



Central Maine

COMMUNITY COLLEGE

CAMPUS FACILITIES MASTER PLAN

AUGUST 27, 2025



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INTRODUCTION

INTRODUCTION

The 2025 Campus Facilities Master Plan is intended to be a long-term plan for the future of Central Maine Community College. The plan must consider how the constantly evolving needs of students, educators, the labor market, pedagogy and technology will change the requirements and expectations for Higher Education facilities. Given the critical role that the College plays in workforce development, the College should prepare for the potential that training for the jobs and technology of the future will require facilities and programs that don't yet exist. Buildings and infrastructure needs to become more flexible and adaptable to change over time, while also solidifying the overall plan and image of the campus.

This plan will be a blueprint for future growth. It will determine the best utilization of space on a campus that is increasingly constrained by the surrounding community, natural resources and infrastructure. Future growth of the campus through new buildings and additions should be done in a manner that thoughtfully shapes the campus into a more cohesive, easily navigable and student-friendly environment. The College must avoid short-term thinking that addresses immediate needs without considering long-term impacts and alignment with strategic goals. Instead, each capital investment should be considered as an opportunity to improve the campus as a whole and prepare the College for the future.

The Campus Facilities Master Plan builds on CMCC's 2022-2025 Strategic Plan to align facilities goals with the overall goals of the College. The Strategic Plan laid out six Pillars:

- Enrollment
- Academic & Workforce Training Program
- Facilities & Infrastructure
- Community
- Financial Stewardship
- Effectiveness & Efficiency

The Strategic Priorities on the subsequent page are intended to align the facilities, infrastructure and program driven goals of the Master Plan with the six Pillars of the Strategic Plan. At every step of the Master Planning process we have returned to these pillars and priorities to ensure that the proposed projects support the overarching vision for the future of CMCC.

STRATEGIC PRIORITIES

- 1. Plan for the long-term**
Develop a blueprint for growth that enables better near-term decision making.
- 2. Enable growth in key areas of study**
Prepare students for Maine's most in-demand careers.
- 3. Enhance the student experience**
Meet students expectations for socialization, collaboration and community spaces.
- 4. Optimize space utilization**
Prioritize efficiency and programmatic adjacencies when planning for renovations.
- 5. Leverage quality facilities to maintain recruitment goals**
Invest in spaces that give CMCC a competitive advantage.
- 6. Integrate sustainable design strategies**
Reduce demand, add renewable energy and prepare for decarbonization.
- 7. Improve connectivity and wayfinding across the campus**
Create safe, easy and accessible pedestrian pathways to key building entries.
- 8. Provide a more complete athletics experience**
Update locker rooms and add storage and seating to support fields.
- 9. Implement a housing renewal program**
Upgrade housing to meet student's expectations for comfort, accessibility & privacy.
- 10. Engage with the community**
Welcome visitors to campus with improvements to public-facing spaces.

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EXISTING SITE ANALYSIS

EXISTING CAMPUS OVERVIEW

Central Maine Community College's campus is located at 1250 Turner Street on approximately 124.75 acres parcel in the City of Auburn on the east shore of Lake Auburn. The campus is accessed via a single access road that connects to Turner Street.

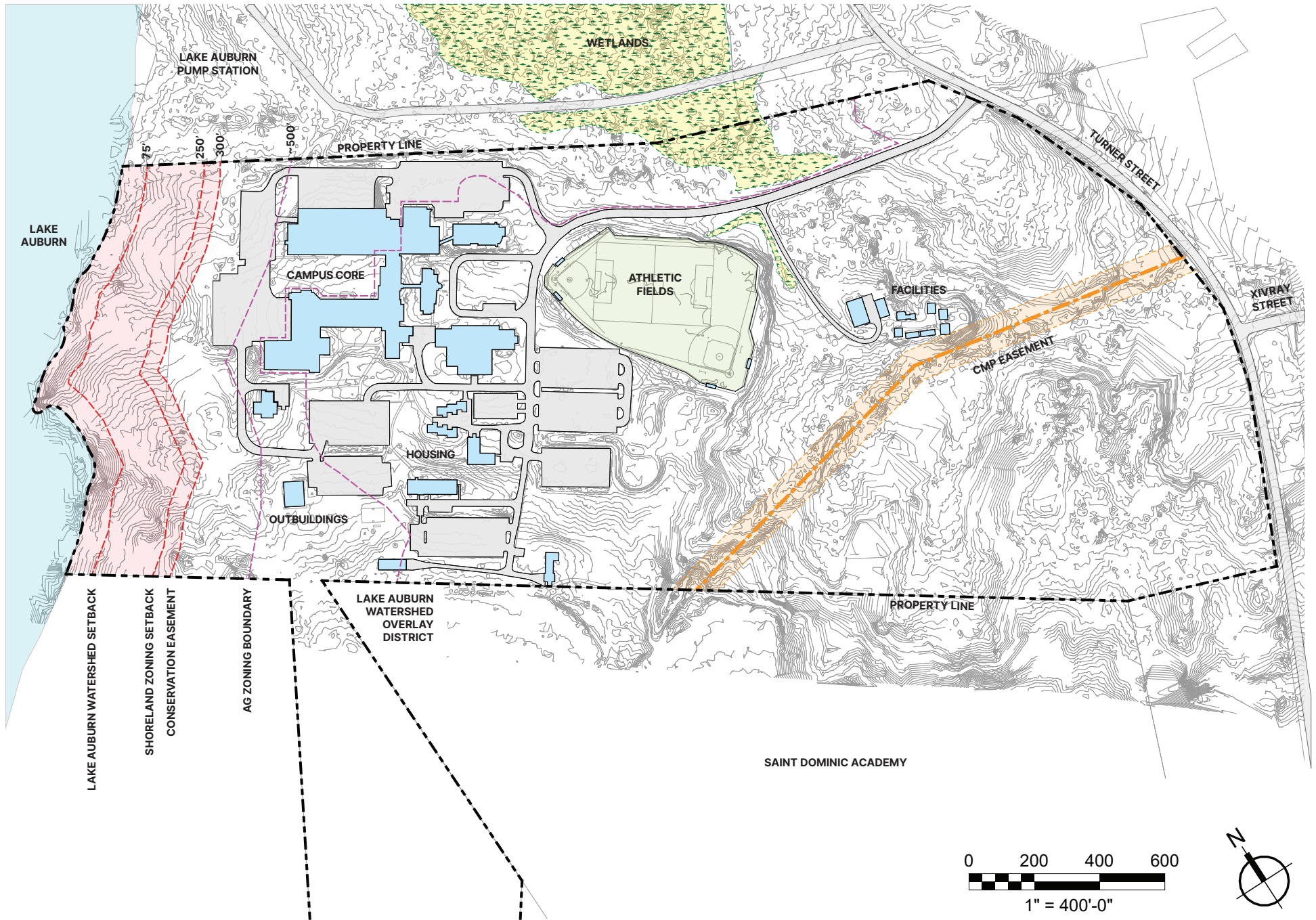
The developed area of the campus is approximately 38 acres. The remainder of the campus is open space - with the eastern portion of the campus closer to Turner Street being largely wooded and the western portion of the campus closer to the Lake being open fields. Approximately 35.5 acres of the campus are located within the Agricultural (AG) Zone with the remaining 89.25 acres located in the Suburban Residential (SR) Zone. Several additional zoning and land use restrictions are overlaid on the parcel, including:

- Lake Auburn Watershed Setback measure 100' from the lake shore.
- Shoreland Zoning Setback measured 250' from the lake shore.
- Conservation Easement measured 300' from the lake shore.
- Lake Auburn Watershed District, which wraps around the western and northern edges of the campus core.
- CMP utility easement that is 100' wide and runs diagonally from Turner Street to the southern property line.
- Wetlands to the north of the main access road and to the east of the Athletic Fields.

The developed area of the campus is situated between the boundaries listed above. There is ample room for campus growth and expansion within and directly adjacent to the existing developed area of campus. However, growth into and beyond the boundaries and easements listed above would be costly and challenging, and in some cases not allowable by current zoning ordinance. Add some existing campus buildings - such as Jalbert 200, Culinary Arts and PSSC - are within the Lake Auburn Watershed Overlay District. Alterations, additions and new construction within this District is feasible but will come with additional requirements.

The developed portion of the campus, referred to as the "Campus Core" in this Master Plan, is comprised of 6 academic buildings and 4 dormitory buildings. A network of roadways, parking lots and pedestrian pathways provides vehicular and pedestrian access to these facilities. Additional structures include storage barns and sheds, a residential home, sheds and dugouts associated with the athletic fields. A separate cluster of garages, sheds and workshop buildings serving the Facilities Maintenance department is located to the east of the athletic fields and is accessed from a narrow road that branches off from the main access road.

When considered all together, CMCC's campus is well-positioned for future growth with a large parcel of land under its control, a collection of well-built and well-maintained existing buildings, and the infrastructure needed to support new development.



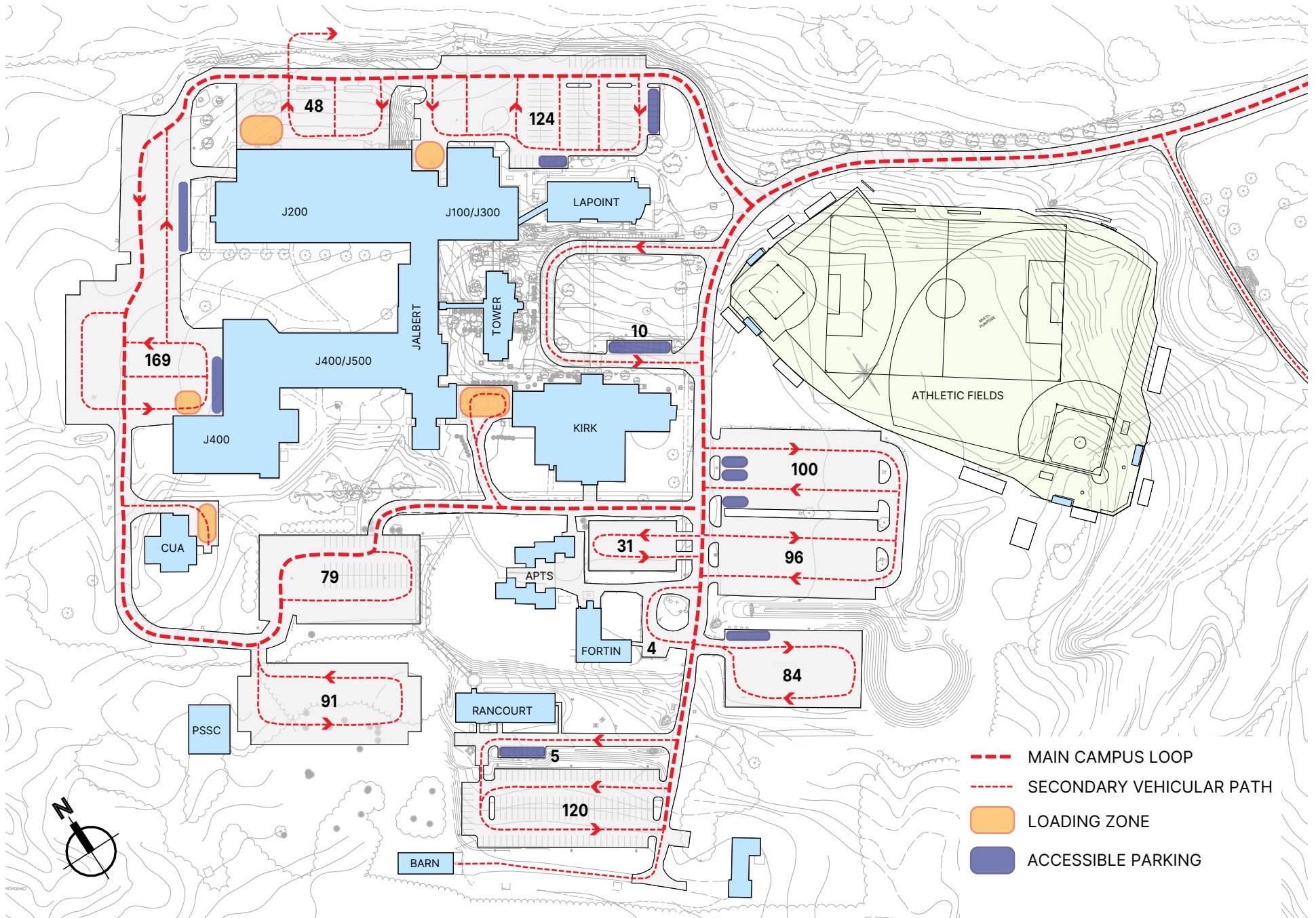
VEHICULAR CIRCULATION & PARKING ASSESSMENT

Currently, the campus has 951 parking spaces, which appears to be sufficient for its present usage. According to the former City of Auburn parking requirements (one space per 200 square feet of classroom space), the existing parking supports up to 190,000 square feet of classroom space. Since 2010, there has been no significant change to the parking count, aside from the addition of a lot northwest of Rancourt.

However, the large parking areas surrounding the dormitories make the housing feel stark and disconnected from the rest of the campus core, contributing to a sense of isolation. While there are 47 designated accessible parking spaces—far exceeding the code requirement of 2% (19 spaces)—many of these spaces fail to meet current code requirements. Issues such as inadequate access aisles, unclear paths, and improper signage hinder their effectiveness and accessibility.

The campus also lacks a true “Loop Road” as the route through the parking area on the northwest side of campus is disjointed and does not provide the seamless flow needed for efficient circulation. Vehicular traffic between the housing areas and the campus core further reduces connectivity for students living on campus, making it harder for them to easily access key areas. Additionally, wayfinding signage is needed at the fork in the main access road to better direct drivers to either the north or south parking lots based on their final destination.

There is a desire to conduct CDL training on the campus roadways, but this goal conflicts with the pedestrian and commuter experience, as the current road configuration doesn’t offer sufficient separation between vehicles and pedestrians. Lastly, the campus loading docks are located in highly visible areas, which detracts from the overall aesthetic of the campus and diminishes its image as a welcoming, cohesive environment. These parking and circulation challenges highlight the need for better design, improved accessibility, and enhanced connectivity across the campus.



PEDESTRIAN CIRCULATION ASSESSMENT

Over the decades, the development of the campus has been driven by the concept of a “connected campus” in which the original Jalbert Hall was repeatedly expanded into an expansive complex with two distinct wings, multiple levels and a footprint of over 125,000 square feet. Subsequent campus expansions, namely Lapoint Center and the Tower were connected to the Jalbert complex by enclosed walkways. The result is that the majority of academic, lab, and student services spaces can be accessed via interior walkways once one has entered the connected campus complex.

This approach to campus planning has served CMCC well for its first 60 years of existence and growth. The concept of a covered or enclosed connection between the Tower and Kirk has also been discussed for some time, but it is not considered essential for the overall organization or connectivity of the campus. However, this connection could still be better defined with the use of well-designed paths and landscaping to guide movement and improve visual coherence. While the convenience of the connected campus cannot be dismissed, the expandability of this framework has likely reached its limits as the campus continues to grow and evolve outside of its traditional core.

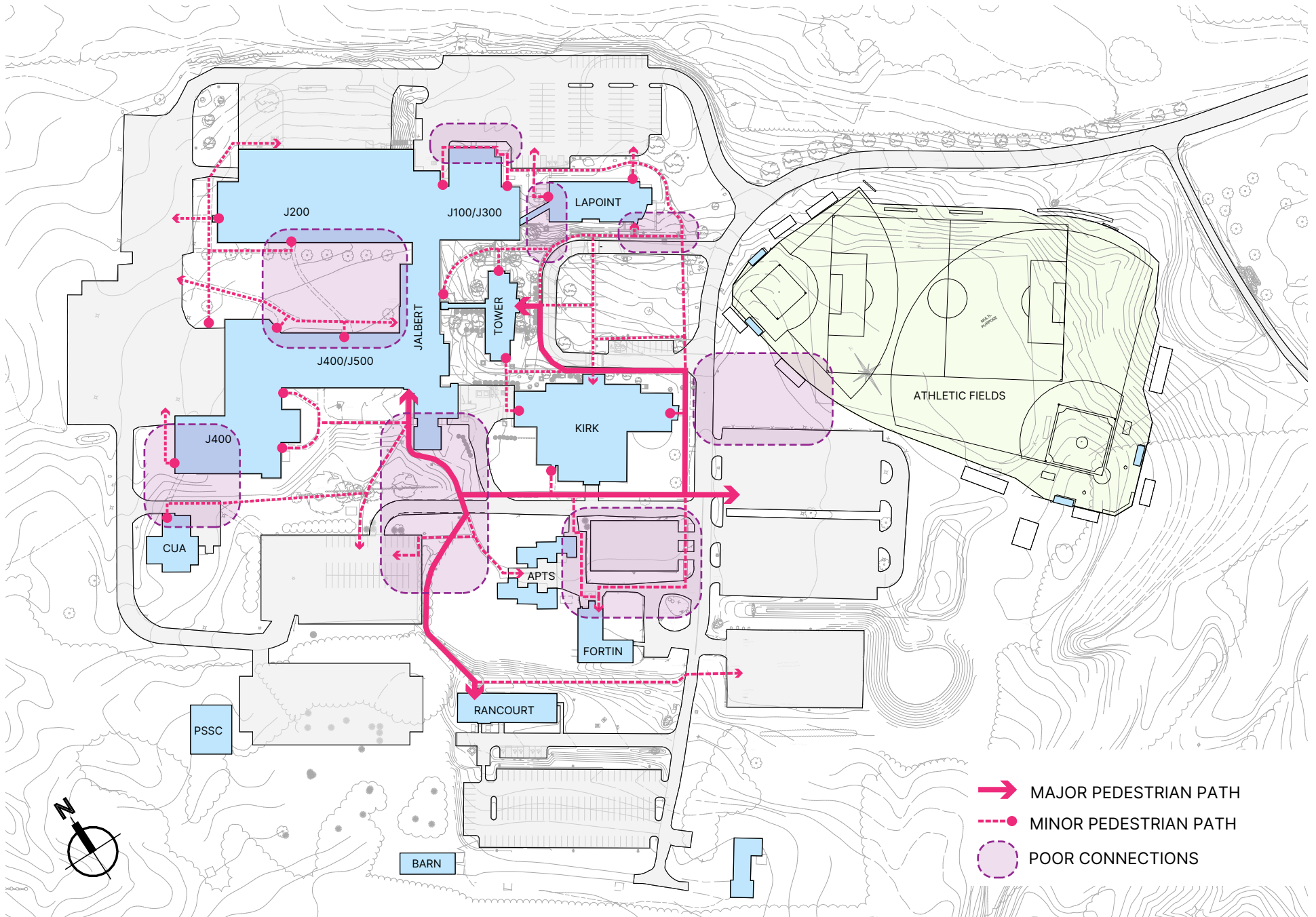
The design of pathways on campus should prioritize reinforcing the Tower as the central point of arrival, serving as a clear and welcoming focal point for visitors and students. To further enhance pedestrian movement, there is an opportunity to create a new connection from the north parking area to the Tower, passing under the Lapoint bridge. This would provide a more direct and intuitive route for those arriving from the north side of campus. Additionally, the sidewalk, steps, and plaza at the main entrance to Lapoint Center are damaged and hindering pedestrian access, creating an additional barrier that needs to be addressed in order to ensure safe and welcoming access to this important part of the campus.

A key area that requires attention is the connection between on-campus housing and dining facilities. Currently, the pathways between these spaces are indirect and circuitous, making it difficult for students to move efficiently between them. Improving these routes would enhance the overall campus experience, making it easier for students to access essential services.

In addition, there is no clear pedestrian pathway linking the campus core and parking lots to the new athletic fields. This gap in connectivity creates unnecessary detours and inconveniences for those heading to the fields. The presence of vehicular traffic between housing and the campus core further complicates movement, reducing connectivity for students who live on campus and impeding their ability to navigate easily between key areas. The campus also lacks current code-required accessible paths and crosswalks that connect accessible parking spaces to the main areas of the campus. The campus also lacks a safe and accessible pedestrian connection to the public right of way at Turner Street which could be beneficial in the future.

The central courtyard of Jalbert has several exterior doors, but it currently lacks accessible pathways and is underused as a potential connection point across campus. Similarly, the PSSC and Culinary Arts buildings suffer from a lack of dedicated pedestrian pathways, making them feel disconnected from the rest of the campus and less integrated into the campus flow.

By addressing these various gaps and improving the design and connectivity of pedestrian pathways, the campus can become more navigable, accessible, and welcoming for all students and visitors.



BUILDING ENTRIES ASSESSMENT

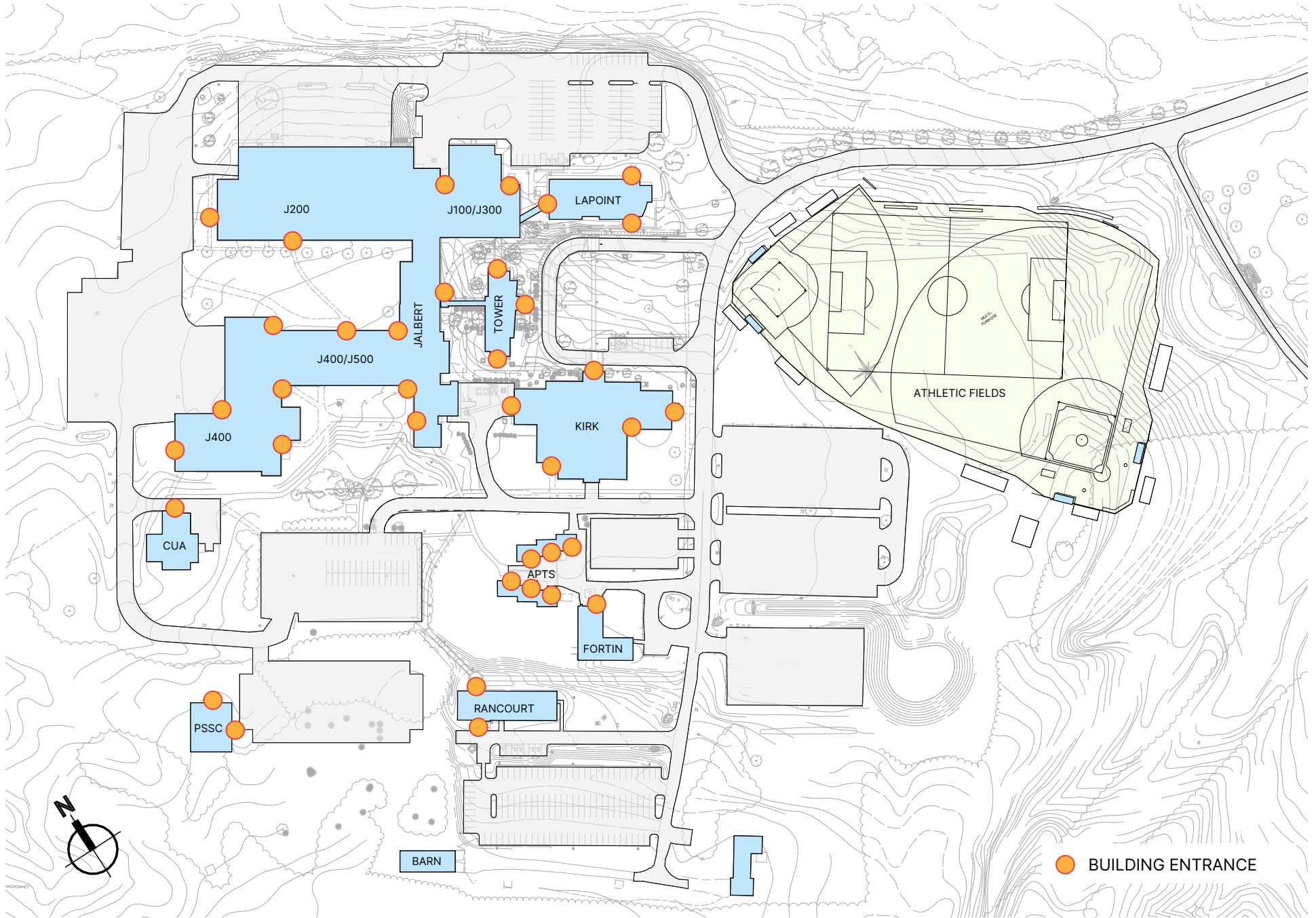
Despite the distinctiveness of the Tower's architecture, it is not currently serving as the main entrance to campus as intended. The Tower's entrance is somewhat overlooked, with visitors often entering through the side door of Kirk Hall due to its proximity to primary parking lots. This leads to confusion, as many have difficulty finding their way to the center of campus from that point. Similarly, the exterior entrance to the dining hall feels physically and visually remote from on-campus housing, creating a disconnect between these important campus spaces.

The north and south-facing entrances on the Tower and Jalbert buildings are exposed to high winds off of Lake Auburn, which not only causes significant wear and tear but also makes it difficult to keep the doors latched properly. To address this issue, many exterior doors have been converted to automatic sliding doors, offering a potential solution to the wind problem and improving the ease of access.

In Jalbert's central courtyard, several exterior doors are present, but these entrances are not well utilized due to the lack of level landings, making them inaccessible. This reduces the overall usability of the space, limiting its potential as an inviting area. Similarly, the entrances to the PSSC and Culinary Arts buildings are not connected to the pedestrian pathway network, making it harder for people to navigate to these areas and hindering the buildings' integration with the rest of the campus.

The main entrance to Lapoint Center is underutilized, as it is a sunken entrance with distressed stairs, sidewalks, and a plaza that further discourage use. Additionally, weather and salt damage have taken a toll on the lower-level entrances to both Lapoint and Jalbert 100, further deteriorating their functionality and appearance.

These issues highlight the need for improved accessibility, maintenance, and better integration of entrances across the campus to ensure that all areas are welcoming and easy to navigate.



OPEN SPACE ASSESSMENT

Central Maine Community College is fortunate to have ample open space within and surrounding the campus. The campus core is set back far from Turner Street, with many hilly, wooded acres separating it from the street. The campus overlooks Lake Auburn, with an approximately 300' wide lawn buffering the developed portion of campus from the lake shore. A new multi-sport athletic field complex was constructed in 2019 and includes baseball, softball and soccer fields to support the success of CMCC's athletics programs. There are several well-proportioned and well-located open spaces conveniently located in between the core buildings. However, many of the key open spaces on campus are underutilized, difficult to access, and lacking a defined purpose or the necessary infrastructure, furnishings, and amenities to support more continuous, vibrant use by students.

The campus green bounded by the main loop road, Kirk Hall, the Tower and Lapoint Center is an attractive and well-maintained open space that reinforces the collegiate appearance of this area as the campus' front door. However, that loop road that encircles this green space limits accessibility and makes it an unappealing location for gathering and relaxation.

Similarly, Jalbert's central courtyard holds significant potential due to its views of the lake and its connection to the campus core, but it suffers from the absence of accessible entrances, limiting its usability.

A large open space between on-campus housing buildings remains unused for recreation or socialization. This is largely due to the steep grades, lack of shade, and the absence of amenities that would encourage students to gather or relax there.

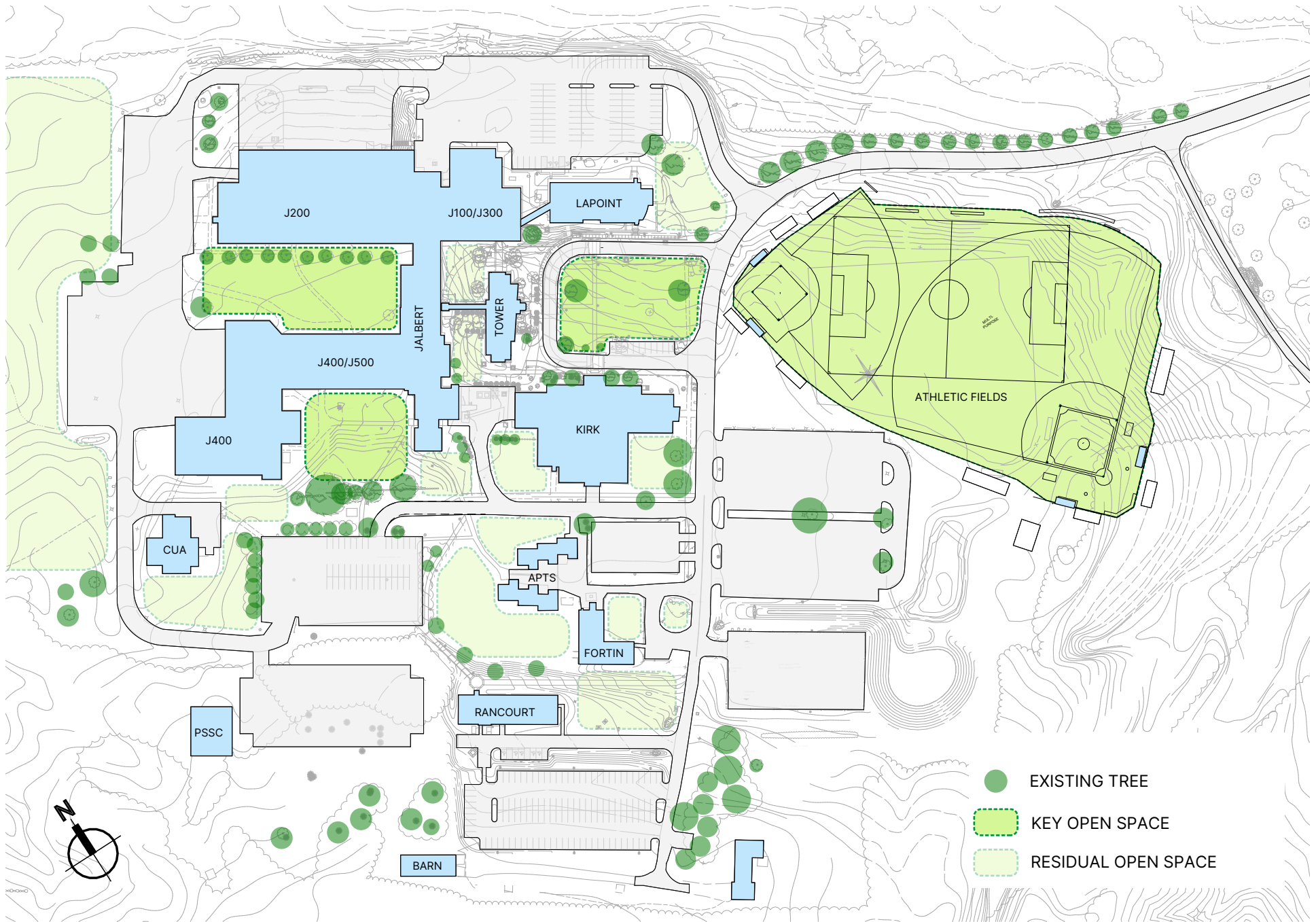
Additionally, the open space adjacent to the dining hall, although used for special events, has been left in a distressed state by these activities. It also lacks permanent or movable furnishings that would support outdoor dining or make it a more inviting space for everyday use.

The athletics fields, while the campus's most developed open space, are not well integrated into the campus fabric. They lack sufficient seating and amenities to support greater engagement by both the campus community and visitors. There is also a growing desire for outdoor recreational spaces that are separate from the athletics fields—areas that can be used casually by all students for relaxation, socializing, or informal activities.

Smaller courtyard spaces, such as the one between the rear of the Tower and Jalbert, are barely utilized, leaving them under-appreciated despite their potential for socialization or relaxation.

While attractive and healthy trees help define the main entry route into campus, other areas, particularly on the south side between housing and Kirk, feel stark and uninviting due to a lack of trees and greenery.

These spaces present opportunities for improvement, both to enhance their functionality and to create more inviting environments for the entire campus community.



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FACILITIES CONDITION ASSESSMENTS

FACILITIES CONDITION OVERVIEW

CMCC's core campus consists of the following ten buildings:

- Jalbert Hall
- The Tower
- Kirk Hall
- Lapoint Center
- Culinary Arts
- Public Service Simulation Center
- Rancourt Hall
- Fortin Hall
- The Apartments (x2)

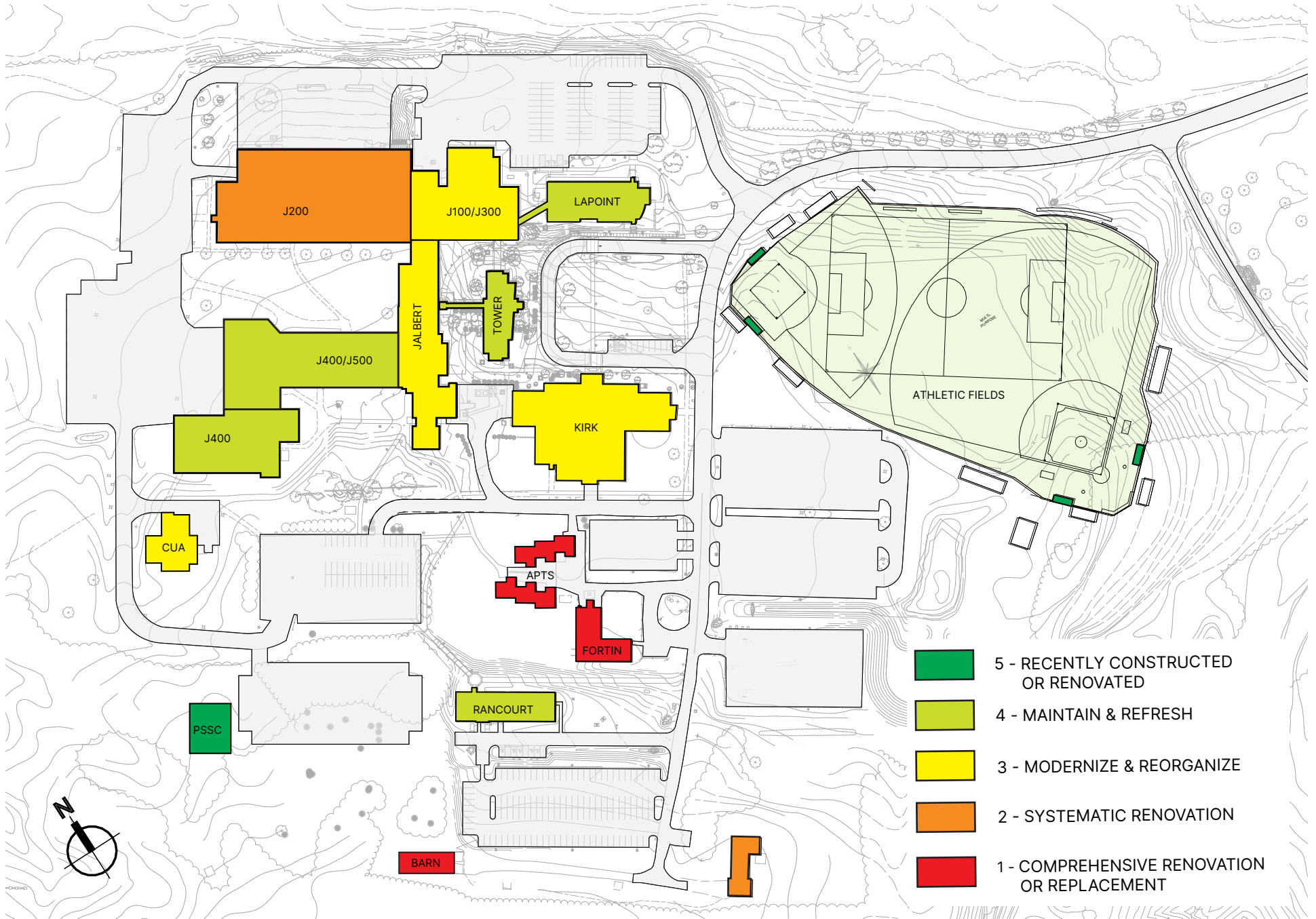
Constructed, renovated and expanded over the course of the past 60 years, the condition of these buildings and the spaces within varies significantly. Jalbert Hall, the original building on campus and by far the largest, is an amalgamation of at least eight distinct addition projects and has three distinct wings. Overall, the campus is very well-maintained and even the most outdated spaces are functioning relatively well for their intended uses. The bulk of academic and student service spaces have been either constructed or renovated within the past 25 years, with only the 200 Wing of Jalbert, the Graphics lab and the Culinary Arts Building having a significant deferred maintenance backlog. On the other hand, three out of the four on-campus housing buildings (Fortin Hall and the Apartments) are showing signs of advanced age and have outlived their useful life.

Each of the core campus buildings have been analyzed through the lens of eight distinct categories and have been given a facility condition score based on the average score for each category.

- Building Envelope
- Life Safety
- Accessibility
- Interior Finishes
- Structure
- Mechanical, Electrical and Plumbing Systems
- Site
- Program

The resulting facility condition assessment scores are given in a range of 1 to 5, with 1 being the lowest score and 5 being the highest. The scores reflect the overall condition of each building or wing, and the recommended course of action:

1. Poor Condition - Comprehensive renovation or replacement recommended.
2. Fair Condition - Systematic renovation recommended.
3. Moderate Condition - Modernization and reorganization recommended.
4. Good Condition - Maintain existing building and refresh specific spaces or systems as needed.
5. Very Good Condition - Building is recently constructed or renovated. Little to no work needed.



JALBERT CENTER



Year of Construction:	1967
Year of Alteration(s):	1974 (New Dining Hall) 2005 (Dining Hall Expansion) 2009 (Lecture Hall Renovation) 2015 (Coffee Kiosk)
Building Use:	Administrative Offices, Student Services, Dining Hall, Kitchen
Building Area :	19,500 sf
Number of Floors:	1

Facility Condition Scoring

Envelope:	3
Life Safety:	3
Accessibility:	3
Interior Finishes:	3
Structure:	4
MEP:	3
Site:	3
Program:	4
Total Score:	3

Facility Condition Assessment Notes

- **Envelope:** Exterior walls are comprised of brick masonry veneer over CMU block and lack any exterior insulation. The brick veneer needs repointing in many locations.
- **Life Safety:** No known issues. Sprinklers and fire alarm installed throughout the building.
- **Accessibility:** Doorways from central area to courtyard are not accessible as they are located 1-2 steps above grade.
- **Interior Finishes:** Finishes are dated but generally in good condition. Brick flooring feels particularly dark and dingy.
- **Structure:** No known issues.
- **MEP:** No cooling or ventilation provided. Heating only.
- **Site:** Courtyard space is sparsely furnished and underutilized. Trees at end of open space block view of lake.
- **Program:** Central area feels like a pass through space and is underutilized. Flow of food service and dining area is outdated and inefficient.

Recommendations

Renovate dining area to implement more contemporary food service model and improve flow and utilization. Expand dining hall to support additional dormitories. Construct an addition within the courtyard to create a new student center, and replace interior finishes within the lobby/corridor space.

JALBERT 100/300 WING



Year of Construction:	1966
Year of Alteration(s):	1985 (General Renovations) 2003 (Library Renovation) 2013 (Graphics & Bookstore) 2017 (Library Furniture & AV Refresh)
Building Use:	Office, Classroom, Library Computer Lab, Conference
Building Area :	25,000 sf
Number of Floors:	2

Facility Condition Scoring

Envelope:	2
Life Safety:	3
Accessibility:	3
Interior Finishes:	3
Structure:	3
MEP:	2
Site:	3
Program:	4
Total Score:	3

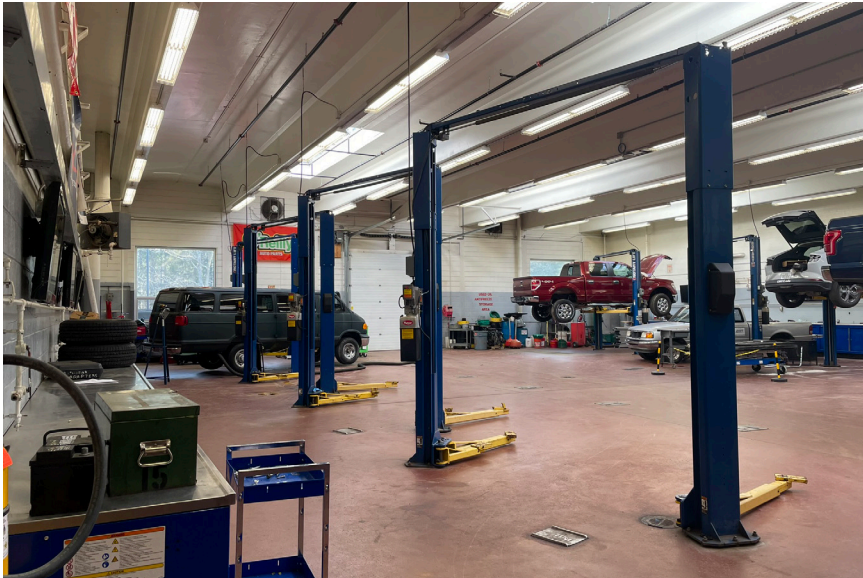
Facility Condition Assessment Notes

- **Envelope:** Exterior walls are comprised of brick masonry veneer over CMU block and lack any exterior insulation. The brick veneer needs repointing in many locations. Windows in the Graphics labs on the lower level are original to the building and are overdue for replacement. Lab spaces are very cold due to the old windows.
- **Life Safety:** No significant issues. Sprinklers and fire alarm installed throughout the building.
- **Accessibility:** Lower level entrance is not located on an accessible path.
- **Interior Finishes:** Finishes have been updated in most spaces in the last 10-15 years and are generally in good condition. Graphics labs have very worn and dated finishes.
- **Structure:** No known issues.
- **MEP:** The VRV system installed in this wing in 2012 has not been performing well and is difficult to service because the fan coil units are ducted together. Because the FCUs are the only source of heat the system has difficulty keeping up with heating demand in the winter – particularly in the Graphics labs.
- **Site:** There is no accessible path from campus walkways and accessible parking to lower level entrance. Railings at lower level entrance steps are corroded and failing.
- **Program:** Bookstore space is underutilized due to changes in how students access textbooks, which has reduced the necessity of a large physical bookstore.

Recommendations

Replace boilers. Alter lower level mechanical systems to improve user comfort. Renovate graphics lab with new windows, lighting, HVAC and interior finishes comparable to those installed in other areas of this wing. Provide accessible path from parking and campus walkways to lower level entrance.

JALBERT 200 WING



Year of Construction:	1964
Year of Alteration(s):	1968 (Machine Tool Addition) 1984 (Machine Tool Renovation) 2017 (ECE Renovation)
Building Use:	Auto Shop, Wood Shop, BCT Lab, Early Childhood Education
Building Area :	40,000 sf
Number of Floors:	1 (plus lower level boiler room)

Facility Condition Scoring

Envelope:	2
Life Safety:	3
Accessibility:	1
Interior Finishes:	1
Structure:	3
MEP:	1
Site:	3
Program:	2
Total Score:	2

Facility Condition Assessment Notes

- **Envelope:** Exterior walls are comprised of brick masonry veneer over CMU block and lack any exterior insulation. The brick veneer needs repointing in many locations. Windows were recently replaced and are in good condition.
- **Life Safety:** Sprinklers and fire alarm installed throughout the building. Railings at stairs leading to 100/300 wing lack guards and are not currently code compliant.
- **Accessibility:** Building entrances at west and north sides are not located on an accessible path.
- **Interior Finishes:** Finishes are dated and worn throughout the building and are due for replacement.
- **Structure:** No known issues.
- **MEP:** Most spaces have heating only, mechanical ventilation and cooling are not provided. Boilers serving most of Jalbert Hall are located in lower level and are due for replacement. Plumbing fixtures in restrooms are not accessible and are overdue for replacement. The women's restroom is in need of a major renovation to provide the appropriate layout and fixtures for female users. Lighting and controls are overdue for replacement.
- **Site:** There is no accessible path from campus walkways and accessible parking to lower level entrance. Adjacent parking is used for storage of vehicles for Automotive program.
- **Program:** Building Construction Tech Lab is very crowded and does not have adequate space to provide training on larger construction types. Automotive program does not have room for training on large trucks or diesel vehicles.

Recommendations

This wing is due for a comprehensive renovation to upgrade interior finishes, lighting, HVAC and restrooms. Consider options for expansion of automotive program as part of renovation. Replace boilers with potential conversion from steam to hot water.

JALBERT 400/500 WING



Year of Construction:	1971
Year of Alteration(s):	1978 (Shop Wing Addition) 1984 (Welding Lab Renovation) 2010 (Interior Finishes Renovation) 2019 (Plumbing & HVAC Lab Renovation)
Building Use:	Classroom, Computer Lab, Offices, Labs & Shops
Building Area :	10,350 sf
Number of Floors:	2

Facility Condition Scoring

Envelope:	3
Life Safety:	4
Accessibility:	4
Interior Finishes:	3
Structure:	4
MEP:	4
Site:	4
Program:	4
Total Score:	4

Facility Condition Assessment Notes

- **Envelope:** Exterior walls are comprised of brick masonry veneer over CMU block and lack any exterior insulation. The brick veneer needs repointing in many locations.
- **Life Safety:** No significant issues. Sprinklers and fire alarm installed throughout the building.
- **Accessibility:** No known significant issues.
- **Interior Finishes:** The majority of spaces have been renovated in the past 15 years. Finishes are well-maintained and generally in good condition.
- **Structure:** No known issues.
- **MEP:** Separation of this wing from existing boiler in 200 wing is desired.
- **Site:** Lacking accessible path between entrance, parking and campus buildings.
- **Program:** Plumbing and HVAC labs are outgrowing their space.

Recommendations

There are no significant deferred maintenance issues in this wing at this time. However, installation of a new boiler to separate the wing's heating system from the 200 wing is recommended.

LEARNING TOWER



Year of Construction: 2015
Year of Alteration(s): NA
Building Use: Admissions Office, Classrooms,
Student Lounges, Science Labs,
Conference Room
Building Area : 25,000 sf
Number of Floors: 4

Facility Condition Scoring

Envelope:	3
Life Safety:	5
Accessibility:	5
Interior Finishes:	5
Structure:	5
MEP:	3
Site:	5
Program:	4
Total Score:	4

Facility Condition Assessment Notes

- **Envelope:** Significant roof leaks above second floor lounge. East and West entry doors susceptible to high winds.
- **Life Safety:** No known issues. Has sprinklers and fire alarm.
- **Accessibility:** No known issues.
- **Interior Finishes:** Finishes are in good condition and still look relatively contemporary. Repairs needed at area of roof leaks.
- **Structure:** No known issues.
- **MEP:** Controls system is unreliable. Condensate pumps are leaking. Chiller repeatedly is losing water. Heat trace system not working.
- **Site:** Landscaping and pathways around the building are in good condition, but more work is needed to reinforce this building as the “front door” of the campus.
- **Program:** The conference room on top floor is a great space but is underutilized due to subpar AV setup.

Recommendations

Repair flashing and waterproofing at low roof. Repair or replace problematic mechanical systems.

LAPOINT CENTER



Year of Construction: 2003
Year of Alteration(s): NA
Building Use: Classrooms, Computer Labs, Study Lounges, Offices
Building Area : 18,800 sf
Number of Floors: 2

Facility Condition Scoring

Envelope:	3
Life Safety:	5
Accessibility:	5
Interior Finishes:	3
Structure:	5
MEP:	4
Site:	2
Program:	5
Total Score:	4

Facility Condition Assessment Notes

- **Envelope:** Due for reroofing in the near future. Storefront frames at entry vestibule are degraded due to weather and salting. Condensation issues at lobby curtain wall.
- **Life Safety:** No significant issues. Has sprinklers and fire alarm.
- **Accessibility:** No significant issues.
- **Interior Finishes:** Interior finishes are starting to show age and wear.
- **Structure:** No known issues.
- **MEP:** VAV system is one of the better performing and easier to maintain HVAC systems on campus – though valve noise was identified as a nuisance.
- **Site:** Stairs, retaining wall & paving at main entrance are failing.
- **Program:** The building is well utilized and appropriately designed for its ongoing use as academic and office space

Recommendations

Replace roofing. Replace storefront system and walk off mats at north and south entries. Reconstruct exterior stairs, railings and pavement.

KIRK HALL



Year of Construction: 1991
Year of Alteration(s): 2009 (Nursing Sim Lab)
2019 (eSports Arena)
Building Use: Gymnasium, Fitness Center,
Locker Rooms, Lecture Hall,
Nursing Labs, eSports Arena
Building Area : 40,300 sf
Number of Floors: 2

Facility Condition Scoring

Envelope:	4
Life Safety:	4
Accessibility:	2
Interior Finishes:	2
Structure:	4
MEP:	3
Site:	4
Program:	2
Total Score:	3

Facility Condition Assessment Notes

- **Envelope:** Flashing and caulking issues observed at low roof.
- **Life Safety:** No known issues. Building has sprinklers and fire alarm.
- **Accessibility:** Restrooms and locker rooms have accessible elements but are not fully compliant with current code. Lack of accessible seating in lecture hall. Elevator provided, but may not be up to current code.
- **Interior Finishes:** Finishes are dated though relatively well-maintained for their age. Restroom and locker room finishes are dingy, distressed and difficult to maintain.
- **Structure:** No known issues.
- **MEP:** No known issues.
- **Site:** Former ECE outdoor play area is not utilized. Does not have indoor connection to other campus buildings.
- **Program:** Locker rooms are inadequate in size and quantity to meet current needs and future growth. Nursing program lacks room for growth. Diverse mix of programs means that all programs are squeezed.

Recommendations

Construct an addition at the southeast corner of the building to house new nursing and locker facilities. Renovate existing lab and locker room spaces to provide modernized finishes, lighting and equipment.

CULINARY ARTS



Year of Construction: 1987
Year of Alteration(s): NA
Building Use: Culinary Kitchen, Dining Room
Building Area : 4,200 sf
Number of Floors: 1

Facility Condition Scoring

Envelope:	3
Life Safety:	1
Accessibility:	2
Interior Finishes:	3
Structure:	3
MEP:	2
Site:	3
Program:	3
Total Score:	3

Facility Condition Assessment Notes

- **Envelope:** No critical issues observed, general maintenance required.
- **Life Safety:** Building is not sprinklered.
- **Accessibility:** Restrooms are not accessible.
- **Interior Finishes:** Finishes are dated and worn throughout the building, especially in the dining room.
- **Structure:** No known issues.
- **MEP:** Kitchen lacks make up air and boiler needs replacement.
- **Site:** Entrance is not connected to well defined pedestrian path. Building feels disconnected from campus. Decking on new porch is deformed.
- **Program:** Kitchen doesn't reflect current pedagogy for culinary arts education and lacks adequate storage for equipment and supplies.

Recommendations

Refresh interior finishes in the dining room. Replace boiler. Add make up air system.

PUBLIC SAFETY SERVICE CENTER



Year of Construction: 2023
Year of Alteration(s): NA
Building Use: Classroom, Simulation Lab, Garage
Building Area : 4,500 sf
Number of Floors: 1

Facility Condition Scoring

Envelope:	5
Life Safety:	5
Accessibility:	5
Interior Finishes:	4
Structure:	5
MEP:	5
Site:	3
Program:	4
Total Score:	5

Facility Condition Assessment Notes

- **Envelope:** No known issues.
- **Life Safety:** No known issues.
- **Accessibility:** No known issues.
- **Interior Finishes:** No known issues.
- **Structure:** No known issues.
- **Plumbing:** No known issues.
- **Mechanical:** No known issues.
- **Electrical:** No known issues.
- **Site:** No known issues.
- **Program:** No known issues.
- **Accessibility:** No known issues.

Recommendations

The building is just two years old and is in like new condition. There is no required or recommended work at this time. However, alterations to this building will likely be necessary to construct the planned addition.

RANCOURT HALL



Year of Construction: 2007
Year of Alteration(s): NA
Building Use: Dormitory, Lounge
Building Area : 26,400 sf
Number of Floors: 4
Number of Beds: 151

Facility Condition Scoring

Envelope:	5
Life Safety:	5
Accessibility:	5
Interior Finishes:	3
Structure:	5
MEP:	4
Site:	4
Program:	4
Total Score:	4

Facility Condition Assessment Notes

- **Envelope:** No known issues.
- **Life Safety:** No known issues. Has sprinklers and fire alarm.
- **Accessibility:** Has elevator, accessible restrooms, accessible units,
- **Interior Finishes:** Light colored paint finishes require extensive, regular maintenance. Because the bathrooms are located within the suites, maintenance staff does not have regular access to these spaces and is reliant on the residents to care for their bathrooms while the building is occupied.
- **Structure:** No known issues.
- **MEP:** No known issues.
- **Site:** Building feels remote from campus.
- **Program:** Limited amenity spaces and narrow, monotonous corridors limit opportunities for socialization.

Recommendations

No significant work required. Consider alternate interior finish options to minimize maintenance requirements.

FORTIN HALL



Year of Construction: 1967
Year of Alteration(s): NA
Building Use: Dormitory, Lounge
Building Area : 10,350 sf
Number of Floors: 4
Number of Beds: 60

Facility Condition Scoring

Envelope:	2
Life Safety:	3
Accessibility:	1
Interior Finishes:	1
Structure:	3
MEP:	1
Site:	2
Program:	2
Total Score:	1

Facility Condition Assessment Notes

- **Envelope:** Exterior walls are uninsulated. Windows are single pane and due for replacement. No known failures.
- **Life Safety:** No known issues. Sprinklers and fire alarm installed throughout the building.
- **Accessibility:** Building entrance is not on an accessible path. No elevator access to upper floors. Restrooms are not accessible.
- **Interior Finishes:** Finishes are dated and worn throughout the building. Exposed block walls in dorm rooms and FRP paneling in corridors are particularly unattractive.
- **Structure:** No known issues. Building is solidly built of CMU with brick veneer. However, this makes the building very difficult to renovate.
- **MEP:** Piping is failing in many locations. Light fixtures and plumbing fixtures are overdue for replacement. Steam heating is aging and needs replacement. Mechanical ventilation and cooling not provided, heating only.
- **Site:** Lacking accessible path between entrance, parking and campus buildings.
- **Program:** The quality and configuration of dorm rooms and amenities does not meet the expectations of today's students (and parents).

Recommendations

Comprehensive renovation or replacement recommended.

THE APARTMENTS



Year of Construction: 1974
Year of Alteration(s): NA
Building Use: Apartment-Style Dormitory
Building Area : 7,650 sf
Number of Floors: 2
Number of Beds: 42

Facility Condition Scoring

Envelope:	2
Life Safety:	2
Accessibility:	1
Interior Finishes:	2
Structure:	2
MEP:	1
Site:	1
Program:	2
Total Score:	1

Facility Condition Assessment Notes

- **Envelope:** Siding, roofing and windows are aged and due for replacement.
- **Life Safety:** Buildings have sprinklers and smoke detectors. Units on second story each have a single exit, which is not permitted by current code.
- **Accessibility:** Entrances to each apartment building have a step up from grade, which is not accessible. Second floor units are accessed only by stairs and are not accessible. Restrooms are not accessible on either level.
- **Interior Finishes:** Finishes are dated and worn throughout the buildings.
- **Structure:** No known issues.
- **MEP:** Light fixtures and plumbing fixtures are overdue for replacement. Mechanical ventilation and cooling not provided, heating only.
- **Site:** Apartments are set within cracked and excessively sloped asphalt paving. There are no defined accessible pathways to apartment entries. No landscaping provided in turf areas around buildings.
- **Program:** Apartment style living is desirable for some students. However, the lack of density and low number of total beds limits the ability to meet the College's on campus housing goals.

Recommendations

Consider demolishing the apartments as part of a future housing expansion and renewal program to allow new, higher-density housing and outdoor amenity space to be constructed.

4

PROGRAM ANALYSIS

PROGRAM DISTRIBUTION & ALLOCATION ASSESSMENT

The following is a brief summary of observations and recommendations regarding the programming of each building on campus. These notes are based on Harriman's direct observations as well as commentary from campus leaders and key stakeholders about the size, adjacency, suitability and utilization of these buildings and spaces.

Jalbert Center is home to a mixture of student-facing services, dining areas, academic spaces, and private offices, all situated in the most trafficked part of campus. However, the location of closed offices disrupts the flow of space that should be a hub for student activity. Furthermore, the Hall of Flags is an underutilized public space, which could benefit from a redesign or re-purposing to enhance its role in campus life.

Jalbert 100 currently houses Central Services and Graphic Communications, but the space is more reflective of the legacy of these programs than their current uses. In the future, there may be an opportunity to create new synergies by co-locating Graphics with Architecture. The bookstore, while important, feels disconnected from the rest of the student-facing services, which could hinder its accessibility and integration into campus life.

Jalbert 200 houses the Automotive and Building Construction Technology programs in four large high bay spaces. These programs are functioning well within their current spaces but are running out of room for growth. Co-locating the BCT program with the HVAC and Plumbing labs in the 400 Wing could better support the needs of these programs, creating more cohesive and efficient spaces. This would allow for expansion of the Automotive program into at least one of these high-bay spaces to allow for new programming and more space for growth. It would also open up space for expansion of Workforce programs. Early Childhood Education is also located in this wing. While that program is rather incongruous with automotive and construction training, it is functioning well within its recently renovated space.

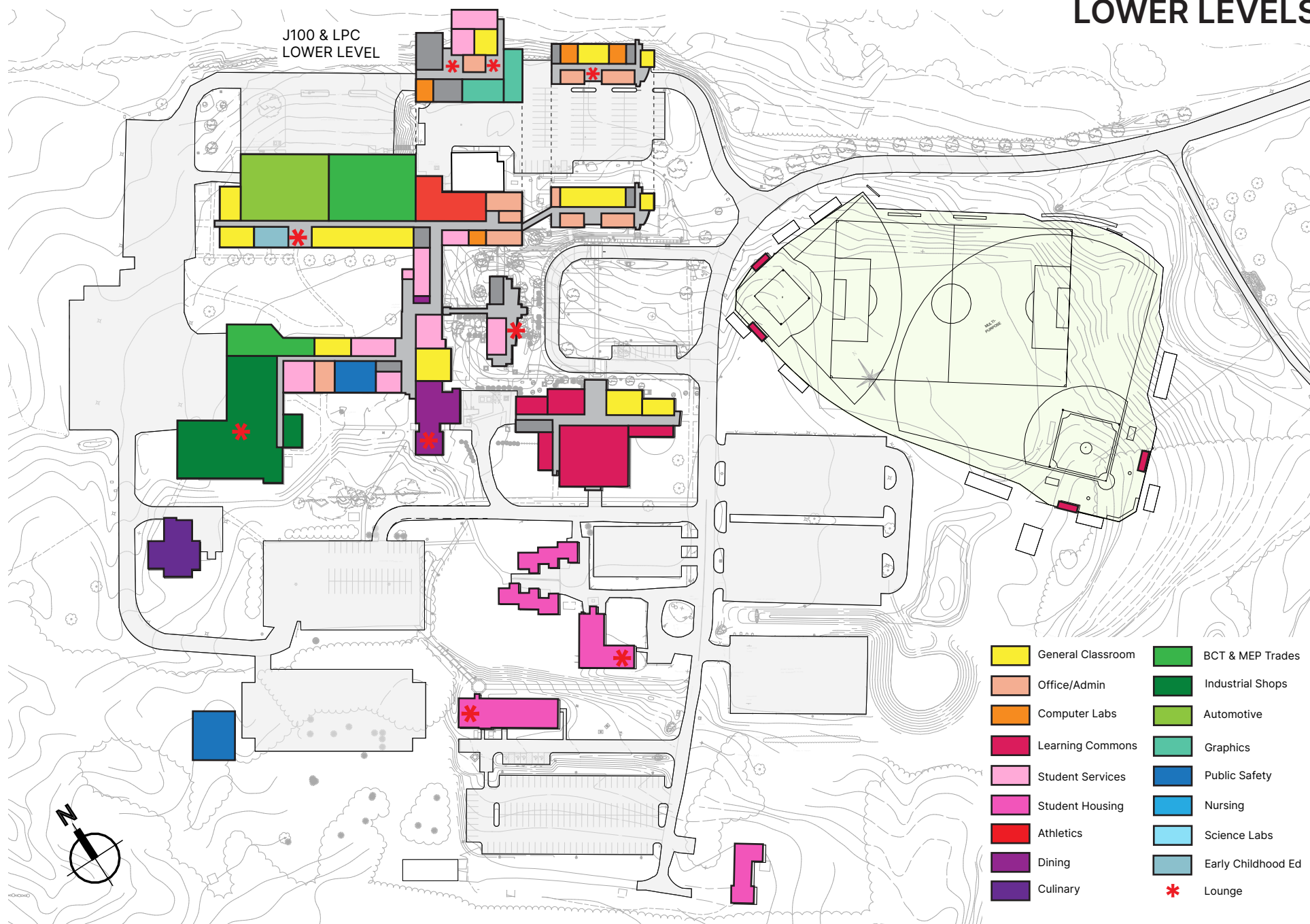
Jalbert 300 has a well-utilized Learning Commons that could benefit from additional space, highlighting the demand for student-focused study and collaborative areas. However, office and meeting spaces adjacent to the library are underutilized, which could be an opportunity for reorganization or re-purposing to meet growing campus needs.

Jalbert 400 has a very disparate mix of programs on the lower level, resulting in inefficient space usage. HVAC and Plumbing shops and labs are located far from the construction shop, and both are quickly running out of space. However, the industrial shops are functioning well and are appropriately located. The Electromechanical Technology Lab is well-designed but may be oversized for the program's needs.

Jalbert 500 is appropriately sized and well-located for academic space, offering flexibility for a variety of uses. However, the science labs here are outdated and are distanced from other science facilities on campus, creating challenges in collaboration and efficiency among science programs.

The Tower serves its primary function well as both an academic building and the front door to the campus. However, there are challenges with space, particularly in Admissions, which lacks room for future growth should the need arise. Additionally, the chemistry lab is isolated from the other science labs and classrooms, creating a disjointed experience for students and faculty in the sciences.

LOWER LEVELS



PROGRAM DISTRIBUTION & ALLOCATION ASSESSMENT

Kirk Hall faces space constraints within the Nursing program, as it does not have the capacity for growth within its existing building footprint. The large grand lobby and staircase result in an inefficient layout, particularly for the nursing spaces on the second floor. Additionally, there are insufficient locker rooms to support the current athletics programs. The growth needs of both athletics and nursing are in conflict, making it difficult to accommodate the expansion of both departments within the current space.

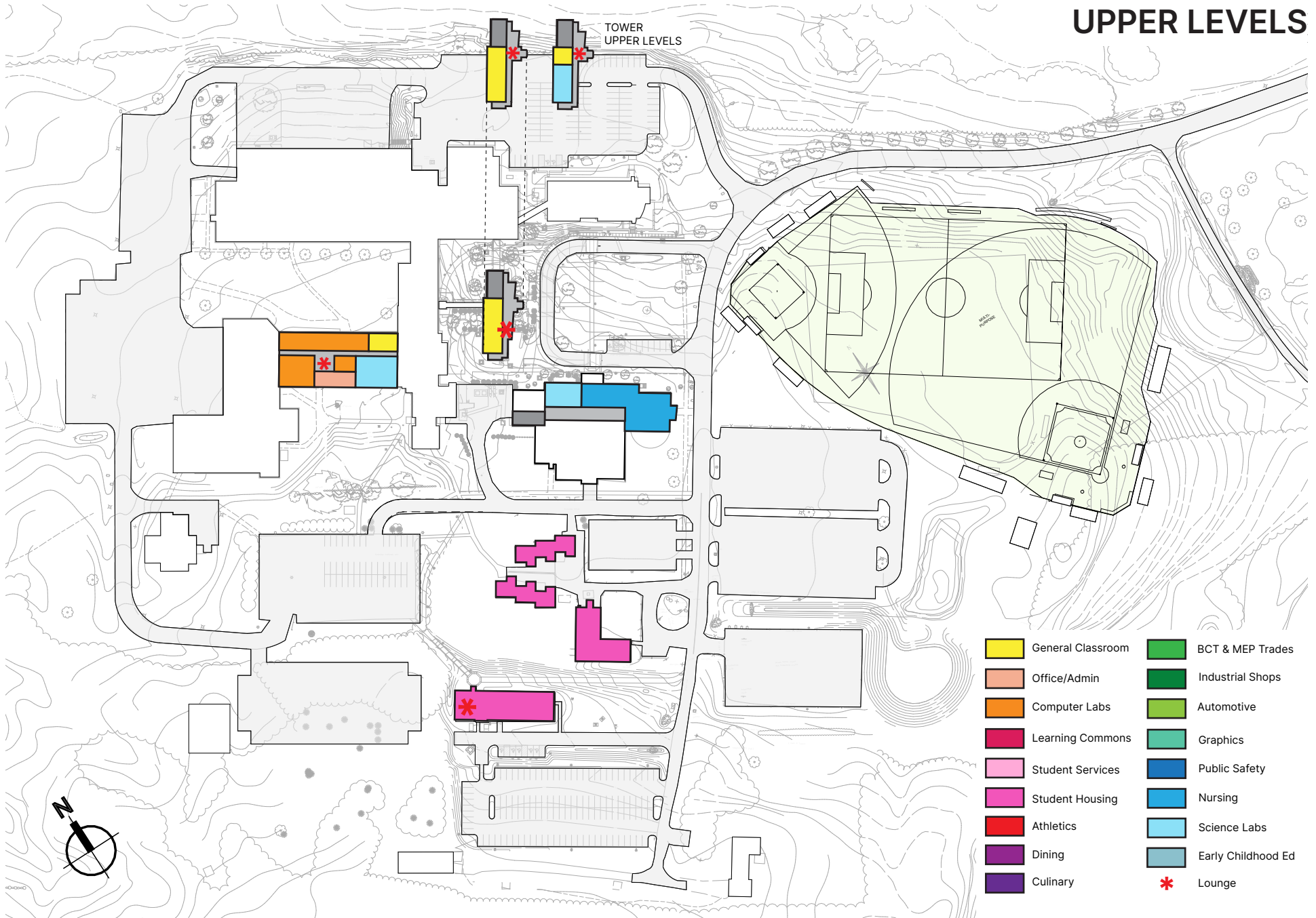
Lapoint Center is appropriately designed and organized for its current academic and office uses, serving its function effectively without significant issues. Some spaces on the first floor of the building are allocated for Workforce programs to allow for more direct access from the exterior to trainees who are not enrolled as typical degree-seeking students at the College. However, these spaces cannot accommodate all types of workforce training and it may ultimately be better to consolidate workforce programs elsewhere on campus.

Culinary Arts is a single-use building entirely dedicated to the College's culinary program. The size and arrangement of the existing kitchen and dining room spaces are adequate to support the program's goals. However, reconfiguration of the kitchen to support contemporary culinary pedagogy may be needed. The building also lacks adequate storage space to support the kitchen.

Public Service Simulation Center is another single-use building serving the public safety pathway. It houses a classroom, a training scenario room and a vehicle storage garage. The spaces are well-suited to their intended use. The primary challenge is the distance between this building and other public safety program spaces (such as the mat room and cyber range) that are located in Jalbert 400. The planned 9,000 square foot expansion of this building would allow all Public Safety programs to be collocated in a single facility.

These building assessments point to a need for reorganization, renovation, and potential expansion to better align facilities with current and future academic and programmatic needs on campus.

UPPER LEVELS



PROGRAM ZONING ANALYSIS

When one zooms out from the space by space programmatic analysis on the preceding pages, the campus can be understood as having five main programmatic zones. While there are no strict boundaries between these zones, there are clear distinctions between the types of spaces and programs housed in each area of campus.

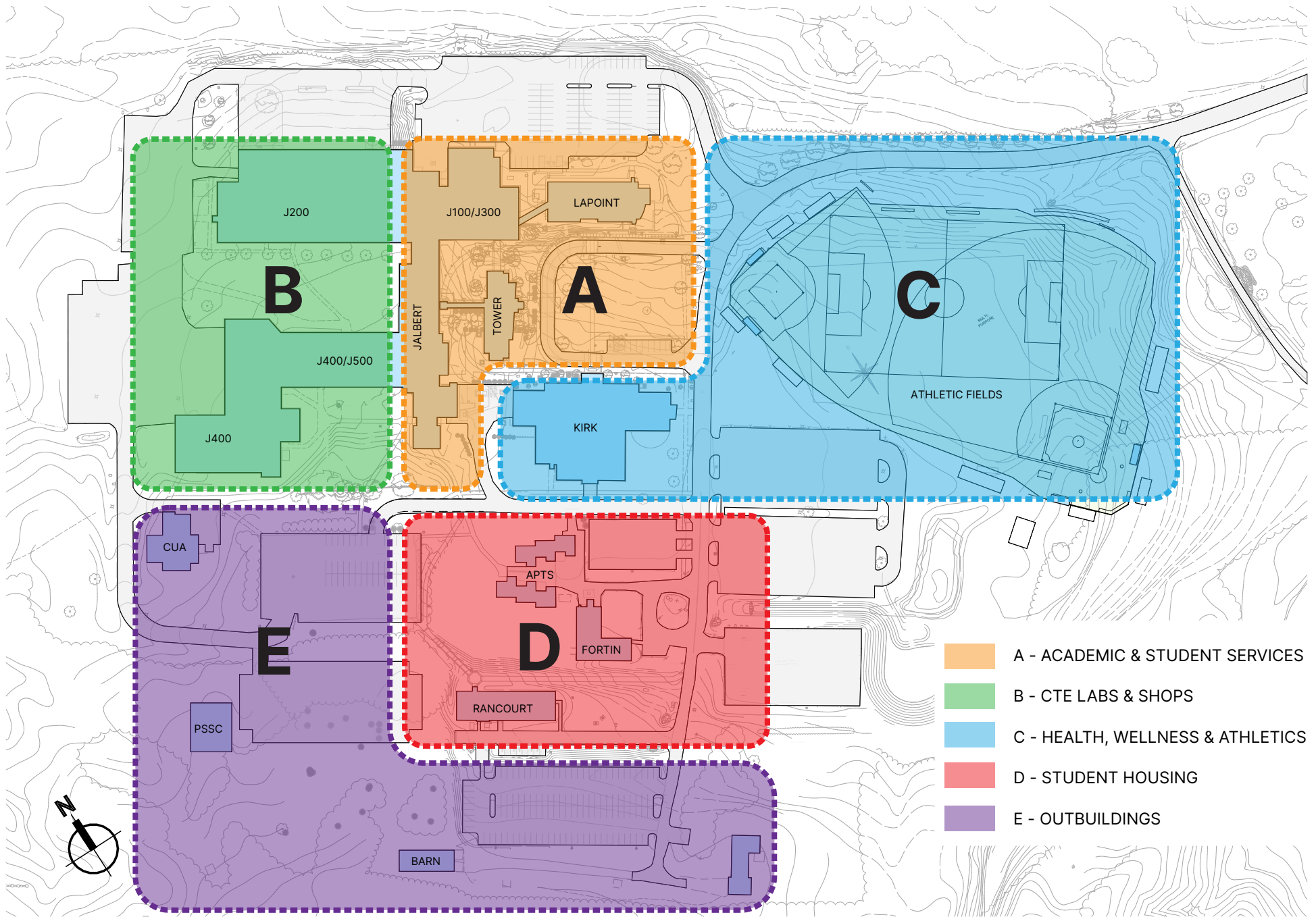
Zone A is the true core of the campus which houses the bulk of academic, administrative and student services functions. It encompasses the Learning Tower, Lapoint Center, and Jalbert Hall's central area and the 100/300 Wing. The character of the spaces within this zone are well suited to these uses and generally feel cohesive with one another despite the varying age of the different buildings.

Zone B contains the bulk of the College's career technical education (CTE) spaces - including automotive, building construction technology, HVAC & plumbing, precision machining, electromechanical, architecture and early childhood education programs. Many of these programs utilize large, open, high-bay lab spaces that are well suited for the industrial-style training that is required. This zone encompasses the 200 Wing and most of the 400/500 Wing of Jalbert Hall. The transition between Zones A & B that occurs within the first floor of Jalbert 400 is at times awkward, with student services programs directly adjacent to lab spaces. The relocation of TRIO into Jalbert Center and new residential electrical lab taking its place are a positive step towards better programmatic alignment.

Zone C is the home of CMCC's athletics, health and wellness programs. This zone contains Kirk Hall and athletic fields. The distance and lack of proper pedestrian connections between Kirk and the fields hampers the ability of the locker rooms to adequately support the athletic activities on the fields. Additionally, the cohesion between athletics and nursing within Kirk Hall is tenuous at best, and both programs are constrained by the physical limits of this building.

Zone D encompasses all of CMCC's on-campus student housing within Fortin Hall, Rancourt Hall and the Apartments. While all the housing is collocated in this one corner of campus, connectivity between the dormitory buildings is lacking and does not give a sense of a residential student community.

Zone E is the most remote part of campus. It includes two standalone buildings for Culinary Arts and Public Safety as well as a barn and a farmhouse and several parking lots. The buildings in this zone feel disconnected from the campus core and do not relate to each architecturally or spatially.



- A - ACADEMIC & STUDENT SERVICES
- B - CTE LABS & SHOPS
- C - HEALTH, WELLNESS & ATHLETICS
- D - STUDENT HOUSING
- E - OUTBUILDINGS

5

CAMPUS MASTER PLAN

MASTER PLAN DESIGN PRINCIPLES

1. Plan with sensitivity to environmental impacts and site constraints.
2. Collocate similar programs to maximize efficiency and synergy.
3. Create a pedestrian-friendly campus that is easy and pleasant to navigate.
4. Shift parking and driveways to the perimeter, away from pedestrians.
5. Organize new development around welcoming and well-proportioned open spaces.
6. Prioritize previously developed sites for construction of new buildings.
7. Locate student facing spaces at the center of campus.
8. Future housing should create a sense of community for residential students.
9. Design parking to be easily scalable as population and utilization grows.
10. Locate high-impact, non-academic uses away from campus core.

SITE OVERVIEW

Central Maine Community College is fortunate to control a large property, with ample space for future growth. However, the property is also burdened with many constraints to new development – including setbacks from Lake Auburn, zoning restrictions, utility easements, streams, wetlands and challenging topography. The recommendation of this Master Plan is for CMCC's future growth to be focused within and adjacent to the existing campus core. This approach has the following advantages:

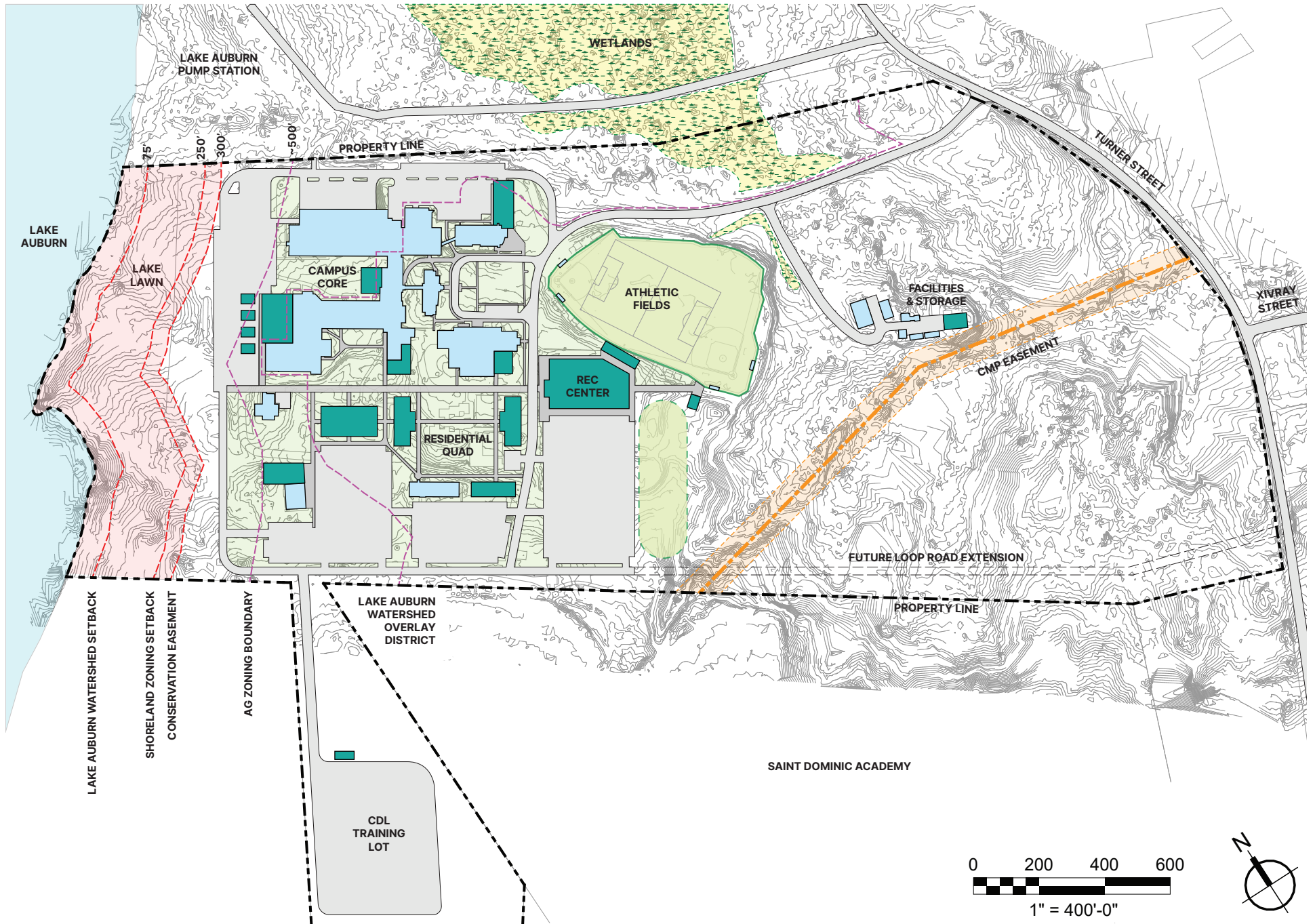
- Create clusters of similar program buildings to foster a more cohesive campus community.
- Enhance the walkability of the campus and minimize travel times in between buildings.
- Minimize environmental impacts to Lake Auburn, wooded areas, streams and wetlands.
- Reduce development costs associated with grading, paving and site utilities.
- Avoid zoning or overlay district restrictions on land use.

The Master Plan proposes that nearly all new buildings will be additions to existing buildings or constructed on the southern half of campus. This infill strategy will result in a denser, more tight-knit campus that extends the existing concept of the “connected campus” with indoor connections between some buildings while also making travel between unconnected buildings shorter, easier, safer and more accessible. Buildings like PSSC and Culinary Arts that currently feel like “outbuildings” will gradually become more enmeshed in the fabric of the campus as the campus grows around them. On-campus housing, which currently feels remote and disconnected from the campus despite its proximity will be reorganized around a new residential quad that promotes better connection between the dormitories and enhanced connections back to the campus core.

All site development will be located outside of the 300' setback for the Lake Auburn Conservation Easement, leaving the “Lake Lawn” area as an attractive but lightly used buffer between the campus and the lake. All new buildings will be located outside the Agricultural (AG) Zone boundary and only a small portion of the new building area will be located within the Lake Auburn Watershed Overlay District. Most new buildings and site-work will be located on sites that were previously developed as surface parking, minimizing the amount of new impervious area that will require stormwater treatment and limiting disturbance to landscaped or natural areas of the campus. This approach will help avoid undesirable land use restrictions, municipal oversight, mitigation measures or additional costs that could limit the viability of these projects.

The plan does anticipate that a portion of the sand pit area to the south of the campus core and west of Saint Dominic's High School will be paved for use as a CDL training course. A new storage building may also be added at the Facilities and Maintenance yard to make up for the existing storage barn that will eventually be removed to make way for the loop road and new parking on the south side campus. The construction of a pedestrian sidewalk connecting from the campus core to Turner Street is also contemplated. However, the three items listed above are likely the only significant site or building improvements that will occur outside of the campus core.

This strategy for short-term, mid-term and long-term growth does not preclude CMCC from future expansion into the undeveloped eastern portion of campus. On the contrary, this approach will effectively preserve a large portion of the College's land to ensure its viability and availability for future generations should the College's enrollment and facilities needs continue to grow beyond the bounds of this Master Plan.



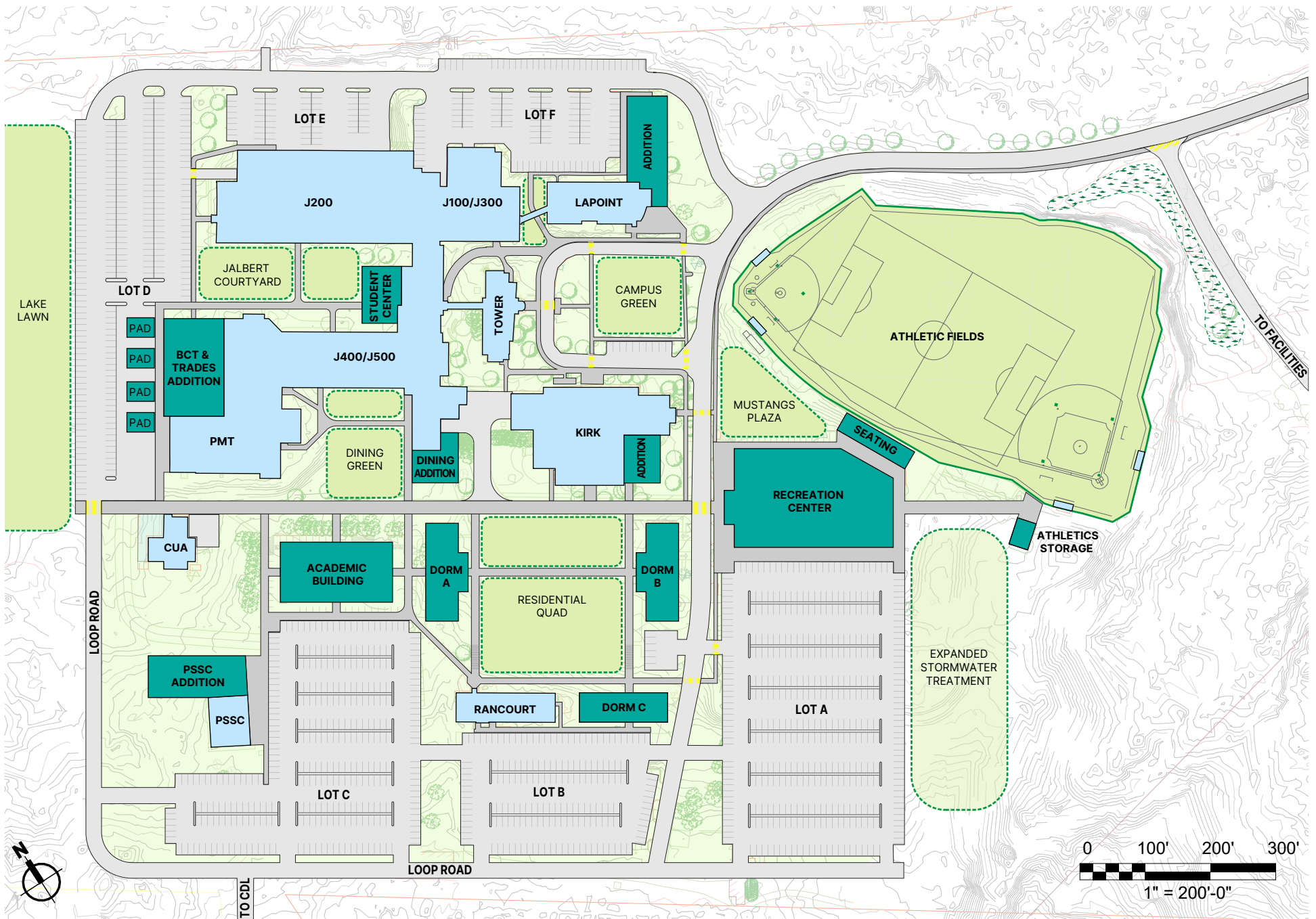
CAMPUS MASTER PLAN

The majority of new site and building development contemplated as part of this Master Plan will occur in the “Campus Core”. The Master Plan defines the Campus Core as the area between the Lake Lawn to the west, the service roadway to the east and the northern and southern property lines. All academic, athletic and housing facilities are located within this area today and a key objective of this plan is to enable continued growth for the campus without any significant construction outside of this core area. This approach has the dual benefit of preserving as much undeveloped land as possible for future generations while also fostering a denser, more walkable and more vibrant campus environment that positions CMCC favorably relative to other public and private colleges and universities in the region.

The primary focal points of the plan are:

- Targeted additions and renovations to existing buildings that will enable growth of key programs, modernization of finishes and infrastructure, and reduction of the College’s deferred maintenance burden.
- Reinforce the central area of Jalbert Hall’s role as a hub for student services, activities and socialization.
- Replacement and expansion of on-campus housing assets to increase bed count and quality of housing and reorganization of the new and existing dormitories around a landscaped, residential quad.
- Bolstering of athletics and recreational programs through new spectator amenities, additional and improved locker facilities and the construction of a recreation center.
- Reconfiguration of roadways and pedestrian pathways to complete the campus loop road and foster a more pedestrian friendly environment within the campus core.
- Development of two options for new academic space - one a standalone building and one connected to the campus core - to support the introduction of new academic and workforce programs on campus.
- Enhancement of key open spaces and strengthening of pedestrian pathways through and around these open spaces.

The following pages illustrate the full build out of the campus core and the anticipated impacts and benefits to vehicular circulation, parking, pedestrian circulation, building entrances, open space and program distribution as well as the potential construction costs and phasing approach for the implementation of the Master Plan.



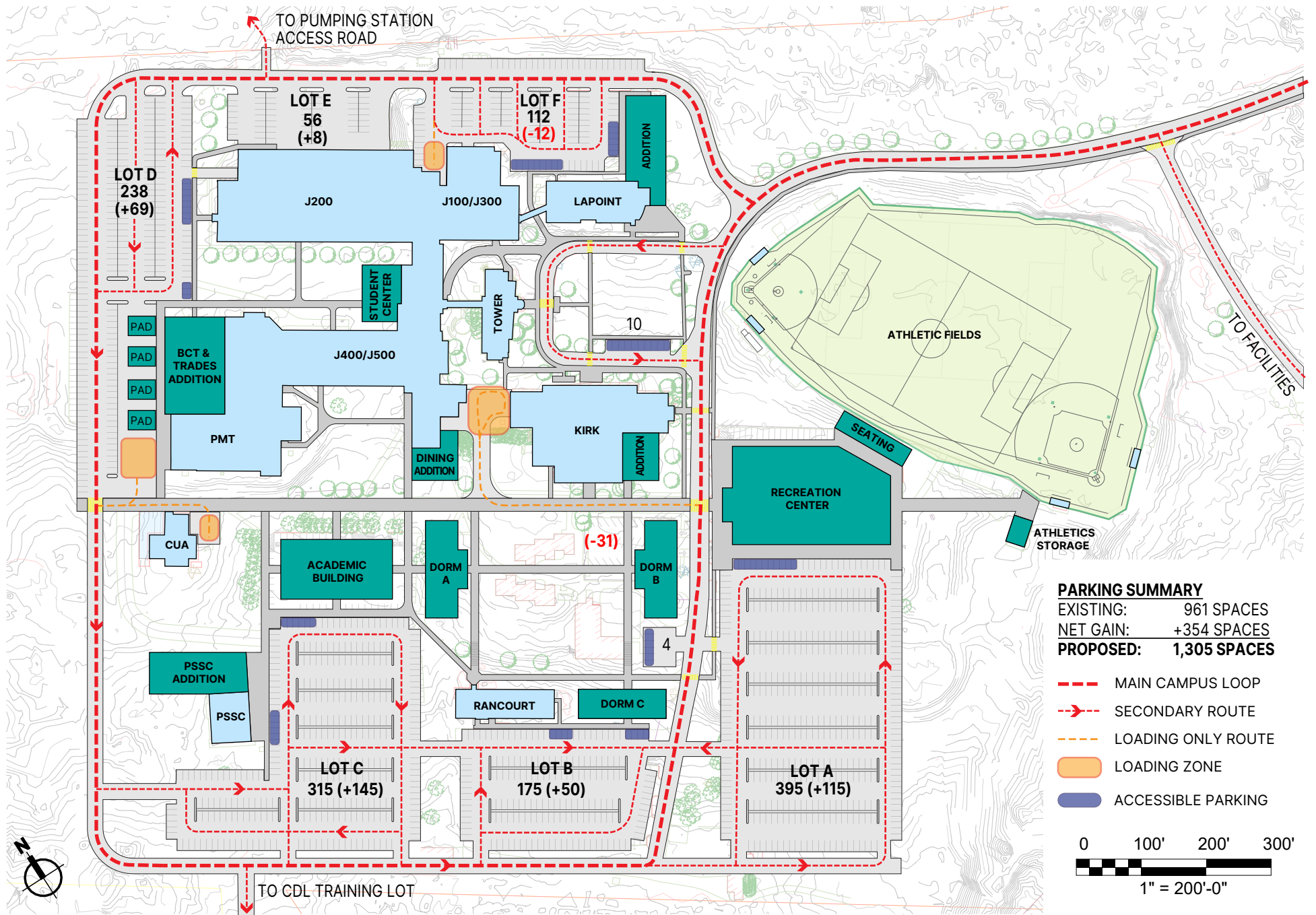
VEHICULAR CIRCULATION

One of the key goals of this Master Plan is to minimize the impact that auto traffic and parking has on the campus experience while simultaneously improving the efficiency and safety of vehicular circulation to and around the campus.

Beginning with Sasaki's 1991 Master Plan, CMCC has contemplated the completion of a campus loop road that seamlessly circulates the entire campus core. While it is currently possible to drive all the way around the campus, the many bends, turns and passages through parking lots make this route difficult and slow to navigate, particularly for larger vehicles. At the same time, the weaving of auto traffic between the academic buildings and on-campus housing creates a disconnect between these two halves of campus and an unpleasant pedestrian experience for students who live on campus.

This Master Plan proposes to complete the loop road in a way that removes nearly all vehicular traffic from the campus core. The proposed loop road will extend south past the Culinary Arts and PSSC buildings, turn east around the PSSC and Rancourt Hall and return north to reconnect with the existing main access road near Kirk Hall. By stretching the loop road this far south, it will encompass all future new building and parking development on the south side of campus. This will ensure that once someone parks their car they will not have to cross an active driveway for the remainder of their time on campus. This will nearly double the size of the pedestrianized zone of campus - allowing the campus to grow around a concept of landscaped open spaces rather than connected buildings.

As part of this plan, the roadway between Kirk Hall and the Apartments will be converted into a broad pedestrian way that will become the major east/west axis of campus. This roadway would be closed to regular auto traffic, but would still be made available for access to the loading zone between the dining hall and Kirk as well as emergency vehicle access. While loading docks here and elsewhere on campus are unlikely to be relocated, improvements to their screening will help minimize their visual impact, preserving the campus' aesthetic appeal.



PARKING CAPACITY & REQUIREMENTS

The construction of all the new or expanded buildings identified in this Master Plan will have a major impact on parking. Rather than build new buildings on green field sites, the bulk of the proposed new construction will occur on land previously developed for surface parking. In particular, the footprints of the proposed Recreation Center, Dorm B, BCT Expansion and new Academic Building will either completely or partially cover four separate parking lots - consuming approximately 296 parking spaces in the process. At the same time, the new buildings will likely result in additional parking demand as they may result in an increased number of students, faculty and staff on campus.

The City of Auburn recently eliminated minimum parking requirements for institutional and commercial properties. However, Harriman recommends that the City's previous parking requirements for higher education classroom and dormitory buildings still be utilized as a guideline when considering the amount of parking to be provided for these new buildings. The previous standards required 1 parking space for every 200 square feet of classroom space as well as 1 parking space for every 3 beds. When these formulas are applied to the projected amount of new classroom space and dormitory beds included in the full buildout of the master plan, a net gain of 400 parking spaces would be required. This does not include additional parking to serve the recreation center, as we assume the use of this building would primarily be by students who are already on campus or would be countercyclical to typical class schedules.

In order to replace the parking that would be removed by the construction of the new buildings and meet the new parking demand stemming from those building's occupancy, the Master Plan proposes a significant expansion of the surface parking lots on the south side of campus. Labeled as Lots A, B and C in the plan - these existing lots would expand southward to the boundary formed by the new loop road. This will allow for easy access to parking from the loop road while also removing all but a limited number of accessible parking spaces from the campus core. Lot D on the west side of campus would also be modestly expanded and reconfigured to address the spaces lost from the BCT expansion project and provide more efficient and easy vehicular circulation. The result is a parking plan that provides the capacity for the campus to grow while also enhancing the beauty and walkability of the campus.

As part of any surface parking expansion or improvements, there should be a focus on enhancing the landscape with trees and medians, and ensuring improved pedestrian pathways connect accessible parking spaces to campus buildings. Provisions for a greater number of electric vehicle charging stations should also be considered to keep pace with changing transportation needs.

Attention to the environmental impacts of increased parking area is also critical. The proposed expansions of Lots C and D are located within the Lake Auburn Watershed Overlay and Agriculture & Resource Protection Zone, meaning they will require a Phosphorus Plan to address environmental concerns. The proposed expansion of Lot A will impact the existing stormwater retention in this area. The retention area will need to be enlarged to handle the additional impervious surface created by the new parking lots.

A detailed parking study was not conducted as part of this Master Plan. Prior to proceeding with eliminating any existing parking areas or construction of new buildings, we recommend that the College consultant with a traffic and parking engineering firm to gain a better understanding of the potential impacts.

PARKING TABULATION

Existing Parking	961 spaces
Net New Parking Provided	354 spaces
Total Parking Proposed	1305 spaces
New College/Business/Vocational Area	89,000 sf
Classroom Area (70% Efficiency)	62,000 sf
Parking Ratio (per previous Zoning Requirements)	1 per 200 sf of Classroom
New Classroom Parking Recommended	310 spaces
New Dormitory Beds	420
Dormitory Beds to be Demolished	100
Net Increase in Bed Count	320
Parking Ratio (per previous Zoning Requirements)	1/3 per bed
New Residential Parking Recommended	107 spaces
Total New Parking Recommended (per previous Zoning)	417 spaces
Grand Total Parking Recommended	1378 spaces
Delta between Proposed & Recommended Parking	63 spaces

PEDESTRIAN CIRCULATION RECOMMENDATIONS

Improving the pedestrian experience of CMCC's campus is one of the core goals of this Master Plan. Through the implementation of this Master Plan, the overall organization of pedestrian pathways will be improved to support better wayfinding, directing pedestrians toward the College's primary building and campus entry points, ensuring a more navigable and user-friendly campus experience. To achieve this goal, separation of pedestrian and vehicular traffic must be prioritized. The rerouting and extension of the campus loop road to the southern boundary of the campus will help create a broad, pedestrian-friendly zone that has limited vehicular traffic. This move will foster a more seamless and direct connection between on-campus housing and the campus core, providing residential students with safe and easy access from their dorms to student services, dining and their classes.

The driveway that runs east to west between Kirk Hall and the Apartments will be converted into a major pedestrian thoroughfare. While the eastern half of this paved area will remain in service for occasional deliveries and emergency vehicles, it will be closed to regular auto traffic and for the majority of the day will be a car-free zone. The majority of new buildings conceived through this Master Plan will be arranged along this axis. Instead of acting as a dividing line between the campus core and the housing and outbuildings to the south, this path will now help tie the growing campus together. Extending this axis to the west to the Culinary Arts building will significantly improve accessibility to this more remote corner of campus. The enhanced pedestrian path will carefully align with the old stone wall and tree grove south of Jalbert's 400 Wing, incorporating this character-defining element into the day-to-day experience of moving through campus. The path should also be enhanced with new trees, plantings and hardscape.

Pedestrian access to and from parking is another key priority. The College has a more than adequate number of accessible parking spaces to comply with the requirements of the ADA. These accessible spaces are well-distributed throughout campus and well-located in relation to nearby buildings. However, improvements to the pathways connecting the accessible parking to building entrances along accessible routes should be prioritized. In many cases, the existing accessible parking spaces are not connected to an accessible path and instead require individuals with disabilities to maneuver through active parking lots and behind parked cars, which is not in line with code. As part of the expansion and reconfiguration of parking lots, particularly on the east and south sides of campus, the Plan recommends consolidated accessible parking as near as possible to building entrances directly adjacent to accessible sidewalks to alleviate this issue.

Enhanced pedestrian links between the campus core and the athletic fields will improve accessibility and experience for athletes, coaches, students and visitors alike. This will allow the College to better support its student athletes, feature the excellence of its athletic programs and better celebrate the recent investment in the field complex. Rather than finding their way through busy parking lots and unlandscaped open spaces, pedestrians will access the fields on dedicated pedestrian pathways that connect across the main loop road at convenient and safe access points. Eventually, the proposed recreation center will serve as a gateway to the athletics complex, and circulation around and through this building will help bridge the gap that currently exists between the fields and the campus core.

Throughout the campus, pedestrian pathways will be organized around and through landscaped open spaces to foster a more pleasant, scenic and walkable experience. This will become increasingly essential as the campus grows and shifts away from the traditional "connected campus" model, as walking outdoors between buildings will become more commonplace. The creation of a new exterior stair and ramp that passes under the Lapoint Center sky bridge will significantly improve accessibility from the north parking area to the campus core and serve as a key wayfinding element that directs people to the Tower's main entrance, reinforcing this feature as the front door for the campus. Additionally, repairs to Lapoint's southeast plaza and site stairway will enhance pedestrian safety while highlighting this prominent corner as a primary gateway into the campus. And in the heart of the campus, new pedestrian pathways through the Jalbert courtyard will provide structure to this important outdoor space, strengthening indoor/outdoor connections and offering convenient shortcuts across campus.

BUILDING ENTRIES RECOMMENDATIONS

To enhance the campus experience and improve wayfinding, the Master Plan recommends several strategies for emphasizing primary entry points into the campus and key buildings. In their current configuration, most buildings have entrances that are well located but not necessarily well-connected to pedestrian circulation systems. Additionally, there is a lack of hierarchy between primary and secondary entrances. The result is that upon arrival on campus, individuals are inclined to enter the connected campus at the nearest door to where they park. While convenience and desire to escape the weather will always be a factor in these choices, new and reconfigured entrances and pathways should be designed to create a sense of arrival that will ultimately shape the perception of CMCC for everyone who visits campus.

The east entrance to the Tower will be reinforced as the main gateway to the campus by improvements to the surrounding pedestrian pathways, landscaping and wayfinding signage - creating a more inviting and cohesive entry point for visitors and students.

Enhancements to the Lapoint Center entry vestibules will be paired with repairs to the surrounding plaza, stairs, and walkways, making this prominent corner of campus more welcoming and visually appealing.

The east entrance of Kirk Hall could be altered and improved to better highlight the presence of Athletics creating a distinct identity for the building and increasing its visibility on campus.

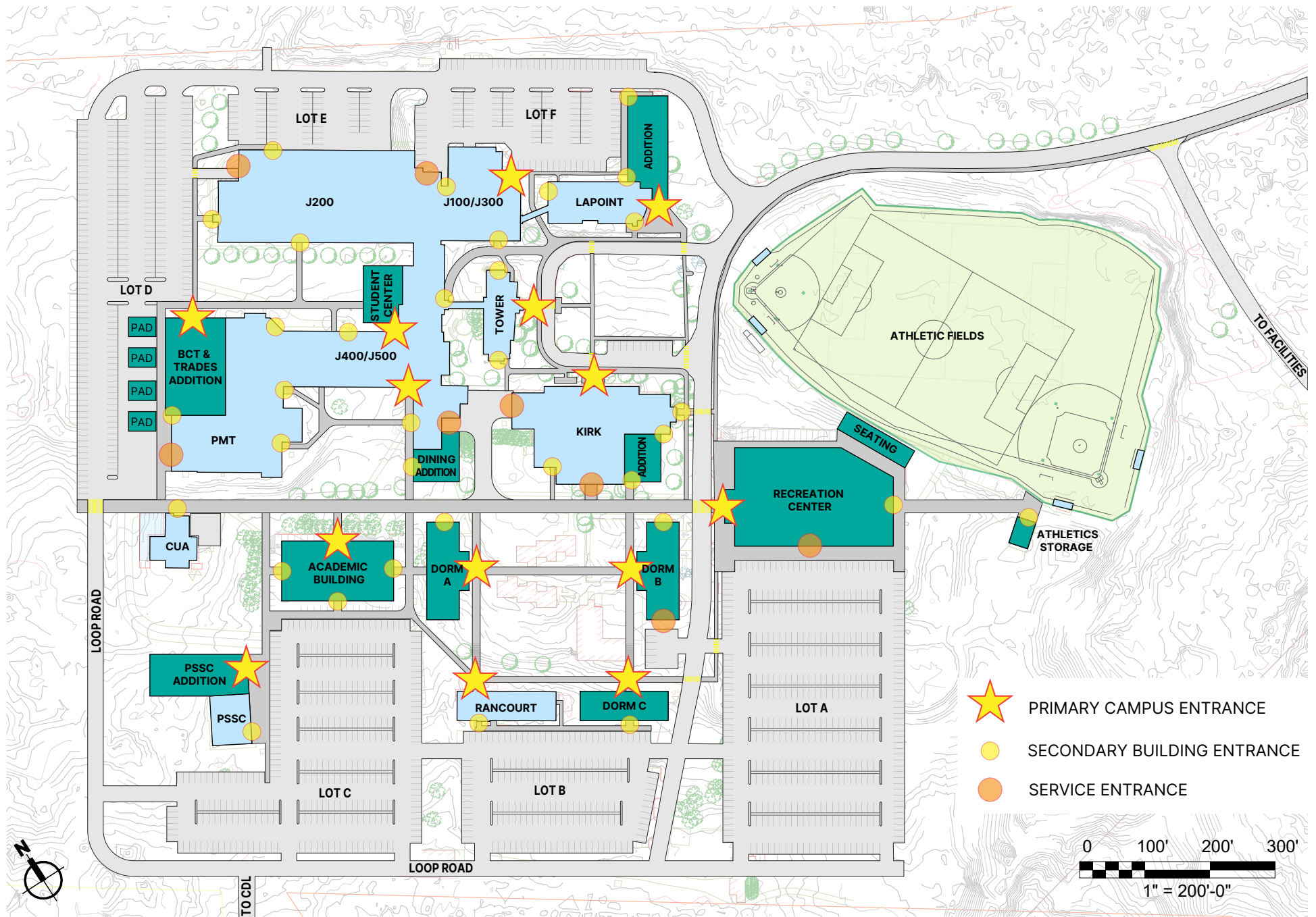
Similarly, the Student Center will feature a more transparent and direct entrance to Jalbert's central courtyard, ensuring seamless indoor/outdoor connections and a more accessible path to this central space.

The south entrance of Jalbert will be redesigned to create a more welcoming entry experience, fostering a stronger connection between on-campus housing, dining, and the adjacent outdoor space. This will enhance the flow of movement between these important campus areas, encouraging students to engage with their surroundings.

New dormitory buildings will be strategically positioned to create a gateway to the Residential Quad, reinforcing the sense of community and encouraging social interaction among students.

Finally, the creation of more prominent entrances for the CUA and PSSC buildings will help anchor the southwest quadrant of campus, making these more distant buildings easier to locate and enhancing overall wayfinding across the campus.

These improvements will strengthen the sense of place on campus and enhance connectivity for all users.



OPEN SPACE RECOMMENDATIONS

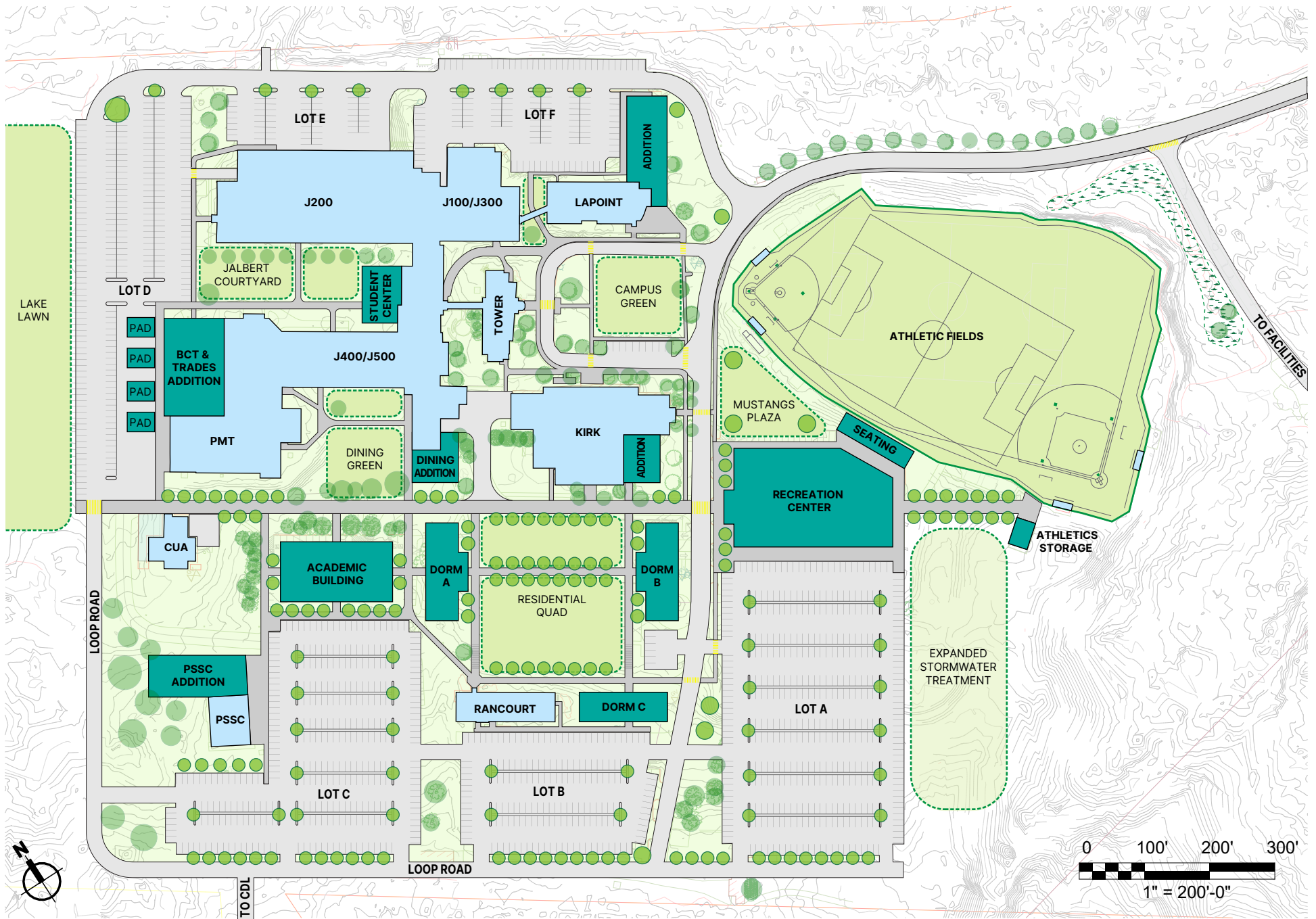
The pedestrian improvements around the Campus Green will reinforce the Tower as the main entrance and focal point for the campus, creating a more cohesive and welcoming experience.

New dormitory buildings will frame a residential quad, designed to foster community by providing spaces for recreation and socialization for on-campus residents. To the south of Jalbert, enhancements to open spaces and pedestrian pathways will support outdoor dining and events, making the area more vibrant and engaging.

A tree-lined outdoor corridor will be established, connecting the PSSC and CUA to housing and the campus core, further enhancing the campus's connectivity. The Student Center in Jalbert will be redesigned with improved visual and physical connections to the central quad, positioning it as a new focal point for the campus community, while taking full advantage of stunning lake views.

The expansion of the PSSC to the north, towards CUA, will create space for a recreational field between the two buildings, increasing opportunities for outdoor events and activities. Enhancements to the connectivity and amenities of the athletic fields will allow for better utilization of the College's largest and most developed open space.

New and reconstructed pedestrian pathways around Lapoint Center will strengthen access to the campus core from the north parking lots, while also providing inviting areas for impromptu outdoor gatherings. Additionally, strategies will be explored to activate the Lake Lawn, further improving the overall campus environment.



PROGRAM ZONING RECOMMENDATIONS

The implementation of the Master Plan is an opportunity to not only enable programmatic growth, but to better align and colocate similar programs. Our analysis of existing programmatic distribution on campus revealed several areas of campus where programs were inconveniently split across multiple buildings or floors, which results in increased travel times between classes and a diminished sense of community for students. Long distances between like programs are a missed opportunity for interdisciplinary collaboration.

The proposed approach to program based zoning is not intended to be a hard and fast rule but rather a loose organizational approach that will foster greater synergies between the programs and occupants in each sector of campus. This strategy leverages the strength of existing programmatic groupings that are already functioning well while proposing a few key moves over the mid and long term that will bring more disparate programs into alignment. The Master Plan's zoning recommendations are intended to guide site selection for new construction or renovation projects and will ultimately influence how the campus is perceived and experienced by students, faculty, staff and visitors. The Plan identifies five different zones:

Athletics & Health

Located on the east side of campus and encompassing the athletic fields and outbuildings, the nursing and athletics programs within Kirk Hall and the future recreation center. The construction of the Kirk Hall Addition and the Recreation Center, as well as an athletics themed "Mustang Plaza" will create a distinct campus district that is focused on athletics, health and wellness programs.

Student Hub

This zone encompasses the central portion of Jalbert Hall, which houses the dining hall, student services offices, financial aid and TRIO. The proposed construction of a student center adjacent to this area will solidify this area as the hub for student life and student services. Proximity of the admissions offices on the ground floor of the Learning Tower also supports this zone.

Academic Core

This zone is spread across Lapoint, the Learning Tower and Jalbert's 100,200 & 300 wings and houses the bulk of the campus' traditional classroom and lab space, as well as the automotive program.

Construction & Engineering

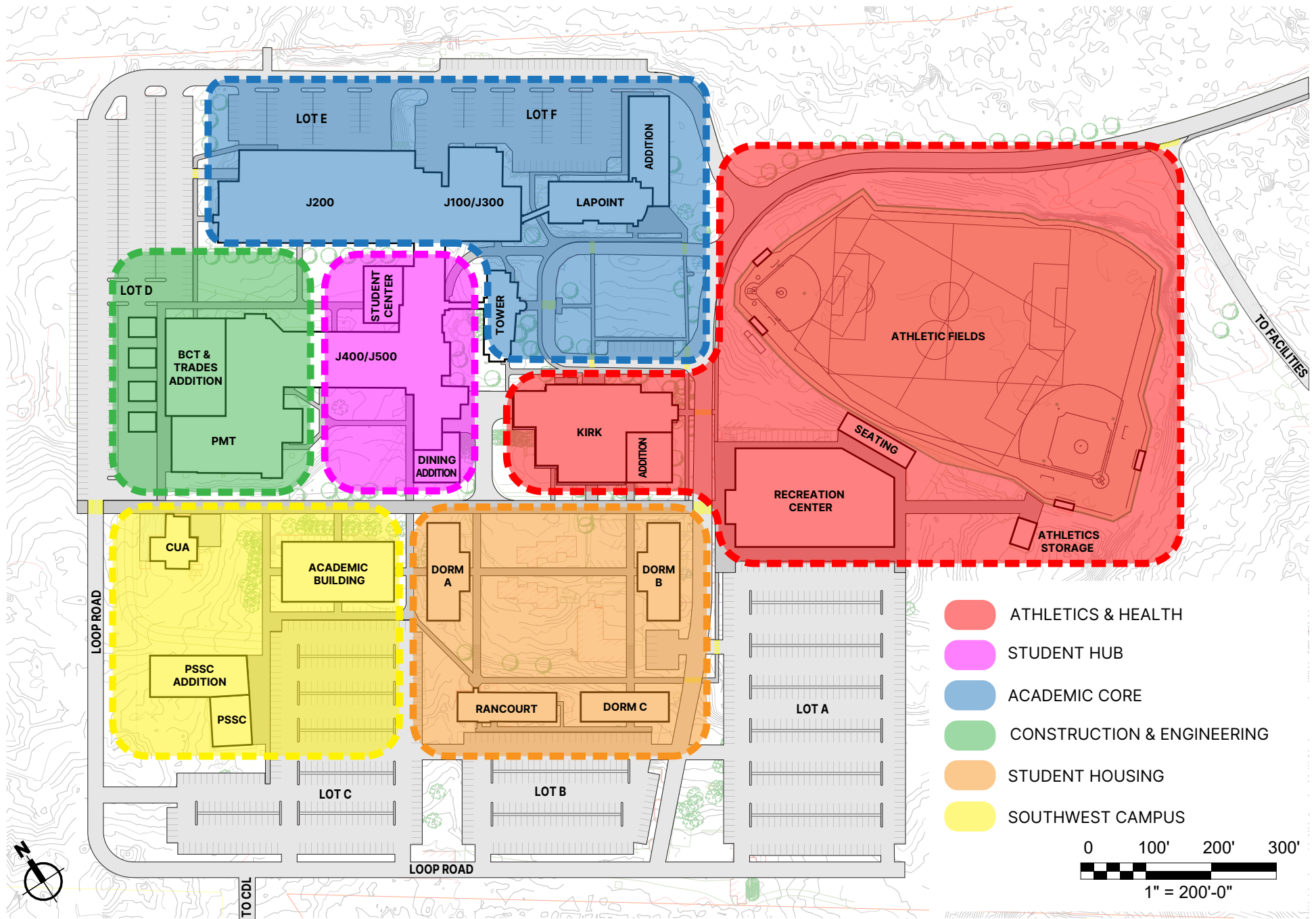
The western portion of Jalbert's 400 and 500 wing already includes the bulk of the College's building and industrial trades training as well as the architecture program. Relocation of BCT to this expanded wing will result in a single sector of campus dedicated to the broad range of programs that support the architecture, engineering and construction industry.

Student Housing

All new student housing is proposed to be developed in the southeast quadrant of campus, consistent with the existing campus plan. However, the proposed development of new dormitories around a central quad will foster a greater sense of community for residential students.

Southwest Campus

This corner of campus will likely be the slowest to develop a distinct identity. However, the addition of a new academic building will provide a new center of gravity for an area that currently feels remote and disconnected.



CAMPUS CORE PROGRAM DIAGRAM

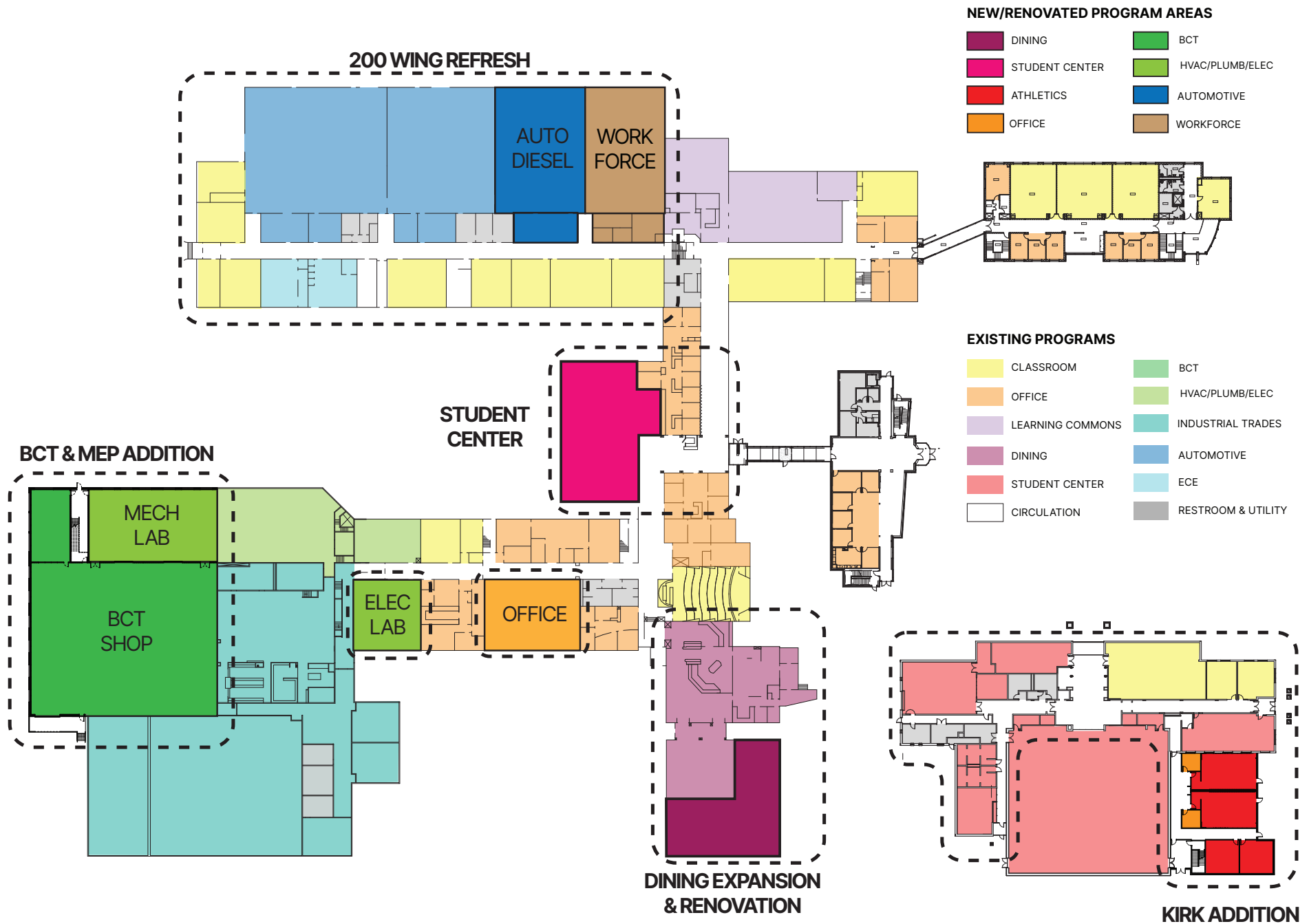
The following diagram illustrates how future renovation and addition projects will help realign and consolidate various programs within the campus core in support of the zoning strategy illustrated on the previous spread.

The western expansion of Jalbert Hall's 400 Wing will accommodate the growth of the Plumbing, Heating and HVAC programs and will also allow for the Building Construction Technology program relocation. The potential for interdisciplinary collaboration between these building trades training programs will foster a more integrated and comprehensive approach to CMCC's construction industry training programs. This goal is also supported by the conversion of the former TRIO space into a residential electrical training lab. If modular building pads are constructed in the parking lot west of this addition, it is easy to imagine all these programs collaborating to create move-in ready modular housing units.

The relocation of BCT from the 200 Wing will allow for the growth of the Automotive program into at least one of the vacated high-bay spaces with the remaining space available for workforce development or as flex space to other programs. The eventual modernization of the 200 Wing can then be focused upgrading finishes, systems and spaces with a focus on these specific programs.

The addition of a new student center and an expanded dining area to the central area of Jalbert Hall will continue to strengthen this area as the primary axis of student services and activities. This area is already the most lively part of campus and the crossroads of this connected building complex. It houses student services, financial services and the TRIO student success center. The introduction of more student-centric spaces for dining, gathering, group study and casual socialization will reinforce this area as the heart of an already vibrant campus.

The planned expansion of Kirk Hall will allow for the continued growth of both the nursing program and athletics programs. The ground floor will remain the hub for athletics - with additional team and training rooms to augment the existing gymnasium, fitness center and locker rooms. The proximity of these spaces to the athletic field complex will be strengthened by new access points and improved pedestrian connections. The second floor will be solidified as the home of nursing program with simulation labs, offices, meeting rooms and flexible spaces that compliment the existing program that is in place.



A PHASED APPROACH TO MASTER PLAN IMPLEMENTATION

This Facilities Master Plan is a long-term vision for the growth and modernization of CMCC's campus. The scope and scale of this plan goes beyond the immediate needs to provide a road map that will guide decision making for the prioritization, siting and design of future projects. The plan is designed to be implemented with an incremental approach that will take place over the next three decades. While some elements of the plan address immediate program and space needs, other elements are planned in anticipation of supporting future enrollment and programmatic growth.

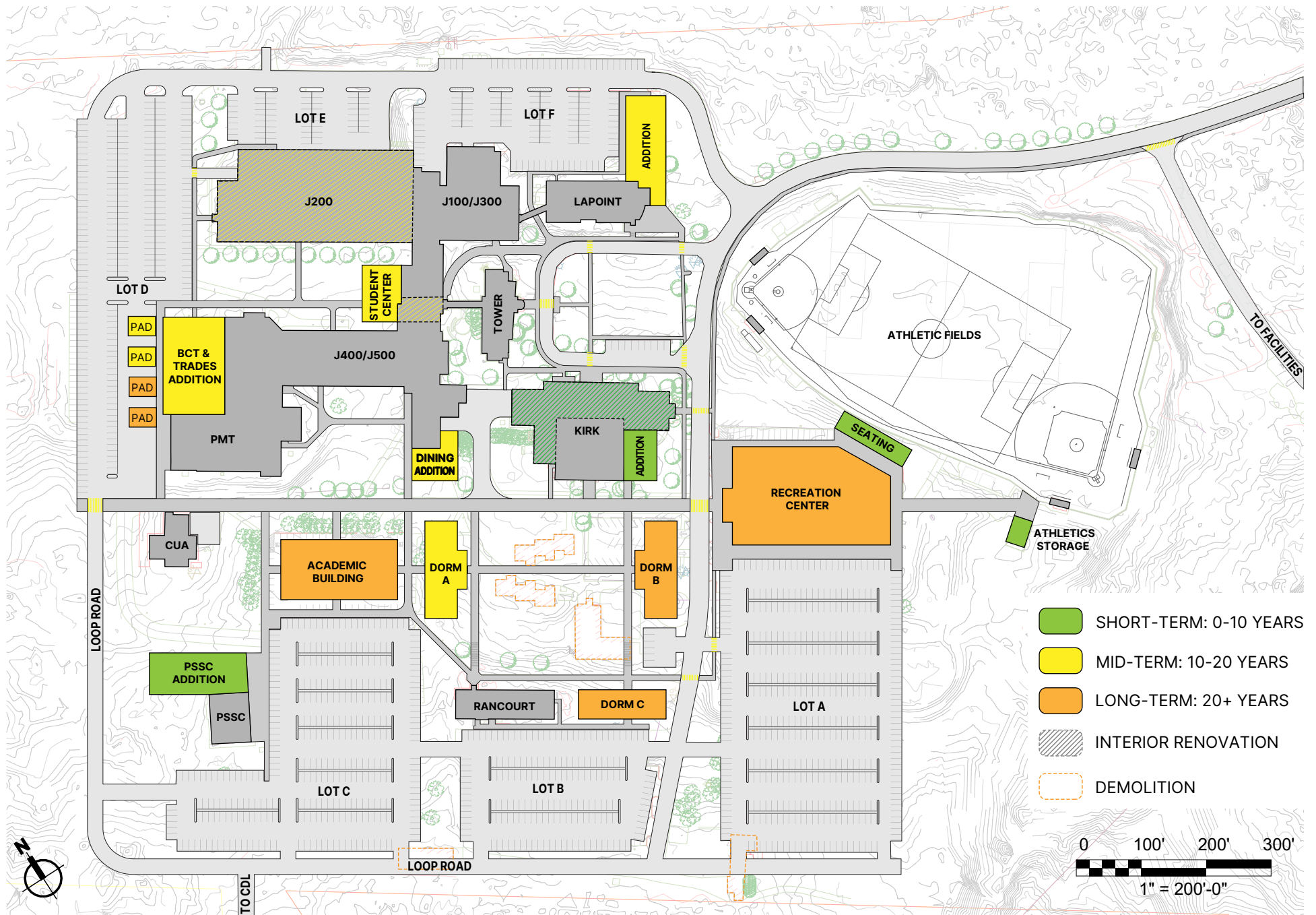
The plan outlines three phases - Short-Term, Mid-Term and Long-Term. While we have not assigned specific dates or timelines to these phases or any individual building projects, we anticipate that Short-Term projects will be designed and constructed in 0-10 years, Mid-Term projects in 10-20 years and Long-Term projects in 20+ years. The proposed phasing is based on the current priorities of CMCC's leadership and is subject to change depending on a large number of internal and external factors.

The proposed phasing of projects is based on the following criteria:

- Available and Potential Funding
- End User Priority Level
- Sequencing and Move Management
- Deferred Maintenance
- Enrollment and Programmatic Growth

The plan is designed to be flexible enough to allow project prioritization and phasing to be adjusted without creating major sequencing challenges or requiring a significant amount of swing space. However, in certain cases contingent relationships between projects are unavoidable, such as the need to construct new dormitories before demolishing existing or relocating BCT prior to renovating the 200 Wing of Jalbert. Thoughtful phasing and sequencing of projects can also perform an enabling function, such as the extension of the loop road on the south side of campus allowing future dormitory and academic buildings to be constructed in a way that minimizes impacts to students and pedestrian circulation.

The facing page depicts the full campus build-out with projects color coded by phase, while the following pages depict the projects intended to be completed in each individual phase with descriptions of the projects and potential campus impacts.



PHASING RECOMMENDATIONS, SHORT-TERM

The first phase of implementation of this Master Plan will be focused on addition and renovation projects for which CMCC has already secured or requested funding. This work included in this phase is anticipated to be completed within the next 10 years.

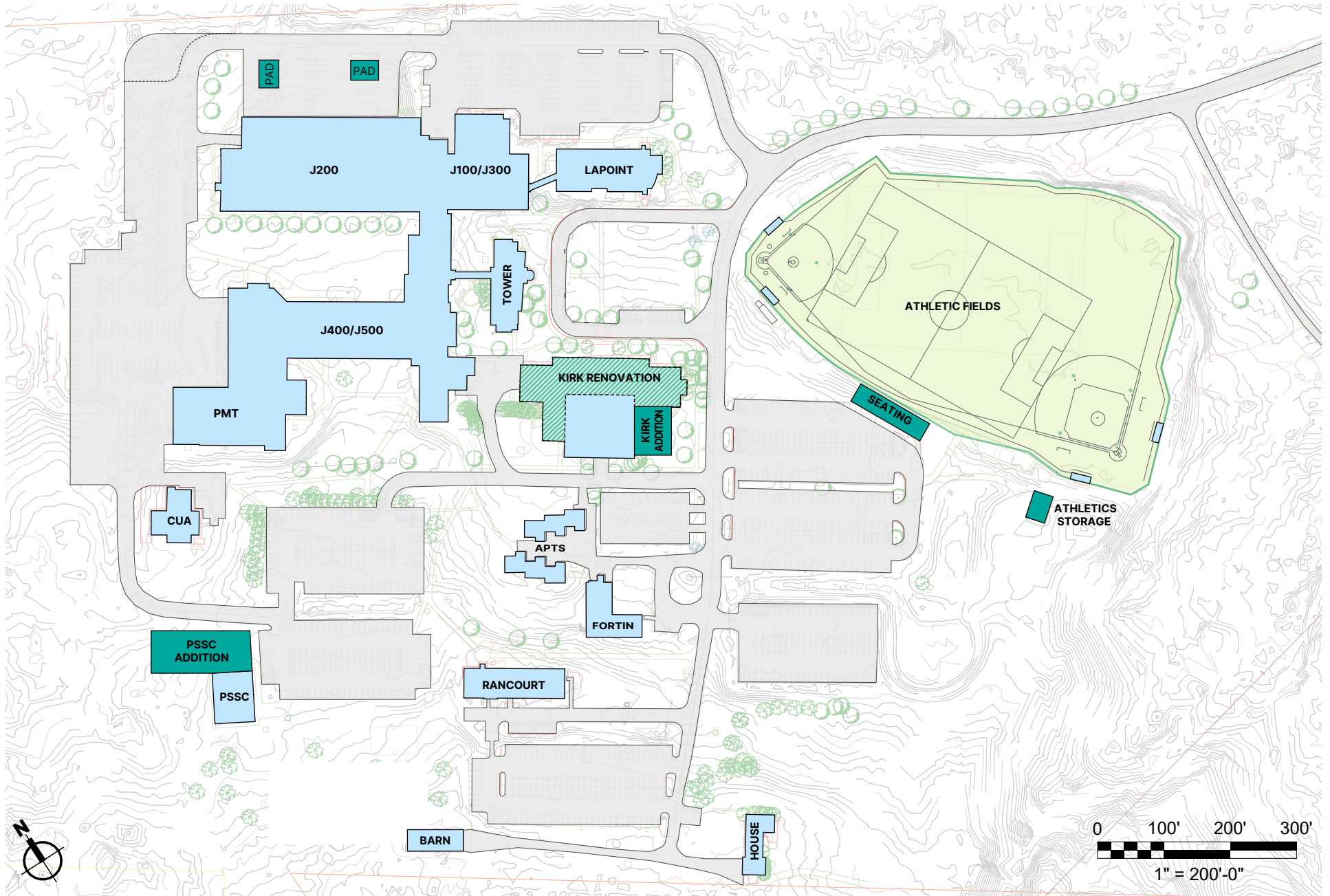
The renovation and expansion of Kirk Hall will support the growth of the College's nursing program, which has reached its capacity on the second floor of the building. The project will add offices, meeting rooms and flexible lab and training space and will renovate the existing science labs and common areas on the second floor. The project will also add new locker rooms, team room and training space to support the College's health, wellness and athletics programs. The project will add approximately 7,200 square feet across two stories, and will renovate select areas of the existing building adjacent to the addition. CMCC has received \$3.325M in Congressionally Directed Spending to support this project and it is expected to begin design in 2025.

CMCC has also submitted a Community Project Funding (CPF) proposal for expansion of the Public Safety Service Center (PSSC). The first phase of the PSSC project was constructed in 2023 as 4,500 square foot, freestanding, single-story building in the southwest corner of campus. An approximately 9,000 square foot addition is anticipated to be added to the north side of the building. The expansion would strengthen students' preparedness for beginning a career in law enforcement and it would strengthen public safety service by increasing space and functionality of the center for any law enforcement agencies and public service organizations to utilize for training, including active shooter response, tactical operations, de-escalation, methods of arrest, forensic science, criminal investigation, and crisis intervention. This expansion would collocate all Criminal Justice programs in a single building. The use-of-force simulator, mat room, offices and classrooms serving this program would be relocated and expanded from Jalbert Hall's 400 wing which would open up that space to be backfilled with academic and administrative offices to address shortages in that space type. Funding for this project is pending at the time of this report.

The College also intends to install modular building pads to support Building Construction Technology programs. These will initially be installed in the parking lot north of Jalbert Hall's 200 Wing. This will provide the most direct connection to the existing BCT shop and easy truck access for delivery of materials and pickup of completed modular buildings.

Improvements to the athletics field will also occur during this phase. A storage building will be constructed, using the existing pad and infrastructure that was installed as part of the fields project. New spectator seating is also contemplated as part of this Phase. Location on the south side of the fields is preferred for ease of pedestrian and parking access. Adjusting the striping of the soccer field to be parallel and proximate to the new seating is highly recommended - additional restriping of the baseball diamond may also be necessary to provide adequate clearances between the soccer field and the softball and baseball diamonds.

Minimal site work is anticipated for this first phase of work, aside from grading and utilities as needed to construct the Kirk Hall addition, the PSSC addition, the spectator seating and the new BCT pads.



PHASING RECOMMENDATIONS, MID-TERM

The second phase of Master Plan implementation will occur during the 10-20 year range.

During this phase, we anticipate the first major growth in on-campus housing to occur since 2007. The four story building would add approximately 150 beds, primarily in double rooms with shared single occupant restrooms. The site of this dormitory was selected to avoid impacts to the existing dormitories and apartments while taking advantage of proximity to existing dining and student services functions in Jalbert Hall. As the first of three planned new dormitories, the construction of this building will set in motion a long term plan to reshape on campus housing into a residential quad organized around a central green space.

To support the increased number of residential students, we anticipate that dining will require an increased footprint. After careful consideration, we recommend that the existing dining and kitchen facilities on the southeast corner of Jalbert Hall be expanded. The alternative of establishing a second dining option within the residential quad would likely have increased first costs, be operationally challenging and would take away from space that would otherwise be used for dormitory sleeping rooms.

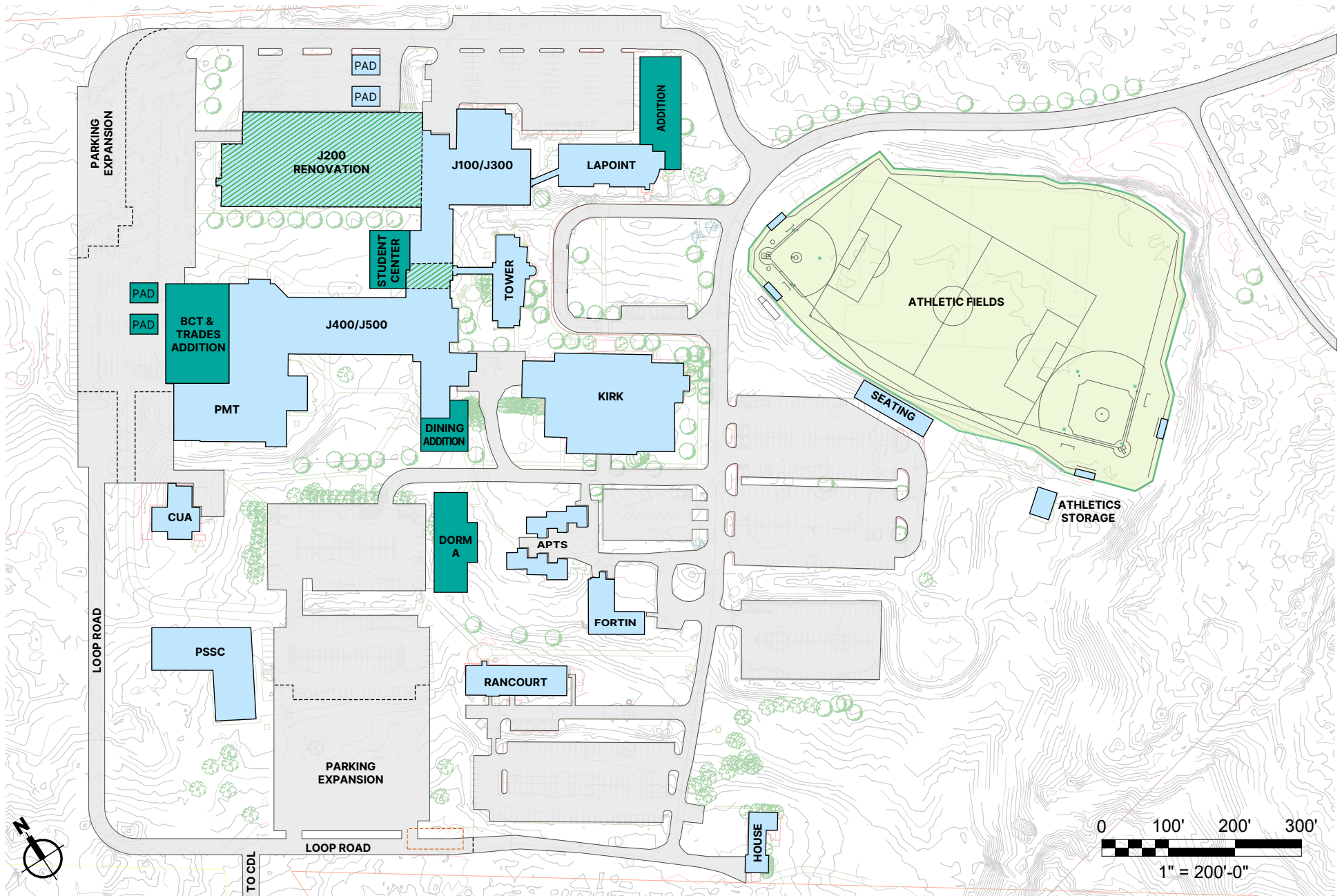
During this phase, we also anticipate the creation of a student center in the center of Jalbert Hall via an approximately 4,000 sf addition into the Jalbert Quad area, adjacent to the existing Finance office. Located at the cross-roads of campus, this space would provide space for a student lounge, student clubs and events, meetings and group study as well as an expanded grab and go cafe that would supplant the existing coffee kiosk.

An addition to the west end of Jalbert Halls' 400 wing, in the existing parking area adjacent to the PMT and Electromechanical labs, is planned as part of this phase. The addition would allow for growth of the plumbing, heating and HVAC training programs which are in high demand and have already outgrown their recently renovated space. This addition would also allow for the relocation of the BCT program to be adjacent to this wing, fostering new opportunities for interdisciplinary collaboration that will help prepare students for the reality of a career in the construction industry. The modular building pads would likely be relocated to the parking lot adjacent to this expanded construction training center, and additional modular building pads may also be added in during this phase.

The exit of BCT from Jalbert's 200 Wing would precipitate a much needed modernization of what is currently the most outdated corner of CMCC's campus. A phased renewal of interior finishes, lighting, HVAC systems, restrooms and classroom technology will improve the interior environment, student experience and energy efficiency of this area. We anticipate that the Automotive program will take over one bay previously occupied by BCT for their expansion and new programming. The other high bay space could potentially be repurposed for use by workforce development programs.

An addition to the Lapoint Center is also contemplated during this phase, which would provide new classrooms, labs and offices to accommodate programmatic and enrollment growth.

Given the new on-campus housing and classroom space included in this phase, we anticipate that surface parking will be expanded on the west and south sides of the campus to meet new demands. The creation of a large paved lot for CDL training on the southern extension of the campus property is also contemplated during this phase.



PHASING RECOMMENDATIONS, LONG-TERM

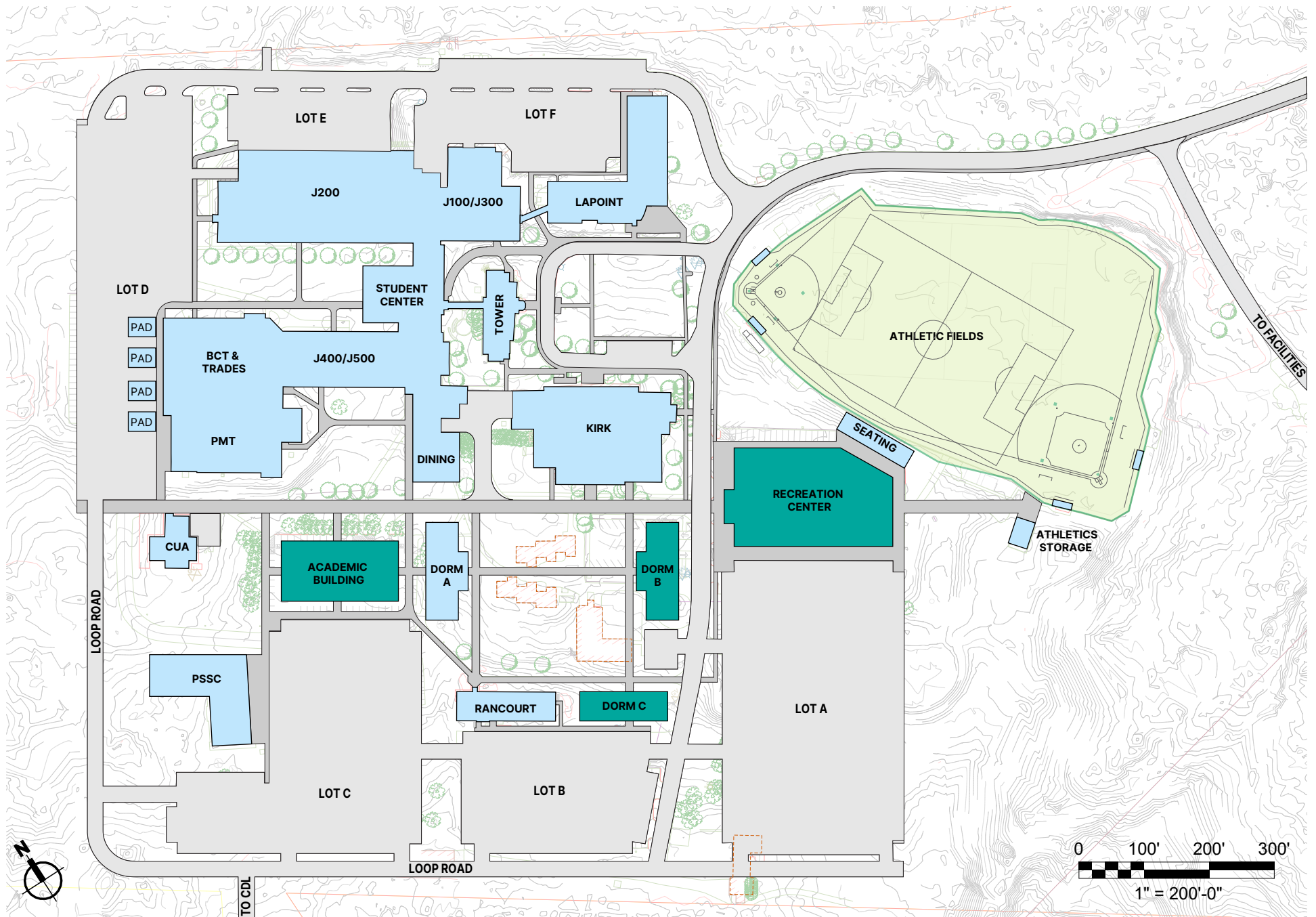
The third and final phase of Master Plan implementation will occur during the 20-30 year range. This longer and more distant time frame comes with increased uncertainty about what the future needs of the campus will be. This phase includes the projects with the highest cost and greatest complexity. The programmatic needs and parameters for these projects are loosely defined at this time. Instead, the size and siting of these buildings is intended to enable continued growth for academic programs, on-campus living and athletics into the second half of this century.

The completion of the residential quad is a key aspect of this phase. The Master Plan envisions two additional dormitories will be constructed in this corner of campus - one directly adjacent and similarly sized to Rancourt Hall (Dorm C) and the other (Dorm B) to be constructed opposite Dorm A from Phase 2. Each new dormitory is anticipated to be four stories tall and will house up to 150 students in double rooms. Upon completion of Dorms B and C, the Apartments and Fortin Hall will be removed and a generous landscaped open space will be created in their place, framed by the new dormitories (and Rancourt) on three sides and open to the campus core to the north. Upon completion, the residential quad will give a sense of cohesion and community for CMCC's on-campus residence life program.

To the west of the residential quad the plan proposes a site for a new two-story academic building that would accommodate future growth for existing or new academic programs. The building would include a mix of classrooms, laboratories, faculty offices and meeting/lounge spaces similar to what is currently offered in the Learning Tower and Lapoint Center. The building is located just south of the old stone wall that is a remnant of the campus' agrarian history and will be set amongst existing mature trees and new landscaped pathways that connect the building to the campus core, the residential quad and the CUA and PSSC buildings in the southwest corner of campus.

The construction of a new recreation center will allow for continued expansion of CMCC's excellent athletic programs. The high-bay, single-story building will sit between Kirk Hall and the athletic fields at the terminus of the proposed east/west pedestrian thoroughfare. The building will contain a multi-purpose indoor field that can be used for competitive indoor sports, off-season team practices and recreational play for all campus users. The building may also include locker rooms, athletics offices and other health and wellness programs. Its construction may allow some athletic functions currently housed in Kirk Hall to be relocated, opening up opportunities for additional lab and classroom space closer to the campus's academic core.

To support this continued growth on the south side of campus, the existing parking lots will be merged and expanded towards the southern property line. The loop road project will be completed as part of the parking expansion - providing access to each lot from the south side and connecting all the way to the existing roadway near the farmhouse, which will be demolished. The plan anticipates that new storage sheds will be constructed in the facilities maintenance yard to compensate for the loss of storage.



CONSTRUCTION COSTS

The estimated costs outlined on the following page are Rough Order of Magnitude (ROM) Construction Costs. The cost estimate was developed by PCM Company with guidance by Harriman. Since design plans are not available for the majority of the proposed projects, the following criteria were used to develop the cost estimates:

- Gross Floor Area
- Number of Stories
- Construction Type
- Use and Program
- Level of Alteration (for renovation projects)

The costs are given in present day (Spring 2025) dollars and do not include escalation based on the proposed phasing or anticipated construction date of each project. Given that, it is reasonable to expect a fairly significant escalation of costs for the proposed projects, especially in the later phases. The estimates on the following pages are for construction costs only, and do not include soft costs such as design fees, permit fees, testing & inspections, owner's contingency and FF&E. Soft costs typically account for an additional 25-35% of the construction cost depending on the project type and delivery method. The cost estimates are grouped by phase and separated into building and site costs, with total costs summarized for each phase and category. The estimate is focused on major capital projects and does include cost estimates for minor interior renovations, deferred maintenance projects, equipment & roof replacements, and miscellaneous site projects.

The costs of these various projects have been categorized into four groups.

- Green: \$0-\$3M
- Yellow: \$3M - \$7M
- Orange: \$7M - \$13M
- Red: \$13M - \$20M

When taken altogether the total cost of implementing this Master Plan would likely be in excess of \$130 Million, especially when escalation is considered. Currently, funding is only available for one project on the Master Plan project list (Kirk Hall Addition & Renovation), with funding for another project (PSSC Expansion) anticipated to be granted in the near future. In order to construct additional projects as part of the master plan implementation, CMCC must develop a long-term capital plan that could include donor fundraising, future state bond funding and federal/state/local grants. Public private partnerships may also be a viable funding mechanism for revenue generating facilities such as dormitories.



CONSTRUCTION COST ESTIMATE - PHASE 1

BUILDING PROJECT	AREA	COST PER SF	EST. COST - LOW	EST. COST - HIGH	TYPE
Kirk Hall Addition	7,200 sf	\$385 to \$415	\$2,772,000	\$2,998,000	Add
Kirk Hall Renovation	10,000 sf	\$260 to \$285	\$2,600,000	\$2,850,000	Reno
PSSC Expansion	9,000 sf	\$360 to \$385	\$3,240,000	\$3,465,000	Add
BCT Pads (2)	2,500 sf	\$100 to \$150	\$250,000	\$375,000	New
Athletics Storage	1,300 sf	\$100 to \$150	\$130,000	\$191,250	New
Spectator Seating	3,500 sf	\$130 to \$150	\$437,500	\$525,000	New
PHASE 1 TOTAL	33,500sf		\$9,429,500	\$10,404,250	

CONSTRUCTION COST ESTIMATE - PHASE 2

BUILDING PROJECT	AREA	COST PER SF	EST. COST - LOW	EST. COST - HIGH	TYPE
200 Wing Modernization	40,000 sf	\$250 to \$275	\$10,000,000	\$11,000,000	Reno
BCT & Trades Addition	20,000 sf	\$360 to \$415	\$7,200,000	\$8,300,000	Add
BCT Pads (2)	2,500 sf	\$100 to \$150	\$250,000	\$375,000	New
LaPoint Addition	18,000 sf	\$515 to \$540	\$9,270,000	\$9,720,000	Add
Student Center	4,000 sf	\$515 to \$540	\$2,060,000	\$2,160,000	Add
Dining Expansion	4,500 sf	\$515 to \$540	\$2,317,500	\$2,430,000	Add
Dorm A	30,000 sf	\$465 to \$530	\$13,950,000	\$15,900,000	New
PHASE 2 TOTAL	119,000sf		\$45,047,500	\$49,885,000	

CONSTRUCTION COST ESTIMATE - PHASE 2, CONT.

SITE PROJECT	AREA	COST PER SF	EST. COST - LOW	EST. COST - HIGH	TYPE
Expanded Surface Parking Lot C	48,000 sf	\$22 to \$25	\$1,056,000	\$1,200,000	Site
Expanded Surface Parking Lot D	40,000 sf	\$22 to \$25	\$880,000	\$1,000,000	Site
CDL Training Lot	80,000 sf	\$10 to \$15	\$800,000	\$1,200,000	Site
PHASE 2 TOTAL	168,000 sf		\$2,736,000	\$3,400,000	

CONSTRUCTION COST ESTIMATE - PHASE 3

BUILDING PROJECT	AREA	COST PER SF	EST. COST - LOW	EST. COST - HIGH	TYPE
New Academic Building	35,000 sf	\$480 to \$505	\$16,275,000	\$17,150,000	New
Dorm B	30,000 sf	\$465 to \$530	\$13,950,000	\$15,900,000	New
Dorm C	24,000 sf	\$465 to \$530	\$11,160,000	\$12,720,000	New
Recreation Center	35,000 sf	\$455 to \$535	\$15,925,000	\$18,725,000	New
PHASE 3 TOTAL	124,000 sf		\$57,310,000	\$64,495,000	

SITE PROJECT	AREA	COST PER SF	EST. COST - LOW	EST. COST - HIGH	TYPE
Expanded Surface Parking Lot A	100,000 sf	\$22 to \$25	\$2,200,000	\$2,500,000	Site
Expanded Surface Parking Lot B	25,000 sf	\$22 to \$25	\$550,000	\$625,000	Site
Expanded Surface Parking Lot C	27,000 sf	\$22 to \$25	\$594,000	\$675,000	Site
Residential Quad Landscaping	60,000 sf	\$10 to \$20	\$600,000	\$1,200,000	Site
Loop Road Extension	1,750 lf	\$425 to \$435	\$743,750	\$761,250	Site
PHASE 3 TOTAL	101,500 sf		\$4,687,750	\$5,761,250	

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CONCEPT PLANS

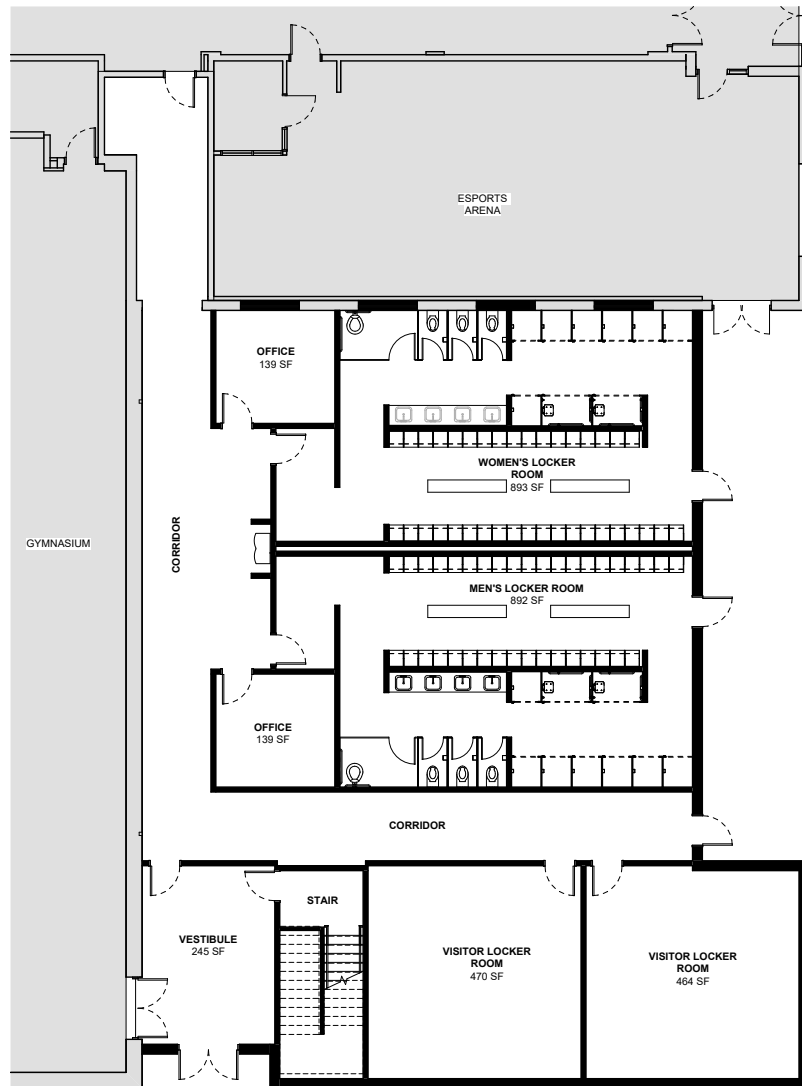
KIRK HALL HEALTHCARE TRAINING EXPANSION

Improvement and expansion of Kirk Hall is among the highest priorities for CMCC. The building contains a broad mix of uses including the gymnasium, fitness center, locker rooms, nursing simulation labs, science labs, e-Sports center and a lecture hall. With so many uses within the building, the space feels chopped up, inefficient and difficult to navigate. This building acts as the front door for many outside visitors who come to campus for public events in the gymnasium and lecture hall, as well as those who use the fitness center. The College wants to improve the experience of visitors to Kirk Hall to make it more hospitable for public events and give the best possible first impression to visitors to the campus. Looking forward, the College wants to reposition the building to demonstrate a clear focus on athletics, wellness and sciences.

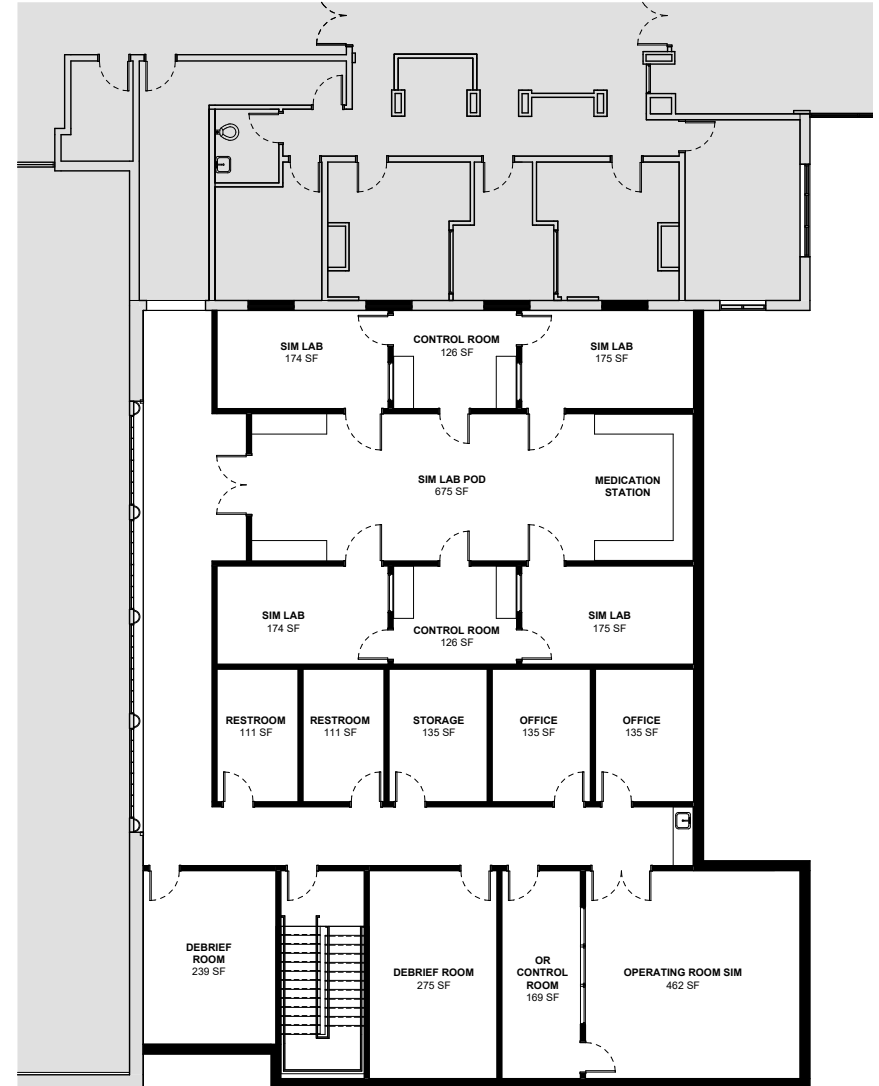
The existing locker rooms are undersized, heavily utilized, lack adequate privacy, and as a result some athletes are instead using classrooms for changing. The locker rooms and ground floor restroom are consistently dirty due to overuse and are difficult to maintain. The second floor of the building is the home of the nursing program. While the program's simulation labs have been expanded and improved within the past 10 years, Nursing lacks adequate office, meeting and teaching space to support recent growth in the program.

CMCC has recently received federal funding for the addition and renovation of Kirk Hall. The Healthcare Training Expansion project will create opportunities to enroll more students in high-wage in-demand fields and help fill workforce shortages in healthcare. The College's nursing education and healthcare/wellness training space is at full capacity so without additional space, CMCC cannot enroll more students or create new healthcare programming to help fill the State's workforce needs. The project will also support short-term workforce training programs in healthcare areas such as medical assistant, certified nurse assistant, basic life support certification, and phlebotomy.

The project will feature a two-story, 7,200 square foot addition on the southeast corner of Kirk Hall, adjacent to the gymnasium on the west and the e-Sports and nursing simulation lab on the north. The lower level of the building will feature locker rooms, training rooms and team rooms that support the growth of CMCC's athletics programs and improve the exercise science program. The second floor will house faculty offices, meeting rooms and simulation labs that support the growth of the nursing and healthcare training programs. New restrooms will be added on each level. The addition will connect to the existing building in the vicinity of the existing exit stairway, and modification to egress routes through the building will be required.



FIRST FLOOR



SECOND FLOOR

BCT & TRADES ADDITION

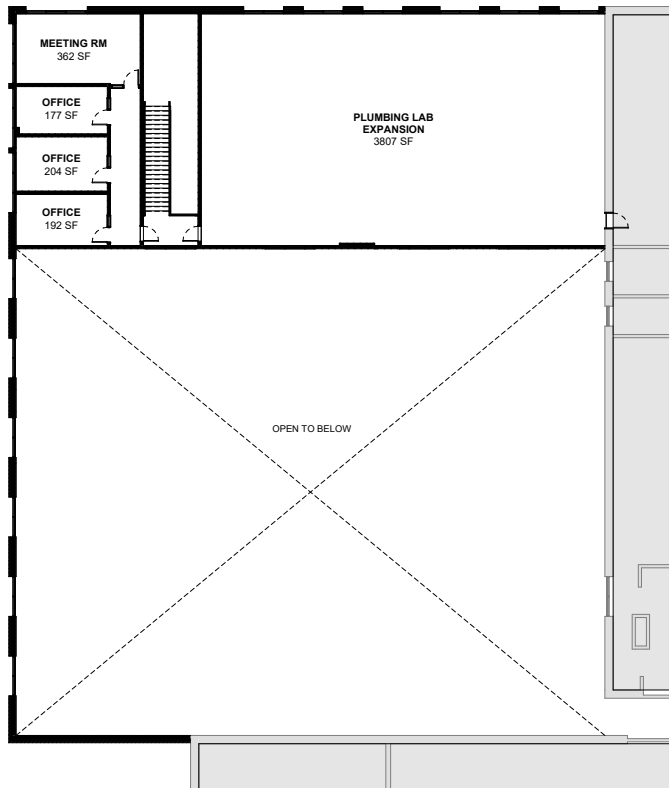
This addition is intended to create capacity for the growth of CMCC's Plumbing, Heating and HVAC programs and will also potentially allow for the relocation of the Building Construction Technology program from the 200 Wing of Jalbert Hall. Consolidation of all of the College's construction and trades training programs in a single corner of campus will allow for interdisciplinary collaboration and a more efficient use of space and resources.

The addition will be located at the northwest corner of Jalbert Hall's 400 wing, nestled in between the exterior walls of the Precision Machining Lab and the Electromechanical Lab. The first floor will have an area of approximately 13,500 square feet and there will be an approximately 6,500 square foot mezzanine for a total built area of 20,000 gross square feet. The height of the addition will be approximately 25', slightly higher than the adjacent PMT and Plumbing/HVAC labs.

The addition will feature a large, open double-height space on the south side that is sized to provide a modest increase in space for BCT's primary workspace. It will have a flexible layout of equipment and infrastructure to support a variety of construction training projects at a scale that is not possible within their current space. A loading dock located on the southwest corner will provide access for tools and materials to be brought in and out of the building. This is essential to support work on the adjacent building pads, which will become the site of collaborative modular home building projects.

The north side of the addition will connect to the adjacent Plumbing, Heating and HVAC lab on both the first floor and mezzanine levels. This will allow for the space allocated for these growing programs to nearly be doubled. These labs will have direct access to the high-bay BCT shop on the first floor, allowing for shared use when larger scale mockups are warranted. The northwest corner of the addition will also have dedicated classroom space on the first floor and faculty offices on the second floor, all with exceptional views of Lake Auburn.

The addition will have an entrance on the north side with easy access to parking and the Jalbert Quad. A single run stair will provide access and egress to and from the second floor. However, the wheelchair lift in the existing Plumbing/HVAC lab will continue to be used for the accessible path to the second floor. The addition will also have interior access to the PMT lobby area and its restrooms, limiting the need for new restroom facilities in the addition.



MEZZANINE



FIRST FLOOR

NEW STUDENT CENTER

Currently student services offices are scattered across a few different locations within Jalbert Hall. However, there is no dedicated hub for student gathering or socialization. Students must reserve classroom space through student services to gather in large groups or hang out in informal spaces. From the outset of the Master Plan process, the need for a dedicated Student Center was identified as a key priority. After reviewing the existing distribution of the student-facing programs, services and amenities as well as circulation patterns through campus, the central area of Jalbert Hall was identified as the preferred location for this space.

A renovation option was studied initially, which proposed to transform and repurpose some of the underutilized lobby and circulation space in this area of campus. But this option would have also displaced the financial services offices and would have required structural work to open up the space between the Hall of Flags and the adjacent offices. That option was dismissed due to its impact to existing programs and circulation and a concept plan was subsequently developed for an addition to Jalbert Hall that would infill a portion of the courtyard.

The Student Center is planned to house student activities and student services personnel, though primary student service functions and offices would remain in their current locations elsewhere in Jalbert and the Tower. The Student Center would also house both reservable and unprogrammed lounge and meeting space for student groups and individuals. This area would also be the place to buy tickets and sign up for events.

The existing grab-and-go cafe in the central area of Jalbert Hall would be replaced by a new information desk and larger cafe would be created in the north side of the Student Center which would allow for increased food options to be served alongside the cafe's existing offerings. The improvement and expansion of grab-and-go food options will soon become essential as CMCC's dining hall shifted to a meal plan model under Sodexo's management.

The approximately 4,000 square foot, single-story addition would connect directly to the existing central lobby of Jalbert Hall. It would also take over the currently underutilized space adjacent to the financial office service counters. A new entrance and service counter for this office would be added on the south side of this office suite. The Jalbert lobby would also be refreshed with new finishes, furniture and lighting. Expansive areas interior and exterior storefront glazing will provide a visual connection from the lobby to the Student Center and from the Student Center to the courtyard. A generous patio between the Student Center and the courtyard will provide additional area for casual outdoor dining and gathering in spring, summer and fall.



NEW DORMITORIES

The Master Plan envisions the transformation of on-campus student housing with the removal of Fortin Hall and the Apartments and the construction of three new dormitory buildings. The new dormitories will be organized around a landscaped quad that will provide socialization and recreational opportunities for residents and create a vibrant hub for the on-campus residential community. These dormitories are labeled Dorm A, Dorm B and Dorm C on the campus master plan and are each intended to be four stories tall.

Dorms A & B are anticipated to be nearly identical in plan and would face each on the east and west side of the Quad. They have a typical floor plan of approximately 7,500 square feet for a total building area of 30,000 square feet. The capacity of Dorms A & B will be approximately 150 beds. Dorm C will be slightly smaller than A & B and will be sited in line with Rancourt Hall. It will have a typical floor plan of approximately 6,000 square feet for a total building area of 24,000 square feet. The capacity of Dorm C will be approximately 120 beds. When the removal of Fortin Hall and the Apartments is factored in, the new dorms will add approximately 320 beds to the on-campus housing stock and will address some of CMCC's most significant deferred maintenance burden.

The new dorms will have near identical layouts on each floor, with an efficient plan organized around a double loaded corridor, central elevator and interior exit stairways at each end of the corridor. The majority of sleeping rooms will be doubles with an average size of 204 square feet which represents a 25% increase in room size from Rancourt Hall to provide a level of comfort and style of furnishings which meets contemporary student (and parent) expectations. However, the floor plans could easily be reorganized around a mix of single and double rooms if the College preferred to offer a greater variety of housing options.

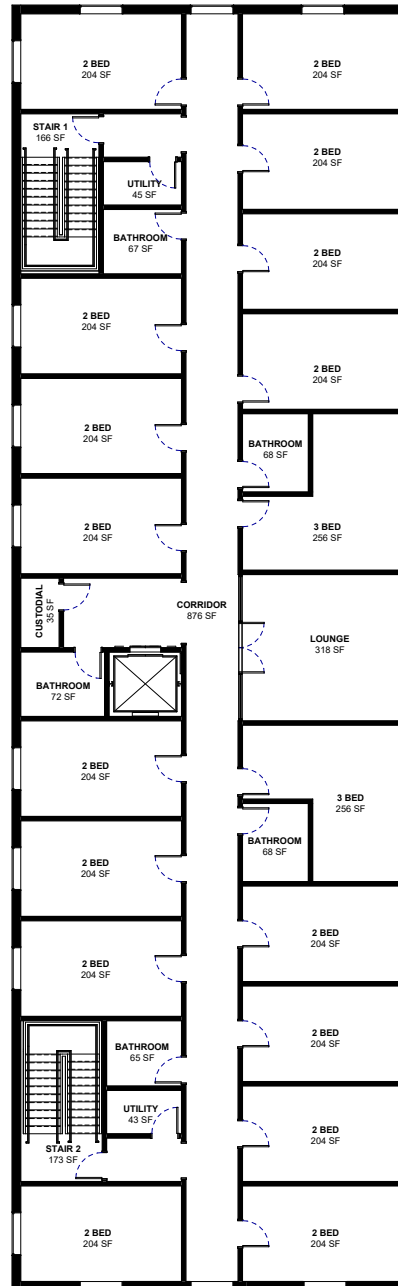
The recommended approach for providing adequate toilet and bathing facilities represents a significant shift from the "gang" style bathrooms in Fortin Hall or the "Jack & Jill" style bathrooms at Rancourt Hall, where each bathroom can be accessed from two separate two bedroom dorm rooms. At Rancourt Hall, there are 11 toilet and bathing rooms per floor which results in a significant increase in the number of toilets, showers and lavatories required by the Maine Plumbing Code. However, only one of the restrooms on each floor is accessible, which is not in line with current code. For a floor with 38 residents as depicted on the following page - only five toilets, four lavatories and five showers are required per floor by code. The proposed plan depicts five single-occupancy, gender neutral, fully accessible restrooms which are evenly distributed across each floor. This results in enhanced privacy, equity and accessibility for all the restrooms and better aligns with contemporary student expectations.

Each floor above grade is also anticipated to have a centralized student lounge. This is a contrast with Rancourt Hall which only has lounge space on the ground floor and top floor. The provision of space outside of the dorm room for socialization, relaxation, study and other amenities is critical to the student experience and enables the individual sleeping rooms to be smaller and denser. The ground floor will include a generous lobby space, a laundry room and suite for the resident advisor.

- Number of Stories: 4
- Typical Floor Area: 7,500 sf
- Gross Building Area: 30,000 sf
- Number of Bedrooms: 72
- Number of Beds: 150
- Number of Bathrooms: 21

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- Number of Stories: 4
- Typical Floor Area: 6,000 sf
- Gross Building Area: 24,000 sf
- Number of Bedrooms: 60
- Number of Beds: 120
- Number of Bathrooms: 17



The floor plan is divided into two main wings by a central corridor. The left wing contains several bedrooms, bathrooms, a utility room, a stairwell, a custodial room, and another stairwell. The right wing contains bedrooms, bathrooms, a living room, a laundry room, and a lobby. The central corridor connects the two wings and provides access to the lobby and stairwells.

Left Wing:

- 2 BED 204 SF
- STAIR 1 164 SF
- UTILITY 45 SF
- BATHROOM 67 SF
- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF
- CUSTODIAL 35 SF
- BATHROOM 72 SF
- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF
- BATHROOM 65 SF
- UTILITY 43 SF
- STAIR 2 173 SF
- 2 BED 204 SF

Right Wing:

- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF
- BATHROOM 68 SF
- RA BEDROOM 188 SF
- BATHROOM 64 SF
- RA LIVING ROOM 207 SF
- LOBBY 521 SF
- LAUNDRY 256 SF
- BATHROOM 68 SF
- 2 BED 204 SF
- 2 BED 207 SF
- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF
- 2 BED 204 SF

Central Corridor:

- CORRIDOR 579 SF

Harriman

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CONCLUSION

ALIGNMENT OF MASTER PLAN WITH STRATEGIC PRIORITIES

1. **Plan for the long-term**
 - Plan shows the potential for growth and expansion through a practical, phased approach.
2. **Enable growth in key areas of study**
 - Expansion of space for HVAC, Plumbing, Public Safety, BCT, CDL Auto & Nursing programs.
3. **Enhance the student experience**
 - New Student Center in central location.
 - Expanded Dining Facilities to serve future housing growth.
 - Recreation Center allows for indoor recreation opportunities for everyone on campus.
 - Enhancement of landscaped open spaces throughout the campus.
4. **Optimize space utilization**
 - Collocation of BCT & MEP, expansion of PSSC group like programs together.
5. **Leverage quality facilities to maintain recruitment goals**
 - New buildings and enhanced open spaces will showcase the quality of CMCC's campus.
6. **Integrate sustainable design strategies**
 - Renovation projects will incorporate enhanced envelope, HVAC and lighting.
 - Rooftop solar to be added at select buildings.
7. **Improve connectivity and wayfinding across the campus**
 - Expand and complete loop road around south side of campus.
 - Enhanced connection between north parking lot to the Tower and center of campus.
 - Convert roadway between Kirk and dorms into pedestrian thoroughfare.
8. **Provide a more complete athletic experience**
 - Add spectator seating on south side of Athletic Fields.
 - Construct athletics storage on existing pad.
 - Add and renovate lockers at Kirk Hall.
9. **Implement a housing renewal program**
 - Housing plan adds 3 new dorms with up to 400 beds and replaces Fortin Hall & the Apartments.
10. **Engage with the community**
 - Rec Center and Spectator Seating improve opportunities for hosting athletics & public events.

FUTURE CAMPUS VIEW FROM SOUTHWEST



FUTURE CAMPUS VIEW FROM SOUTHEAST

