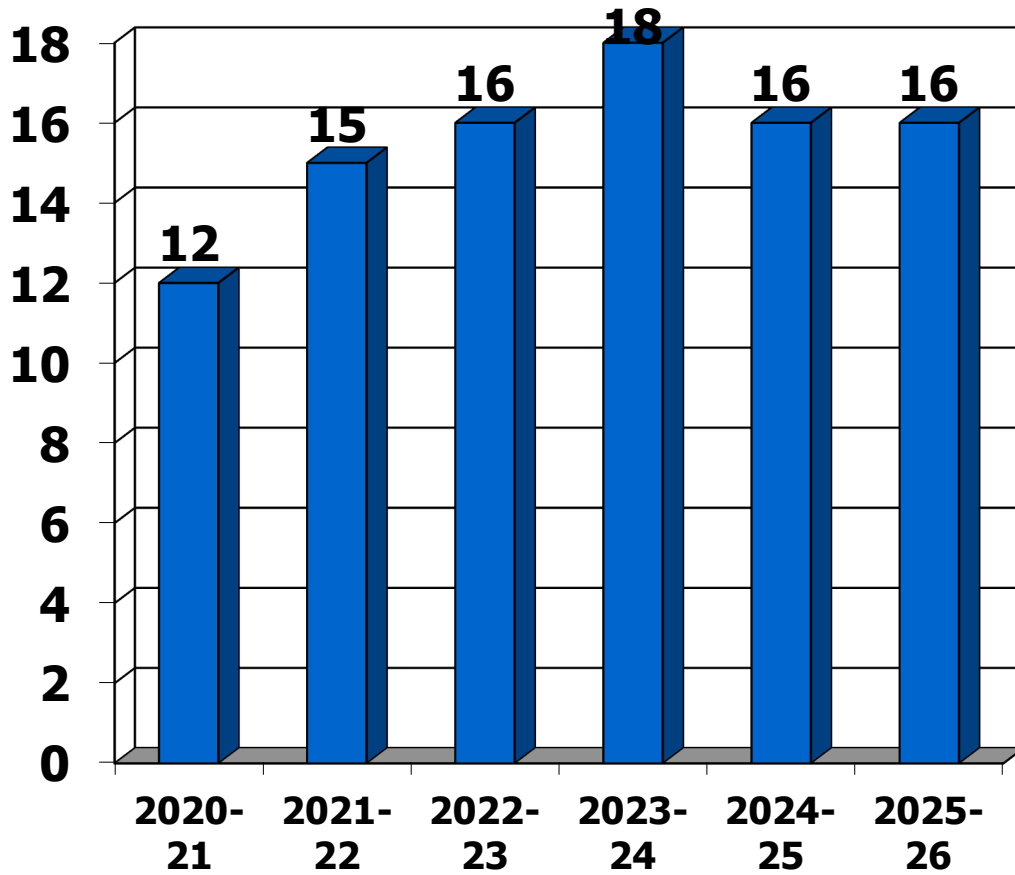
Administrators/student ratio = 1:53

e. Future staffing needs based on five-year enrollment estimates and future programming changes.

Present Administration and Support staffing levels will be adequate for future growth, however, Faculty staffing may need to increase slightly by one or two employees to sustain the growing student population. Utilizing continuous quality improvement methodologies, the college anticipates improved efficiencies in processes and technology and scheduling. In addition, attrition is taken into consideration and as vacancies occur, the Executive Team reviews tasks and responsibilities to determine if the need for replacement is necessary.

f. Current and projected average class size based on mission and planned program changes.

MCC's current average class size is 15. This is below our ultimate target of 18, however many factors contribute to the average such as, lab and clinical settings which only allow for eight students and in some industrial classes only up to 12. With the addition of athletics, we are expecting an increase in class size Beyond that is the proverbial demographic cliff regarding high school student graduations. We are attempting to offset the drop by recruiting additional high school students that would not normally attend college and the early adult population.



IV. Facility Assessment

The College undergoes a facilities assessment every fall. The report is used to determine building conditions and repair estimations for cost and timing purposes as well as budget expectations related to deferred maintenance. The summary comparison report is below.

Building/Campus/All Assessed Facilities Comparison Report														
Montcalm Community College														
Facility	Year Built	Building Area (S.F.)	Pct. of Total S.F.	CRV	Percent of Total CRV	Priority Issues Data				0-5 Year Cumulative Data				
						DMB	Percent of Total DMB	FCI	Rating	DMB	Percent of Total DMB	FCI	Rating	
All assessed facilities		256,869		\$72,546,560		\$844,635		1.48%	GOOD	\$3,242,072		4.47%	GOOD	CRV/SF
Greenville		40,980	16.0%	\$11,443,300	15.8%	\$0	0.0%	0.0%	GOOD	\$354,463	10.9%	3.10%	GOOD	\$ 279.24
Ash Technology and Learning Cent	2001	19,495	7.6%	\$6,010,300	8.3%	\$0	0.0%	0.0%	GOOD	\$271,065	8.4%	4.51%	GOOD	\$ 308.30
Branan Center	2012	16,585	6.5%	\$5,212,400	7.2%	\$0	0.0%	1.5%	GOOD	\$83,398	2.6%	1.60%	GOOD	\$ 314.28
Greenville Pole Barn	1970	4,900	1.9%	\$220,600	0.3%	\$0	0.0%	0.0%	GOOD	\$0	0.0%	0.00%	GOOD	\$ 45.02
Main		215,889	84.0%	\$61,103,260	84.2%	\$844,635	100.0%	0.5%	GOOD	\$2,887,609	89.1%	4.73%	GOOD	\$ 283.03
Activities	1975	36,190	14.1%	\$10,870,200	15.0%	\$378,283	44.8%	3.48%	GOOD	\$584,817	18.0%	5.38%	GOOD	\$ 300.36
Barn Theater	1917	3,932	1.5%	\$947,600	1.3%	\$63,015	7.5%	6.65%	FAIR	\$123,928	3.8%	13.08%	POOR	\$ 241.00
Cold Storage	1967	3,880	1.5%	\$171,360	0.2%	\$0	0.0%	0.00%	GOOD	\$5,088	0.2%	2.97%	GOOD	\$ 44.16
Doser Building	1999	38,013	14.8%	\$11,342,200	15.6%	\$238,186	28.2%	2.10%	GOOD	\$533,083	16.4%	4.70%	GOOD	\$ 298.38
Farmhouse	1916	2,550	1.0%	\$511,200	0.7%	\$0	0.0%	0.00%	GOOD	\$32,972	1.0%	6.45%	FAIR	\$ 200.47
Kenneth J. Smith Instructional Buildin	1966	27,200	10.6%	\$9,266,500	12.8%	\$0	0.0%	0.00%	GOOD	\$0	0.0%	0.00%	GOOD	\$ 340.68
Instruction North	1968	21,780	8.5%	\$4,314,000	5.9%	\$43,140	5.1%	1.00%	GOOD	\$422,772	13.0%	9.80%	FAIR	\$ 198.07
Les Worford Instructional Building	1969	11,184	4.4%	\$3,350,400	4.6%	\$8,376	1.0%	0.25%	GOOD	\$303,211	9.4%	9.05%	FAIR	\$ 299.57
Donald C. Burns Library and Admin.	1966	28,720	11.2%	\$8,599,800	11.9%	\$107,498	12.7%	1.25%	GOOD	\$395,591	12.2%	4.60%	GOOD	\$ 299.44
Pole Barn	1998	1,800	0.7%	\$169,600	0.2%	\$0	0.0%	0.00%	GOOD	\$0	0.0%	0.00%	GOOD	\$ 94.22
Power Plant	1966	3,840	1.5%	\$2,454,800	3.4%	\$6,137	0.7%	0.25%	GOOD	\$228,296	7.0%	9.30%	FAIR	\$ 639.27
Ash Building	2007	28,800	11.2%	\$8,658,400	11.9%	\$0	0.0%	0.00%	GOOD	\$240,410	7.4%	2.78%	GOOD	\$ 300.64
Maintenance Building	2007	8,000	3.1%	\$447,200	0.6%	\$0	0.0%	0.00%	GOOD	\$17,441	0.5%	3.90%	GOOD	\$ 55.90

a. Summary description

The links below are to MCC's 2021 Facilities Assessment and DMB Executive Summary.

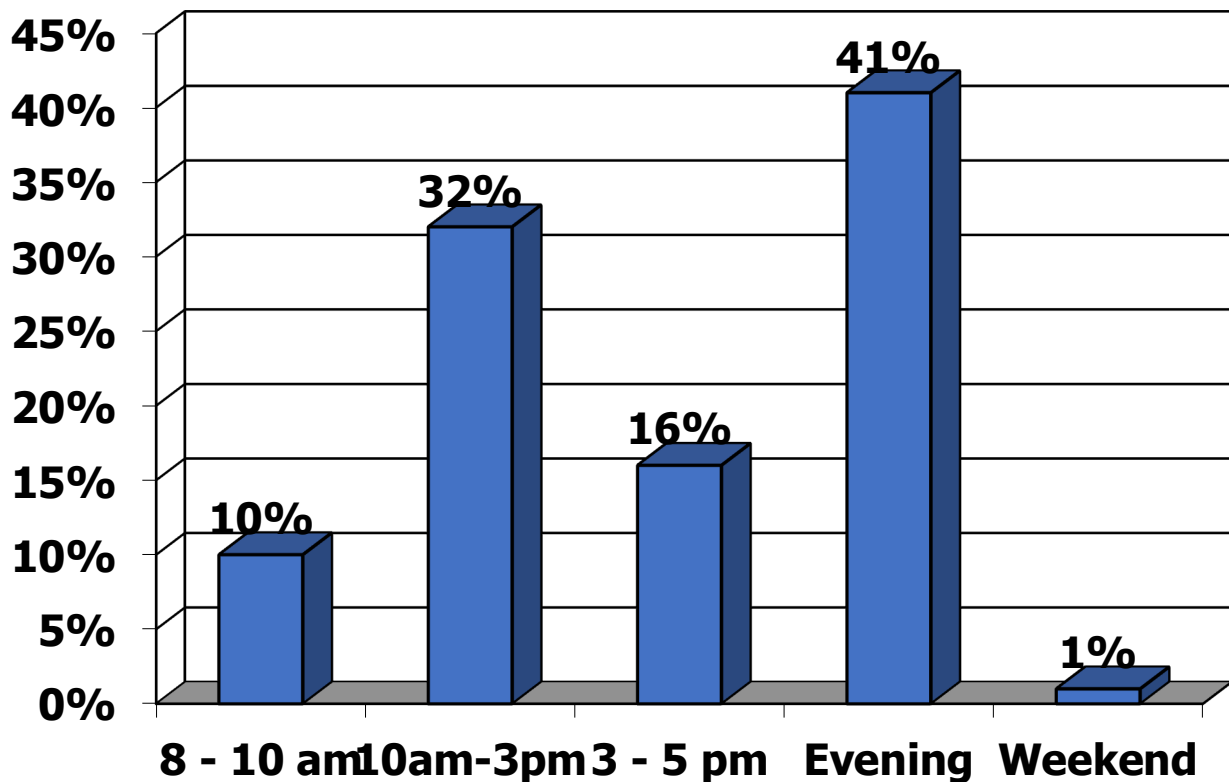
<https://montcalm.edu/media/5086/2022-facilities-assessment-condition-report.pdf>

<https://montcalm.edu/media/5087/2022-facilities-annual-assessment-backup-data.pdf>

b. Classroom Utilization Rates

Below are average classroom utilization rates based on Monday through Friday and then by the time of day. The average does include health care labs, industrial labs, and computer labs. Health care labs are scheduled at appropriate times for interaction between students and faculty/coordinators while industrial and computer labs are open continuously during the buildings operating hours. A change in course delivery is online courses. Currently we have 105 sections that are completely online and do not require classroom space. Comparatively, that is

a 57% increase in online course delivery compared to last year. Saturday courses are almost non-existent due to student/company feedback as most Saturday courses were Industrial courses. Other Saturday courses consist of General Education courses and are minimal.



c. Mandated facility standards

All programs and departments comply with all applicable laws and standards such as OSHA and MIOSHA. Facilities are reviewed on a regular schedule to ensure compliance. Industrial programs as well as chemistry labs, serve as main areas of concern due to probability of an incident.

d. Functionality of existing structures and space allocation

Generally, classrooms in the newer buildings are adequate (Doser, Ash-Sidney, Braman, Ash-Greenville and the newly renovated Smith) however, classrooms in older buildings, such as North and Morford, are outdated and need improvement. Within the Five-Year Master Plan, all buildings are planned for some form of renovation. Beyond that, we are planned to begin a deep analysis of the existing Master Plan when we renew our campus strategic plan late in 2024. In the meantime, we are making plans to move forward with plans for renovation of the North building to support the new HVAC program.

e. Replacement value (insured value)

R.A. SCHESSLER, INC
SUMMATION
OF

Asset Acct: MONTCALM COMMUNITY COLLEGE As of 11/01/21
REAL ESTATE - BUILDING

Summary by:	Replacement Value New	Sound or Depr. Value
ACTIVITIES BUILDING	10,870,200.00	6,630,800.00
KENNETH J. SMITH BLDG.	9,266,500.00	7,505,900.00
LES MORFORD BLDG.	3,350,400.00	2,043,700.00
L.R.C./ADMINISTRATION	8,599,800.00	5,245,900.00
INSTRUCTION NORTH	4,314,000.00	2,415,800.00
POWER PLANT	2,454,800.00	1,129,200.00
FARM HOUSE	511,200.00	209,600.00
BARN THEATER	947,600.00	341,900.00
METAL STORAGE BUILDING	169,600.00	78,000.00
NEW STORAGE BUILDING	95,600.00	72,700.00
ELEVATED WATER TANK	806,000.00	572,300.00
BEATRICE E. DOSER BUILDING	11,342,200.00	8,620,100.00
ASH TLC BUILDING	6,010,300.00	4,868,300.00
STANLEY P. ASH BUILDING	8,658,400.00	7,013,300.00
MAINTENANCE BUILDING	447,200.00	362,200.00
BRAMAN CENTER	5,212,400.00	4,691,200.00
GREENVILLE STORAGE BUILDING	220,600.00	101,500.00
GREENHOUSE	73,100.00	66,500.00
ROBERT MARSTON PAVILLION	11,400.00	11,000.00
ASSET ACCOUNT GRAND TOTAL	73,361,300.00	51,979,900.00

f. Utility system condition (i.e. HVAC, water, sewer, electrical)

The current boiler system is adequate and well maintained. Most all steam and condensate lines were replaced in fall 2017 and therefore, we have gained efficiencies with that system. Chillers are adequate as well. Water systems are adequate and inspected at appropriate intervals as we have our own water tower. The only thing that we would like is to have a redundant well system in case of emergencies. The sewer system is more than adequate and is currently maintained by a local sewer authority in combination with the county. Electrical upgrades have occurred on the Greenville campus related to the Braman building due to industrial instructional needs.

g. Facility infrastructure condition

All main parking lots were seal coated during the summer of 2018 except for the North building parking lot. It needs complete replacement due to age and the construction related to the steam pipe replacement project and is included in the costing related to the building renovation. General parking lots have undergone condition assessments and will be prioritized for replacement over the course of the next five years. The main road for the Sidney campus, College Drive, was resurfaced during the summer of 2021. Sidewalks on both campuses are in good condition. Small sidewalk repair has taken place as needed over the last couple of years and new steps were added at the Sidney campus. Drainage ditches will be addressed by the county in the coming year.

h. Adequacy of existing utilities and infrastructure system to current and 5-year projected programming needs

Existing utilities and infrastructure systems are adequate to support any future programming needs within the next five to ten years.

i. Enterprise-wide energy plan and what are the goals. Have energy audits been completed on all facilities and, if not, what is the plan/timetable for completing such audits.

Ameresco partnered with the college and made energy efficiency improvements, including HVAC controls, LED lighting, and replacement of some windows. In addition, we have partnered with Consumers Energy to perform annual steam

trap and boiler tune-up assessments as well as annual electrical energy usage and retro-commissioning audits.

The goals of these projects were to decrease financial burden and increase environmental sustainability. We have continued to meet with power providers and engineering companies to further enhance standard practices and discuss future improvements.

Currently Ash and Braman buildings are LEED certified.

j. Land owned by the institution and determined if whether capacity exists for future development, future demands etc.

MCC's primary campus is located on 220 acres in Sidney, Michigan which is in west central Michigan. This site is adequate for any possible campus expansions anticipated over the next five to ten years.

The Greenville campus is located on 18 acres in Greenville, Michigan and the site is adequate as well for all campus expansions anticipated in the next five to ten years.

k. Buildings Bonded and any timelines for expiration

The Montcalm CC Life Science project (known as the Ash building) was completed in 2007 on the main Sidney campus. It added 28,800 additional square feet to health and science programming. Total construction costs were \$7,500,000 and the SBA construction costs were \$2,999,800. The lease SBA expiration is set for 2047.

The Montcalm CC MTEC expansion which was the erection of the Braman building on the Greenville campus and was completed in 2013. Total construction costs were \$5,433,400 and the SBA construction costs were \$2,716,500. The lease SBA expiration is set for 2052.

V. Implementation Plan

The College is using the most current Master Plan created in Fall 2018 and approved by the Board in Spring 2019 as a guiding tool to address facility enhancements and scheduled maintenance. The creation of the plan included

input from staff, students, local business advisory members, community at large and local K-12's and ISD representatives. In a general sense, the campus facilities are well maintained and remain in good condition due to attention to problems before they become critical. Some structures are out-of-date and in serious need of overall renovation to update the spaces and to allow for student space allocation revisions.

Work completed as part of the master plan include a renovation to the Braman building to enlarge (double) the welding lab, provided robotics with its own room for instructing as well as lab space and made needed space adjustments in the automation lab and machine shop lab. The writing center located in the library also was renovated to provide privacy, HVAC modifications and a defined specific space with modern appeal. Past data indicates that students use has increased in the writing center each year since its inception four years ago.

The Master Plan overall, touches every building on both campuses to provide better use of spaces, create student spaces, up-to date technology and lab settings for healthcare and sciences, improves way finding and creates a one-stop-shop for students. As previously mentioned MCC will be revisiting the Master Plan to determine what changes may need to be made to it moving forward based on recent small improvements. The college is concluding the renovation of the Smith building in absence of any capital outlay from the State. Funding for the Smith project will be institution based along with donor contributions. Our existing foundation funds are very strong, \$21+ million. Most of these funds are endowed and/or restricted for scholarships and programming needs, with a smaller portion set aside for building renovations.

a. Major capital projects requested from the state

Montcalm Community College (MCC) is applying for Capital Outlay funding to renovate and upgrade the North Instructional Building on the main Sidney campus. The North building is a 21,780 square foot instructional facility, built in 1968. The last renovation for this building in 2007 included less than half of the building and was minimal in nature.

MCC's North Building needs renovation to re-purpose the spaces to support HVAC, Electrical, and Building Automation Technology (BAT) programs. The North

building has a large open area which will support HVAC and BAT equipment and allow for demonstration walls and structures for purpose of wiring. Access to the lab area includes large overhead doors allowing large HVAC units being donated by local employers to be installed in the area. The other areas of the building include a smaller lab for education trainers and six classroom spaces. Updating the classroom and smaller lab space will support HVAC and BAT hands-on training and lectures. The goal is to create welcoming classroom spaces to allow MCC to use the space for courses.

VI. Capital Outlay Project Request

Institution Name: Montcalm Community College
Project Title: North HVAC, Electrical, and BAT Program Renovation
Type of Project: Renovation
Program Focus of Occupants: Academics
Approximate Square Footage: 21,780
Total Estimated Cost: \$5,874,525
Estimated Start/Completion Dates: One-year period (Fall to Fall)

Is the Five-Year Plan posted on the institution's public internet site Yes No

Is the requested project the top priority in the Five-Year Capital Outlay Plan? Yes No

Is the requested project focused on a single stand-alone facility? Yes No

Please provide detailed, yet appropriately concise responses to the following questions that will enhance our understanding of the requested project:

Project Overview: Montcalm Community College (MCC) is applying for Capital Outlay funding to renovate and upgrade the North Instructional Building on the main Sidney campus. The North building is a 21,780 square foot instructional facility, built in 1968. The last renovation for this building in 2007 included less than half of the building.

MCC's North Building needs renovation to re-purpose the spaces to support HVAC, Electrical, and Building Automation Technology (BAT) programs. The North building has a large open area which will support HVAC and BAT equipment and allow for demonstration walls and structures for purpose of wiring. Access to the lab area includes large overhead doors allowing large HVAC units being donated by local employers to be installed in the area. The other areas of the building include a smaller lab for education trainers and six classroom spaces. Updating the classroom and smaller lab space will support HVAC and BAT hands-on training and lectures. The goal is to create welcoming classroom spaces to allow MCC to use the space for courses.

The existing power supply will meet the equipment needs which allows upgrades to focus on the building HVAC, fire suppression system, layout, rest rooms, and cosmetic appearance of the building. The current classrooms are antiquated and small. Renovations will allow for larger classroom spaces to accommodate more students. MCC uses in-person lectures and open-labs for its industrial programs. HVAC and BAT will follow the same mode, which means the North Building classrooms must be large enough to accommodate the required lectures for the courses.

The last planning authorization funding approved from the State of Michigan was in 2008.

Describe the project purpose: Local area HVAC businesses have requested MCC to begin an HVAC program. Ten companies have participated in meetings during July and August 2022 to outline a potential program and identify industry credentials to embed in courses. Without the North Building, MCC does not have place to host an HVAC, Electrical, and BAT program due to the large space needed for a hands-on lab capable of housing refrigeration systems, roof units, and electrical walls for wiring. The best option is for the college to modernize the North Building to make it a space that is safe and conducive to student learning. HVAC, Electrical, and BAT labs will fit inside the current space and still allow for classroom space to meet lecture needs.

Describe the scope of project: For a variety of reasons, modernization of this structure is a high priority for the College. The existing space is an unfavorable learning environment due to its age, associated lack of modern collaborative learning spaces and outdated labs and classrooms. The renovation and innovation in space and technology will support HVAC, Electrical, and BAT programming by creating a large lab, an education trainer lab, and six classrooms.

Specific components include:

- Renovate 6 classrooms to enhance the learning environment and better prepare students for real-world technologies and application of skills.
- Connecting the east and west sides of the building to allow students to easily move between classroom and lab space.
- Renovate adjoining classroom hallways and incorporate two (2) collaborative student workspaces.
- Remodel two (2) restrooms (they are 50+ years old)
- Remodel a barrier free/ non-gender identifiable restroom.
- Install interactive fire alarm system including a fire suppression system.
- Installation of new, energy-efficient windows and doors.
- Replace classroom HVAC units and DDC controls.
- Bring building facilities to current ADA standards.

Program focus of occupants:

How does the project enhance Michigan’s job creation, talent enhancement and economic growth initiatives on a local, regional and/or statewide basis?

The need for an HVAC program was identified by MCC’s local employers who approached the college in 2019 asking for HVAC to be added to MCC’s programming. MCC began meeting with HVAC companies about their HVAC needs in 2019, but COVID halted the momentum. During the summer of 2022, MCC held multiple meetings with HVAC employers. The ten local companies involved in the meetings helped determine the layout of the program, select an industry recognized credential, and have toured the North Building supporting the use of it for this program. The local companies need staff and will support the program by sending their employees for training and interviewing MCC HVAC graduates.

Community Needs

Even though Montcalm County’s unemployment rate is only 3.4%, 43% of the residents are ALICE households or in poverty (Michigan Association of United Ways, 2021). Although ALICE families live above poverty, they struggle “to afford household necessities” and this issue has increased with inflation (Michigan Association of United Ways, 2021, p. 6). The ALICE data is supported by the free and reduced lunch eligibility in the county, which is about 50% across the school districts.

Minimum living wage in MCC’s area for a working couple with two children, is each adult making \$23.46 per hour (In 2019-2020, only 6% of all MCC completions led to a job aligned to a living wage Michigan Association of United Ways, 2021). MCC is seeking to add programs that provide a living wage for completers. HVAC and BAT careers both align to higher wages (see Figure 1: High-Demand and High-Wage). According to West Michigan Works 2022 Hot Jobs List (West Michigan Works, 2022) entry level HVAC jobs are paid \$14.48 per hour, but trained HVAC Technicians and Installers make \$26.20 per hour and Meter Technicians are paid \$34.25 per hour. As the education level advances, the hourly wage increases.

Figure 1: High-Demand and High-Wage

ASSOCIATE DEGREE/LONG-TERM TRAINING/APPRENTICESHIPS			
OCCUPATION (JOB TITLE)	ANNUAL OPENINGS	GROWTH (%)	WAGE RANGE
Bus & Truck Mech. & Diesel Engine Specialists	855	12.7	\$19-\$29
Carpenters	2,175	1.9	\$18-\$29
Dental Hygienists	505	10.6	\$29-\$37
Diagnostic Medical Sonographers	245	18.1	\$29-\$37
Electricians	2,655	13.1	\$23-\$38
Firefighters	635	8.2	\$18-\$29
HVAC & Refrigeration Mechanics & Installers	970	9.2	\$19-\$30
Ind. Engineering Technologists & Technicians	360	10.0	\$23-\$30
Industrial Machinery Mechanics	2,650	28.2	\$23-\$30
Machinists	2,740	11.1	\$18-\$28
Mech. Engineering Technologists & Technicians	420	8.5	\$23-\$37
Millwrights	310	18.1	\$30-\$37
Mobile Heavy Equip. Mechanics, Except Engines	395	14.5	\$23-\$31
Occupational Therapy Assistants	220	37.5	\$23-\$29
Paralegals & Legal Assistants	965	17.5	\$22-\$30
Physical Therapist Assistants	535	30.6	\$23-\$30
Plumbers, Pipefitters, & Steamfitters	1,420	8.0	\$22-\$38
Radiologic Technologists & Technicians	555	6.9	\$23-\$30
Respiratory Therapists	345	22.8	\$28-\$30
Tool & Die Makers	1,045	2.6	\$23-\$37

Job Forecast

Jobs in HVAC continue to go unfilled locally. Local employers stressed at summer 2022 meetings that they continue to lack qualified candidates for positions. In fact, many local employers have struggled to attend college advisory meetings because they need to be working in the field due to no staff. Job posting data shows that HVAC-related jobs continue to a local need (see Figures 2 and 3). The lack of qualified applicants forces local employers to hire people who need training, which can be done with MCC's HVAC program.

Figure 2: Posted Job Titles

Top Posted Job Titles

Job Title	Total Postings (Nov 2019 - Nov 2021)	Median Posting Duration
Maintenance Technicians	919	36 days
Service Technicians	573	47 days
Maintenance Mechanics	234	30 days
Maintenance People	158	54 days
Appliance Repair Technicians	326	57 days
Maintenance Supervisors	184	32 days
Field Service Technicians	204	32 days
Facilities Maintenance Technicians	141	36 days
HVAC Technicians	128	37 days
Refrigeration and Appliance Repair Technicians	284	60 days
Apartment Maintenance Technicians	22	9 days
Electronics Technicians 2nd Class	59	44 days
HVAC Service Technicians	43	40 days
Maintenance Shift Managers	63	27 days
Equipment Service Technicians	79	36 days
Electrical Maintenance Technicians	95	31 days
HVACR Technicians	76	62 days

Figure 3: Posted Job Titles

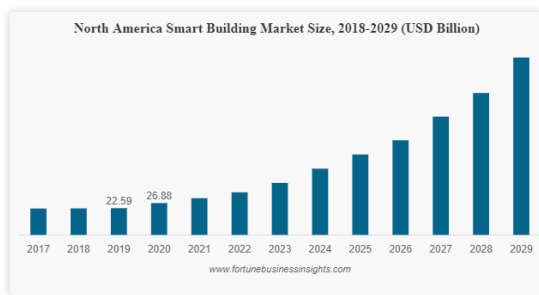
Skill	Frequency in Postings
HVAC	32%
Plumbing	25%
Preventive Mainten	25%
Mechanics	21%
Machinery	14%
Carpentry	14%
Hydraulics	11%
Construction	11%
Painting	11%
Blueprinting	10%

MCC submitted a National Science Foundation (NSF) Applied Technology Education (ATE) grant for \$644,000 to support the creation of a BAT program. The funds would be used for BAT equipment, curriculum development, and professional development for instructors. The BAT program is the next step of an HVAC program as it focuses on advancements toward SMART buildings, SMART manufacturing, and energy efficiencies. If MCC receives the NSF grant, courses will be built focusing on smart sensors, controls, networking, and energy management. The grant also allows for exploration in

HVAC, cybersecurity, energy storage, and battery technology as those needs advance throughout the region.

The smart building market is projected to grow 23.8% during 2021-2028 (Fortune Business Insights, Feb2022). This growth is driven by concerns about global energy consumption and the increased demand for safe and healthy workplaces (Fortune Business Insights, Mar2022). Further, Zhang et al. (2021) explains the future of manufacturing is one where the building information, robots, and manufacturing processes work together with less reliance on human intervention. Creating skilled workers who understand the technology, controls, and data is necessary.

Figure 4: Smart Building Market Size, 2018-2029



How does the project enhance the core academic and/or research mission of the institution?

These efforts focus on delivering quality instruction in a supportive and hands-on lab environment, coupled with the best instructional practices and relevant technology where students learn industry skills to achieve their full potential. This project supports the college's mission by creating a quality program where completing students can earn a living wage based on their hands-on learning. This project will assist the college in meeting three of four goals in our strategic plan, *1) Increase Enrollment, 2) Improve Student Success and Access and 3) Community Engagement*. Practical learning, collaborative teams and new technology are what will prepare students for immediate immersion into their field of expertise. This type of proposed simulation environment proves to have a direct correlation to reduce work errors, increase collaboration with co-workers and increase confidence which leads to increased competency. In addition, the programs supported by this project are in high demand now and will continue to be as technology advances increase.

Montcalm County's male population is 54%. MCC's current enrollment is 34% male. Although MCC seeks to recruit women to non-traditional programs, we are keenly aware that more of the male population needs to be engaged in higher education. We hope offering more traditional male programs will encourage more men to seek out higher education in MCC's service area.

How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

This project repurposes the North Building which is a stand-alone facility. The North Building was initially built to house an airplane maintenance program. Over the years, it has been used for many other programs such as Auto mechanics. Most recently, the North Building housed MCC's arts program. Due to its original construction, the North Building is conducive to an HVAC, Electrical, and BAT program. High ceilings, adequate power, and the centralized location make it a perfection setting for an HVAC, Electrical, and BAT programing.

Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.

Yes. The building was built in 1968 and has undergone only slight modifications since it's opening. The renovation will allow the college to update the building to meet ADA requirements and also to update the fire alarm system into an interactive model. Window and door replacements will improve efficiency of operations and enhanced security measures.

How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization of existing space and infrastructure, or conversely how does current utilization support the need for additional space and infrastructure?

The college monitors average class size every fall and spring semester and reports the results to the Board of Trustees as one of several key performance indicators. This method is used as an indicator regarding break-even points per class. There is not a comparable benchmark that MCC uses related to other institutions however, there is a generally accepted space planning guideline that suggests community colleges classrooms be used at least 30 hours or more per week on average (18 – 22 hours per week for labs depending on the discipline). In the North building, our review of classroom space is at an all-time high due to the renovation of Smith, as that is where we are housing science and math for the last year. A review of the data prior to the unusual usage, the college expects that the North building will be as active as we house the new programs, HVAC, Electrical and BAT programs. The renovation of the space in the North Building will provide the additional Industrial classroom and lab spaces needed to start the new program.

How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

Sustainability is at the forefront of this project. The highest priorities include exterior envelope, interior infrastructure, and floor plan design. The window and door upgrades that are associated with this project are one of its top priorities as it pertains to sustainability. By securing the exterior of the building with new windows and doors, it allows for more efficient cooling and heating of the spaces. To supplement the work that is going into the windows, the exterior walls and roof will have insulation refortification.

In addition to the exterior envelope, the interior infrastructure will see a big boost. All the interior lighting will be converted to low voltage-controlled LED's. This will maximize sustainability by giving MCC better scheduling and monitoring ability.

In addition to LED lighting, the building HVAC system will see a refresh; this will introduce better temperature monitoring (building energy management system) and control (variable frequency drives.) We are utilizing our campus wide boiler system to provide steam to hot water heat exchanges. This will reduce the need to add additional fuel burning systems. The mechanical piping will see a renewal with brand new insulation to assist in reducing heat loss, and the plumbing fixtures will meet low flow water efficiency standards.

Lastly, to conclude the sustainability question, the space is going to be designed to be a multi-use space for future adjustments. MCC is capitalizing on the openness of the building, and by reducing the amount of individual spaces, we are preparing for any adjustments that the college may encounter in the future.

Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources?

Yes, the College has the resources necessary for a match. The College will fund its match with a combination of one to three possible avenues:

- Current College plant fund reserves,
- Private contributions
- Debt for any remaining amount needed

In addition, the Montcalm Community College Foundation is one of the larger foundations for community colleges with a balance of \$20+ million. The college benefits from Foundation support in a variety of ways, including construction and renovation initiatives. The Foundation's past experiences with fundraising for construction projects have demonstrated the community support necessary to raise substantial matching funds. This is still the case and we are confident that 100% of match requirements will be available prior to the start of any actual construction work.

If authorized for construction, the state typically provides a maximum of 75% of the total costs for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

MCC has not received a State Capital Outlay Grant in 14 years. As is the case for many of our colleagues around the state, we have spent millions of dollars over the past years supporting and maintaining our infrastructure (over \$5 million dollars alone in 2022). It would be difficult for the college to provide more than the 50% match and, if required, would delay additional planned renovations, and regularly scheduled necessary maintenance on both campuses.

Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

This project will not increase operating costs to any substantial degree. A few additional adjunct faculty members will be needed to meet the demand of enrollment increases, but sufficient full-time faculty and staff are already in place to support the instruction related to the renovation of North and the additional programs. In fact, there are real possibilities to lower operating costs due to energy-efficiency improvements.

What impact, if any, will the project have on the tuition costs?

The project should not have any impact on tuition costs. We do expect additional revenue based on increasing student headcount in HVAC, Electrical and BAT programs.

If this project is not authorized, what are the impacts to the institution and its students?

If this project is not authorized, MCC will not be able to fully implement an HVAC, Electrical, or BAT program. Due to a lack of proper space, MCC would not be able to create hands-on labs to teach students how to perform the skills needed to be successful in HVAC, Electrical, or BAT. MCC would be forced to only offer theory-based and entry-level courses, which would not prepare students for employment in HVAC, Electrical, or BAT. This means local businesses would continue to struggle with finding a skilled workforce and MCC would fail to offer additional programming that leads to a living wage.

What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

A variety of alternatives were considered. MCC investigated two options prior to settling upon the North Building. The first option was to add the HVAC, Electrical, and BAT programs to Greenville Campus where the other skilled trades industrial courses are located, however, there is not enough space to accommodate the program, due to the size of the lab equipment, in the current square footage of the Braman building.

MCC investigated the option of a joint relationship with Greenville Public Schools to house the HVAC program at their campus. There were obstacles, such as college student access, and adequate space for the equipment that MCC could not overcome.

The North Building is the best option due to its size. By updating an existing and normally under-utilized building, MCC is optimizing the space it currently has in the most effective manner. Unfortunately, the North Building is desperately in need of modernization to make this project necessary.

This project is the preferred choice for capital outlay funding.