



TEN YEAR  
**FACILITIES MASTER PLAN**  
2016 - 2026

 **Trenholm State**  
COMMUNITY COLLEGE  
MONTGOMERY, ALABAMA



## Contents

|  |    |
|--|----|
| Master Plan Summary .....                                  | 3  |
| Trenholm’s Vision, Mission and Goals .....                 | 5  |
| College Property and Building Inventory .....              | 7  |
| Institutional Needs .....                                  | 10 |
| Growth Forecast.....                                       | 16 |
| Facilities Renovation and Construction Needs .....         | 17 |
| A Broader Vision of an Expanded Campus .....               | 22 |
| Facilities Preventive Maintenance and Custodial Plan ..... | 24 |
| Appendix 1 .....   | 39 |
| Appendix 2.....  | 40 |
| Appendix 3.....  | 41 |

## Master Plan Summary

The master plan should be viewed as a road map to guide the physical development of the college. It is not an absolute directive for future construction. The purpose of the plan is to identify and prioritize facility needs and land use on the Trenholm State Campus and its other sites. Then considering future capital investment, the master plan will serve as a tool for the College as it endeavors to exercise good stewardship of available resources.

### **Background of the Institution**

H. Councill Trenholm State Community College (Trenholm State) is a comprehensive two year community college located in Montgomery, Alabama. The College provides occupational/technical certificates and degree programs; adult learning opportunities; civic, social cultural and personal development opportunities; business and industry training opportunities; and support of economic development for the central Alabama region. The College is part of the Alabama Community College System (ACCS), a statewide system of postsecondary colleges.

The College operates from one campus and one primary site located approximately eight miles apart in the city of Montgomery, Alabama. In 2001, two existing technical colleges -- Patterson State Technical College and Trenholm State Technical College -- were merged to create a single entity. The merger of the two technical colleges has now been completed and the merged entity continues to plan for a future that will allow it to better serve the needs of the people of the Montgomery area.

Prior to the merger each college served specific communities and industries effectively but neither college was able to reach the level of student penetration as other two year colleges in other areas of the State. The causes of this failure to achieve successful market penetration are believed to be (1) the colleges were perceived to be trade schools rather than as colleges, and (2) a lack of marketing programs to position the colleges in the minds of students and parents as a beneficial path to good-paying jobs.

Comparative research comparing the Montgomery Metropolitan Statistical Area (MSA) with other similar sized MSAs in Alabama and other southeastern states reveals that the Montgomery MSA has the potential of generating a student population five times the size of the present enrollment at Trenholm State. At present the college serves approximately 1500 degree seeking students. The president has set a target of serving 3500 students by 2020.

### **Rationale for Master Plan**

Steps have already been initiated to improve the marketing of the college and to stress the value of a technical education. But, in order to change the public's perception of the college as a trade school rather than a community college, the decision was made to aggressively seek accreditation by the Southern Association of Schools and Colleges

Commission on Colleges (SACSCOC). This accreditation assures the transferability of Trenholm State's general education offerings and will legitimize its position as a true college in the eyes of parents, counselors, and students. The facilitated transfer of courses to upper division courses will also make it possible for Trenholm State to develop two-plus-two degree programs growing out of its current accounting, business, computer science, engineering, and other professional degree programs. Commensurate with SACSCOC accreditation is a general uplifting of the quality of the institution, which includes having a well thought out facilities master plan to guide the institution's renovation and expansion initiatives.

### **Goals of the Planning Process**

The goals of the planning process include (1) achieve maximum utilization of space and existing structures, (2) incorporate community perceptions and needs into the campus beautification and construction objectives, (3) involve a broad spectrum of the college community in the development of the master plan, (4) articulate and render an inspiring statement of the college's future, and (5) identify major capital funding needs and forecast ongoing maintenance expenditures.

### **The Planning Process**

The planning process begins with a review of the college's mission and goals and an analysis of the community's present and future educational needs. It then continues with an analysis of the present condition of the college's properties and buildings, which results in a forecast of the trends and future facility needs of the college. In this analysis the needs of each program and anticipated future programs must be considered. The resulting forecast of facility needs must then be circulated throughout the college community and program advisory councils for review and modification. The proposed plan should also be shared with the citizens of the Montgomery MSA. After this review process, the facilities master plan should be finalized, adopted, printed and utilized to guide the future facility needs of the college. It should also be reviewed on an annual basis and changes made when appropriate.

### **Campus Vision**

Most of the buildings were constructed in the mid-sixties and are of red brick construction with flat roofs. The Patterson Site, located on Troy Highway has 14 permanent buildings and one temporary structure that is leased out to Health department to meet the needs of the community. There are two small facility located some distance from the Patterson Site that houses the Truck Driving Program and Cosmetology Program. The Trenholm Campus, located on Air Base Boulevard, has 12 permanent buildings, a greenhouse, and one temporary structure. Most of the buildings on the Trenholm Campus have been renovated with new metal in-seam gabled roofs with the exception of Building G. Building G is slated for renovation in 2019 and will house general education classrooms. The Library Tower, a four-story building was completed in 1996 and is located a short distance from the Trenholm Campus buildings. Located across the street from the Library Tower is the Joseph L. Dickerson General Education Building.

Throughout the history of Trenholm State, capital and physical improvements of facilities have been minimal in comparison with need. In an effort to make the necessary improvements where possible, the institution has made structural modifications in several existing facilities to meet changing needs. Yet, facilities have not kept pace with the need for improvement of existing facilities, much less for new facility requirements. Because opportunities for receiving capital funds to replace existing buildings were not available, the campus strategy in the past has been to remodel and renovate spaces on a piecemeal basis. Planners and maintenance crews have managed to keep the buildings functioning through a series of repair and minor remodeling projects. These efforts have been effective for the short term. However, the task of facilities master planning requires a long-term look at what can best support the mission and goals of the College.

This facilities master plan is intended to establish an overall planning and design framework for the College; help improve the architectural design of the campus; update building infrastructures to better support programs - technology, classrooms, labs, and support services; and, install infrastructure systems that promote energy efficiency and are easy to manage and maintain.

There is tremendous potential for the growth of the College, which must be viewed as a community resource in south-central Alabama. A shared vision and a commitment to basic planning and design principles are a means of orchestrating many efforts to a positive outcome. Moving forward, implementation of the facilities plan will require leadership, collaboration, commitment and cooperation among involved and interested parties who have a stake in the College's future.

## Trenholm's Vision, Mission and Goals

### **Mission Statement**

H. Council Trenholm State Technical College is an associate degree granting institution with the mission to provide comprehensive and accessible educational opportunities, including academic transfer and technical programs, designed to promote economic development, enhance workforce development, and improve the quality of life for the community.

### **Vision Statement**

Through our commitment to educational excellence, students will be prepared to meet the challenges of a global society and the college will serve as the region's leading catalyst for economic and workforce development.

## Values

Trenholm State Community College administrators, faculty and staff embody the highest academic and institutional commitment to students and the community by exhibiting the following 13 values:

- **Academic rigor**: We are committed to standards of academic rigor that assures students a high-quality education that fosters personal and intellectual growth for productive careers and meaningful lives.
- **Access**: We promote an accessible and affordable education designed to optimize opportunities for student participation.
- **Accountability**: We create an accountable environment that continually builds an exceptional community college through shared governance, collaboration, and a commitment in the delivery of our mission.
- **Communication**: We encourage dialogue and the freedom to have an open exchange of ideas for the common good.
- **Diversity**: We recognize and value diversity in its many forms as a representation of the richness of the human experience.
- **Excellence**: We set and model high standards for students and our faculty, staff, administrators, and community partners.
- **Innovation**: We strive to be a creative and inquisitive community based on the pursuit of knowledge, wisdom, and discovery.

## Strategic Goals

*Strategic Goal 1: Student Success Pathways: Trenholm State Community College will increase efforts to provide programs and services that enhance active learning to ensure achievement of students' educational and career goals.*

*Strategic Goal 2: Workforce Pathways: Trenholm State Community College will ensure that academic, career and technical degrees, certificates and credentials result in marketable student employment by strengthening career pathways, ensuring curricular relevance and expanding partnerships.*

*Strategic Goal 3: Transfer Pathways: Trenholm State Community College will provide clear and direct educational pathways by delivering flexible, relevant and quality transfer programs and related support services that result in a seamless transfer to four-year institutions.*

*Strategic Goal 4: Institutional Growth and Sustainability: Trenholm State Community College will maintain financial stability and expand infrastructure and technology to establish state-of-the-art learning environments that facilitate career development student success.*

# College Property and Building Inventory

## Existing Property

|                     |                            |
|---------------------|----------------------------|
| Total Site Area     |                            |
| Patterson Site      | 46 acres                   |
| Trenholm Campus     | 38 acres                   |
| <b>Total</b>        | <b>84 acres</b>            |
| Gross Building Area |                            |
| Patterson Site      | 138,493 square feet        |
| Trenholm Campus     | 136,124 square feet        |
| <b>Total</b>        | <b>274,617 square feet</b> |

**ALABAMA PUBLIC HIGHER EDUCATION FACILITIES INVENTORY  
FACILITIES INVENTORY**

INSTITUTION: H. Council Trenholm State Community College

TERM & YEAR: Fall 2017

PREPARED BY: Robert C. Allen, Jr.

TITLE: Director of Physical Plant

DATE PREPARED: 3-May-17

TELEPHONE NUMBER: (334) 420-4266

E-MAIL ADDRESS: rallen@trenholmstate.edu

| BLDG NO<br>(1)         | BUILDING NAME<br>(2) | FAC CODE<br>(3) | GROSS BUILDING AREA (SQ FT)<br>BY FUNDING CATEGORY |               |                 |                  |              |              | NET ASSIGNABLE BUILDING AREA (SQ FT)<br>BY FUNDING CATEGORY |                |                  |                   |               |               | OWNER CODE<br>(16) |   |
|------------------------|----------------------|-----------------|--|---------------|-----------------|------------------|--------------|--------------|---|----------------|------------------|-------------------|---------------|---------------|--------------------|---|
|                        |                      |                 | E&G<br>(4)   | HEALTH<br>(5) | HOSPITAL<br>(6) | AUXILIARY<br>(7) | OTHER<br>(8) | TOTAL<br>(9) | E&G<br>(10)   | HEALTH<br>(11) | HOSPITAL<br>(12) | AUXILIARY<br>(13) | OTHER<br>(14) | TOTAL<br>(15) |                    |   |
| <b>Patterson Site</b>  |                      |                 |  |               |                 |                  |              |              |   |                |                  |                   |               |               |                    |   |
| B                      | L. Wallace           | 3               | 13,297   |               |                 |                  |              | 13,297       | 11,887  |                |                  |                   |               |               | 11,887             | 1 |
| D                      | A. Brewer            | 8               | 8,952  |               |                 |                  |              | 8,952        | 8,377   |                |                  |                   |               |               | 8,377              | 1 |
| E                      | G. Persons           | 3               | 21,000   |               |                 |                  |              | 21,000       | 18,624  |                |                  |                   |               |               | 18,624             | 1 |
| F                      | C. Sparks            | 3               | 10,080   |               |                 |                  |              | 10,080       | 8,430   |                |                  |                   |               |               | 8,430              | 1 |
| G                      | F. Dixon             | 3               | 13,824   |               |                 |                  |              | 13,824       | 13,420  |                |                  |                   |               |               | 13,420             | 1 |
| H                      | B. Graves            | 3               | 11,504   |               |                 |                  |              | 11,504       | 10,937  |                |                  |                   |               |               | 10,937             | 1 |
| I                      | B. Miller            | 15              | 1,587  |               |                 |                  |              | 1,587        | 1,587   |                |                  |                   |               |               | 1,587              | 1 |
| J                      | W. Brandon           | 3               | 5,400  |               |                 |                  |              | 5,400        | 4,320   |                |                  |                   |               |               | 4,320              | 1 |
| K                      | T. Faulkner          | 3               | 5,472  |               |                 |                  |              | 5,472        | 4,427   |                |                  |                   |               |               | 4,427              | 1 |
| L                      | I. Mershimer         | 3               | 7,068  |               |                 |                  |              | 7,068        | 6,445   |                |                  |                   |               |               | 6,445              | 1 |
| M                      | Electronics          | 3               | 11,183   |               |                 |                  |              | 11,183       | 10,424  |                |                  |                   |               |               | 10,424             | 1 |
| N                      | Auto Body/Paint      | 3               | 19,194   |               |                 |                  |              | 19,194       | 18,946  |                |                  |                   |               |               | 18,946             | 1 |
| Q                      | AMTC                 | 3               | 9,932  |               |                 |                  |              | 9,932        | 9,699   |                |                  |                   |               |               | 9,699              | 1 |
| <b>Trenholm Campus</b> |                      |                 |  |               |                 |                  |              |              |   |                |                  |                   |               |               |                    |   |
| A                      | Administration       | 1               | 7,416  |               |                 |                  |              | 7,416        | 6,424   |                |                  |                   |               |               | 6,424              | 1 |
| B                      | Nursing              | 3               | 10,500   |               |                 |                  |              | 10,500       | 9,174   |                |                  |                   |               |               | 9,174              | 1 |
| C                      | Physical Therapy     | 3               | 3,808  |               |                 |                  |              | 3,808        | 2,579   |                |                  |                   |               |               | 2,579              | 1 |
| D                      | Student Center       | 8               | 5,428  |               |                 |                  |              | 5,428        | 5,246   |                |                  |                   |               |               | 5,246              | 1 |
| E                      | EMT                  | 3               | 8,473  |               |                 |                  |              | 8,473        | 7,256   |                |                  |                   |               |               | 7,256              | 1 |
| F                      | Student Services     | 1               | 8,650  |               |                 |                  |              | 8,650        | 7,257   |                |                  |                   |               |               | 7,257              | 1 |
| G                      | Auto Body            | 15              | 9,240  |               |                 |                  |              | 9,240        | 8,778   |                |                  |                   |               |               | 8,778              | 1 |
| H                      | Medical              | 3               | 10,606   |               |                 |                  |              | 10,606       | 8,386   |                |                  |                   |               |               | 8,386              | 1 |
| I                      | Childcare            | 3               | 3,369  |               |                 |                  |              | 3,369        | 2,556   |                |                  |                   |               |               | 2,556              | 1 |
| J                      | Allied Health        | 3               | 12,045   |               |                 |                  |              | 12,045       | 11,824  |                |                  |                   |               |               | 11,824             | 1 |
| L                      | Learning Resources   | 1               | 30,000   |               |                 |                  |              | 30,000       | 26,320  |                |                  |                   |               |               | 26,320             | 2 |
| K                      | JDEC                 | 1               | 6,383  |               |                 |                  |              | 6,383        | 5,790   |                |                  |                   |               |               | 5,790              | 1 |
| GH                     | Green House          | 15              | 3,158  |               |                 |                  |              | 3,158        |   |                |                  |                   | 3,158         | 3,158         | 1                  |   |
| AE1                    | Maintenance          | 15              | 768  |               |                 |                  |              | 768          | 700   |                |                  |                   |               | 700           | 1                  |   |
| M                      | Mobile Hwy Property  | 15              | 16,280   |               |                 |                  |              | 16,280       | 15,800  |                |                  |                   |               |               | 15,800             | 1 |
|                        | TOTAL                |                 | 274,617  |               |                 |                  |              | 274,617      | 245,613   |                |                  |                   |               | 3,158         | 248,771            |   |



**ALABAMA PUBLIC HIGHER EDUCATION FACILITIES INVENTORY  
INVENTORY OF SPACE BY CATEGORY - PART B**

INSTITUTION: H. Councill Trenholm State Community College TERM & YEAR: Fall 2017  
 PREPARED BY: Robert C. Allen, Jr. TITLE: Director of Physical Plant  
 DATE PREPARED: 3-May-17 TELEPHONE NUMBER: (334) 420-4266 E-MAIL ADDRESS: rallen@trenholmstate.edu

| BLDG NO                | BUILDING NAME       | OFFICE (3XX)<br>(NASF) | STUDY (4XX)<br>(NASF) | SPECIAL USE (5XX)<br>(NASF) | GENERAL USE (6XX)<br>(NASF) | SUPPORT (7XX)<br>(NASF) | HEALTH CARE (8XX)<br>(NASF) | UNCLASSIFIED (0XX)<br>(NASF) | SUBTOTAL COLUMNS 3-9<br>(10) | SUBTOTAL NONRESIDENTIAL SPACE PART A & B<br>(NASF)<br>(11) |
|------------------------|---------------------|------------------------|-----------------------|-----------------------------|-----------------------------|-------------------------|-----------------------------|------------------------------|------------------------------|--|
| (1)                    | (2)                 | (3)                    | (4)                   | (5)                         | (6)                         | (7)                     | (8)                         | (9)                          | (10)                         | (11)   |
| <b>Patterson Site</b>  |                     |                        |                       |                             |                             |                         |                             |                              |                              |  |
| B                      | L. Wallace          | 1,518                  |                       |                             | 3,294                       | 1,704                   |                             |                              | 6,516                        | 11,887   |
| D                      | A. Brewer           | 650                    |                       |                             | 2,249                       | 1,146                   |                             | 4,332                        | 8,377                        | 8,377  |
| E                      | G. Persons          | 1,768                  | 1,113                 |                             | 2,870                       | 461                     |                             | 1,113                        | 7,325                        | 18,624   |
| F                      | C. Sparks           |                        | 235                   |                             |                             | 55                      |                             |                              | 290                          | 8,430  |
| G                      | F. Dixon            | 269                    |                       |                             | 1,734                       | 1,749                   |                             |                              | 3,752                        | 13,420   |
| H                      | B. Graves           | 240                    |                       |                             | 544                         | 746                     |                             |                              | 1,530                        | 10,937   |
| I                      | B. Miller           |                        |                       |                             |                             | 1,587                   |                             |                              | 1,587                        | 1,587  |
| J                      | W. Brandon          | 1,368                  | 1,914                 |                             | 1,038                       |                         |                             |                              | 4,320                        | 4,320  |
| K                      | T. Faulkner         | 292                    |                       |                             | 667                         | 589                     |                             |                              | 1,548                        | 4,427  |
| L                      | I. Mershimer        | 97                     | 139                   |                             | 189                         | 271                     |                             |                              | 696                          | 6,445  |
| M                      | Electronics         | 254                    |                       |                             | 358                         | 746                     |                             |                              | 1,358                        | 10,424   |
| N                      | Auto Body/Paint     | 362                    |                       |                             | 3,281                       | 1,543                   |                             |                              | 5,186                        | 18,946   |
| Q                      | AMTC                | 704                    |                       |                             | 569                         | 244                     |                             |                              | 1,517                        | 9,699  |
| <b>Trenholm Campus</b> |                     |                        |                       |                             |                             |                         |                             |                              |                              |  |
| A                      | Administration      | 2,938                  |                       |                             | 2,148                       | 1,338                   |                             |                              | 6,424                        | 6,424  |
| B                      | Nursing             | 1,678                  |                       |                             | 2,287                       | 444                     |                             |                              | 4,409                        | 9,174  |
| C                      | Physical Therapy    | 194                    | 588                   |                             | 670                         | 78                      |                             |                              | 1,530                        | 2,579  |
| D                      | Student Center      | 255                    | 204                   |                             | 4,074                       | 139                     |                             |                              | 4,672                        | 5,246  |
| E                      | EMT                 | 887                    |                       |                             | 1,986                       | 398                     |                             |                              | 3,271                        | 7,256  |
| F                      | Student Services    | 2,027                  |                       |                             | 2,746                       | 714                     |                             |                              | 5,487                        | 7,257  |
| G                      | Auto Body           |                        |                       |                             |                             |                         |                             | 8,778                        | 8,778                        | 8,778  |
| H                      | Medical             | 662                    |                       |                             | 2,342                       | 342                     |                             |                              | 3,346                        | 8,386  |
| I                      | Childcare           | 719                    | 399                   |                             | 156                         |                         |                             |                              | 1,274                        | 2,556  |
| J                      | Allied Health       | 4,308                  | 724                   |                             | 2,106                       | 122                     |                             |                              | 7,260                        | 11,824   |
| L                      | Learning Resources  | 5,692                  | 4,621                 |                             | 6,325                       | 2,290                   |                             |                              | 18,928                       | 26,320   |
| K                      | JDEC                | 549                    |                       |                             | 600                         | 915                     |                             |                              | 2,064                        | 5,790  |
| GH                     | Green House         |                        |                       |                             |                             |                         |                             | 3,158                        | 3,158                        | 3,158  |
| AE1                    | Maintenance         |                        |                       |                             |                             | 700                     |                             |                              | 700                          | 700  |
| M                      | Mobile Hwy Property |                        |                       |                             |                             |                         |                             | 15,800                       | 15,800                       | 15,800   |
|                        | <b>TOTAL</b>        | <b>27,431</b>          | <b>9,937</b>          |                             | <b>42,233</b>               | <b>18,321</b>           |                             | <b>33,181</b>                | <b>131,103</b>               | <b>248,771</b>   |

## Institutional Needs

The facilities master planning at Trenholm State Community College is still evolving in light of the College's accreditation by SACSCOC and its new status as a community college. What follows is a preliminary expression of needs as they pertain to launching of new educational programs and/or enhancing/revamping of existing programs offered at the two campuses of the College in Montgomery.

### **Expansion of General Education and Liberal Arts Curriculum**

With SACSCOC accreditation and effective curriculum expansion, Trenholm State will gain momentum as a viable source of academic transfer students for four-year colleges and universities in south-central Alabama. As area residents begin to realize the economic and academic preparation benefits of attending Trenholm State Community College for lower division baccalaureate studies, the general education /liberal arts academic transfer components of the College will grow without boundaries.

In less than four years after achieving SACSCOC accreditation, the former Ayers State Technical College, another Alabama two-year technical college then, doubled its student population. Even though Ayers did not become a community college after achieving this accreditation, 45% of its students enrolled to take general education transfer courses. Trenholm should expect to enjoy the same impact in central Alabama. Since achieving SACSCOC accreditation in 2014, the College has already experienced an increase in student head count and credit hours. As of Fall 2016-Summer 2017, the College had an 18.6% increase in unduplicated headcount and a 9.1% increase in credit hours respectively. As Trenholm State gains momentum as a viable source of academic transfer students for Alabama State University, Auburn University at Montgomery, Troy University at Montgomery, Faulkner University, Huntingdon College and other four-year institutions, this component of the College will continue to grow without boundaries. Through articulation agreements with local four-year institutions of higher education, the College will make arrangements to offer additional General Education courses in Social and Behavioral Sciences, Humanities and Fine Arts, and Mathematics and Natural Sciences. The College has obtained necessary regulatory agency approvals **to offer Associate in Arts (A.A.) and Associate in Science (A.S.) degrees in Liberal Arts** to fulfill its new college transfer mission; Title III/SAFRA grant funds would be needed to acquire the necessary personnel and resources for implementation of the same.

### **Health Services Occupations**

There is an acute shortage of specialized allied health technicians at all levels of training in Alabama. This shortage is aggravated by the unbalanced distribution of health service workers and intensified by continuing medical advances requiring, in turn, higher levels of specialization and responsibility by all allied health professionals. The proportion of counties within the state designated as health care shortage areas is among the largest nationwide. Based on its assessment of local needs, the College has identified the following new allied health programs it needs to pursue.

**Upward Mobility in Nursing from LPN to RN Level:** Employment of registered nurses is expected to continue to grow for years to come, and, because the field is very large, many new jobs will result. In fact, registered nurses are projected to create the second largest number of new jobs among all occupations. The Practical Nursing program needs addition of a bridge curriculum for upward mobility to Registered Nurse program. When offered, the RN program, just as the current LPN program, will need to be accredited by the Accreditation Commission for Education in Nursing (ACEN) (formerly the National League for Nursing Accrediting Commission). Plans are underway to hire personnel and to reappportion resources to bring this new program on line by Fall 2018.

**Health Information Technology:** To be accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM). Only graduates of CAHIIM-accredited programs are eligible to take the national examination to become a Registered Health Information Technician (RHIT).

**Occupational Therapy Assisting:** Of the 150 best “[recession-proof jobs](#)”, Occupational Therapy ranks number 18. Occupational Therapy (OT) is a health and rehabilitation profession that helps patients gain independence in their lives despite disabilities. The neighboring Alabama State University offers a Master of Science in Occupational Therapy. Trenholm State would like to offer an associate degree program in Occupational Therapy Assisting (OTA), upon completion of which the graduates may sit for the national certification examination for the occupational therapist administered by the [National Board for Certification in Occupational Therapy \(NBCOT\)](#). OTA’s may transfer those credits toward a bachelor’s degree, and then enroll in the master’s program in OT at ASU. The College’s program will need to be accredited by the [Accreditation Council for Occupational Therapy Education \(ACOTE\)](#).

**Clinical Laboratory Technician:** Job opportunities are excellent and are expected to grow faster than average as the volume of laboratory tests continues to increase with both population growth and the development of new types of tests. In cooperation with the baccalaureate-level Medical Technology program at Auburn University in Montgomery, Trenholm State is proposing to offer an associate degree program for CLT jobs.

**Respiratory Therapy:** There is strong employer demand for this relatively new, multi-disciplinary field in health care; Respiratory Therapist (RT) shortages have led some hospitals to pay for students' schooling if they contract to work for the hospital upon graduation. Job opportunities are very good, especially for RTs with cardiopulmonary care skills or experience working with infants. When offered, the program will need to be accredited by the Commission on Accreditation for Respiratory Care. Plans are underway to hire personnel and to reappportion resources to bring this new program on line by Fall 2018.

**Surgical Technology:** Entry-level positions are available locally in operating rooms and ambulatory surgery facilities for surgical technologists to work under medical supervision to facilitate the safe and effective completion of invasive surgical procedures. Application of sterile and aseptic technique will need to be emphasized so that program graduates can ensure that the operating room environment is safe and equipment functions properly. Upon program completion, graduates must become eligible to write the certification examination given by the

National Board of Surgical Technology and Surgical Assisting to become a Certified Surgical Technologist.

**Renal Dialysis Technician:** This two-semester program will prepare students for employment as a renal dialysis technician (RDT) for people with kidney failure. In the healthcare field locally, RDTs are in demand and program graduates will be able to easily find employment in hospitals and in freestanding dialysis centers.

**Optician-Vision Care:** Employment opportunities are expected to increase in Optician-Vision Care due to growth in public awareness of the importance of good eyesight, the availability of vision screening programs, and the aging population. Students in the program will learn how to design eyewear fit and adjust eyeglasses, and assist patients in the selection of frames and lens materials. In addition, the program will prepare them to perform preliminary eye examinations and educate patients about contact lens selection, use and care.

**Cardiovascular Technology:** The continuing demand for cardiovascular technologists (CVTs) indicates exceptional employment possibilities. The projected growth is attributed to an increase in cardiovascular disease and the aging population. This program will present the theoretical concepts and clinical applications of procedures used to diagnose and relieve the symptoms of cardiac pathologies. Program applicants may select either the invasive (Cardiac Cath Lab) or noninvasive (Echocardiography) subspecialty. After the first year of general CVT courses, each subspecialty will focus on its unique curriculum.

**Associate in Science in Biotechnology Track:** In cooperation with the Center for Nanobiotechnology at Alabama State University, a neighboring four-year HBCU, the contemplated Associate in Science degree program in Biotechnology at Trenholm State will teach students basic and advanced molecular biology laboratory techniques and practices. Students will learn skills to work with nucleic acids (DNA and RNA) and proteins. Laboratory experiences will prepare students to further their careers and education in biotechnology.

**Enhancements in Existing Allied Health Programs:** In Nursing Assisting we need an upward mobility option for Certified Nursing Assistants to enroll in the Practical Nursing program upon graduation. In Dental Assisting program, we need to develop a track for dental offices administrative assistant training, and a dental hygienist assistant option need to be considered. The Emergency Medical Technology program needs curriculum enhancements to incorporate Fire Technology, Security, and other public safety options.

### **Trades and Industrial Technologies**

During the past decade Alabama has become one of the fastest growing states in automotive manufacturing and employment growth is expected to continue for some time to come. Specifically, the prospects for continued job growth in the River Region are excellent with the location of Hyundai Motor Manufacturing of Alabama in Montgomery and other automotive plants within 100 miles of the College, along with their numerous automotive supplier industry plants. The College must continue to strengthen its existing associate degree program in **Automotive Manufacturing Technology**, which encompasses *Industrial Robotics*.

**Engineering Technology:** The growing importance of technology requires trained engineering technology professionals to design, maintain, troubleshoot, and repair equipment and systems. The contemplated Associate of Science in Engineering Technology program will prepare students to pursue opportunities in a wide range of industries including manufacturing, hospitals, laboratories, government, and many other industrial sectors, with focus on the practical and useful application of fundamental engineering tools and techniques to solve technology problems. When offered, the program must be accredited by the Engineering Technology Accreditation Commission of ABET. The program would offer options in *Manufacturing Execution System (MES)* - a natural progression of industry from advanced manufacturing to world-class, competitive manufacturing systems, and *Nanotechnology* - further out step up for electronics and mechanical fields and strong support of pre-engineering programs;

**Additive Manufacturing:** Three-dimensional printers are revolutionizing industry. 3D printing, otherwise known as additive manufacturing, is poised to revolutionize engineering and manufacturing, and students with practical knowledge using the devices will be able to get a craft a high-paying job in a variety of technology sectors. The economic outlook for additive manufacturing is so bright that the federal government has established the National Additive Manufacturing Innovation Institute to help train the workforce in additive manufacturing techniques. Through its vast array of existing programs in technology, Trenholm State has the necessary infrastructure in place to be able to offer training in this burgeoning new industry, given the necessary financial support from Title III/SAFRA grant for procurement of specialized faculty and equipment resources.

**Energy Efficiency Technology:** Trenholm State has had experience in implementing an entry-level Energy Efficiency and Solar Energy Technician training program through an externally-funded grant program. Through Title III/SAFRA grant support, the College is now poised to offer an ongoing associate degree curriculum whereby students would gain experience with cutting-edge technology, energy measures and conversions, and their use in the sustainability of facilities. The material covered will benefit students who are or want to become a NABCEP-certified solar energy installer, an energy manager, energy auditor, commissioning agent, LEED accredited professional, or measurement and verification specialist.

**Apprenticeship in Technology:** With proper documentation of eligibility credentials and registration of apprenticeship plans with the U. S. Department of Labor's Apprenticeship Bureau, Trenholm State would like to develop and implement a plan for awarding academic credits toward associate degree for apprenticeships in eligible technical fields.

**Supply Chain Management/Transportation/Logistics:** The projected employment outlook in the field of supply chain management is optimistic. Employment of logisticians is expected to grow in industry and in government because supply and distribution systems have become increasingly complex, and important, in the global economy. The program's Logistics courses may develop skills needed for a successful career in transportation or distribution; Materials Management courses may prepare students for purchasing, inventory or production control positions; and Quality Management coursework may provide instruction in Six Sigma Green Belt. This field is particularly suited for this geographical region because of the recent

establishment of new automotive manufacturing plants and growth of automotive supplier industry in Alabama.

**Existing Technical Program Upgrades:** The rapidly growing trend toward the need for multi-craft technicians in many different operating environments will have a major impact on the traditional Industrial Maintenance Technology. In Drafting and Design Technology, more emphasis is needed on Solid Modeling and complete elimination of all manual drafting. In Graphics Technology, the need has been expressed to increase Web Graphics curriculum content; co-op offset printing and screen printing courses; and, develop C26 certificate programs in non-linear video editing, screen printing, offset printing, web graphics, and game graphics development. In Machine Tool Technology, we need to add Tool and Die Repair and Extrusion/Stamping courses.

### **Service Occupations**

**Expansion of Existing Information Technology (IT) Program:** The United States Air Force is largely to thank for the region's optimistic outlook. When the Standard Systems Group opened its doors at Montgomery's Gunter Air Force Base in the early 70s, it attracted numerous defense systems developers and engineering talents. The infusion of federal dollars and talent quietly spawned a billion dollar industry from computer systems sales and service to a software engineering prowess. Such programs now provide the infrastructure for a global network of personnel, hardware, software, and virtual capability, and it supports the most dominant air power in the world. The demand for Information Technology (IT) security workers locally is large and growing. Trenholm State is ideally suited to expand its IT curriculum to include *cyber security*.

The demand for IT workers locally --beyond the needs of the Air Force- is large and growing. Technical support jobs are in demand by both IT and non-IT companies alike. E-business and interactive media are not only stealing headlines and dominating the business press. Demand for workers with web-related talents is now almost 13 percent of all IT jobs. Fifty percent of all jobs are in the two positions that exist in almost every organization--technical support and network administration. While database development and software engineering positions occur in only a portion of firms, they represent 20 percent of new IT positions.

**Geographic Information Systems (GIS):** Individuals with proficiency in Geographic Information Systems (GIS) are in great demand. GIS is increasingly being recognized as a science utilizing basic software skills for solving computational problems in science and engineering. The employment prospects in the GIS field are extremely bright. Trenholm State has made it a strategic priority to help open this new frontier of opportunity for those interested.

**Financial Services:** Through this program, students may begin their business career by learning accounting and financial principles for employment in banks, credit unions, insurance and consumer finance companies, and corporate finance departments. This program will equip students with the skills and knowledge for entry-level financial services positions. Program graduates will have a solid foundation for a range of career opportunities within the financial

industry, including credit specialist, insurance sales agent, customer service representative and loan specialist.

**Entrepreneurship:** Students enrolled in various associate degree programs at Trenholm State need to be provided adequate entrepreneurship knowledge to succeed in the business world. Such training should be geared to students interested in starting their own, or assisting with, a small or family-run business. Topics covered may include customer discovery, Lean Startup methods, traditional business plans, and other related learning experiences.

**Enhancements in Child Care curriculum:** A vast majority of the caregivers currently in the field are working toward baccalaureate degrees in response to higher credentialing standards as well as the demand for universal pre-Kindergarten education. As a result, more preschool programs will be filled by novice teaching personnel who would later require additional professional development opportunities. Trenholm State must be poised to provide just such opportunities, whenever needed.

## Growth Forecast

Enrollment Growth is projected to be from about 1,700 students in 2016 to 3,000 students in 2020. The final count may well approach 5,000 students by the year 2025. Every aspect of Montgomery, the Capital City, with a population of over 225,000, is experiencing record growth and there is potential for even more new development, especially when one considers the fact that over 350,000 people live in the Montgomery metropolitan statistical area (MSA), which encompasses Autauga, Elmore, Lowndes, and Montgomery counties.

In addition to anticipated exponential growth in its General Education/Liberal Arts offerings, the College expects significant enrollment growth in Manufacturing Technology, Industrial Systems/Industrial Engineering Technology, Health Services, Business and Information Technology, and Short-Term Industry Training. The need for short-term workforce development programs in the local region is acute. The advent of Hyundai and tier one and tier two suppliers increases the need for a trained workforce in central Alabama. Additionally, current employees seeking advancement and higher pay will flock to the automotive industry leaving an increased need to "back fill" jobs for local employers.



## Facilities Renovation and Construction Needs

Additional space must be provided if the College is to keep pace with the anticipated increases in enrollment which will result from the planned implementation of new programs/courses and expansion of existing programs. The proposed renovation and construction projects will allow the College to be fully functional and help create a campus environment conducive to the long-term success of this educational enterprise. More specifically, meeting the renovation and construction needs outlined herein would help improve campus arrival and first impressions; accommodate enrollment growth; maximize existing space utilization; preserve future growth options; more effectively integrate educational technology into classrooms and beyond; improve functional relationships among basic services for which students currently have to go all over a campus or between campuses; and, alleviate facilities-related constraints that hamper needed change in curricular offerings and services.

### **General Education Classrooms Facility**

A 60,000 square feet General Education Classrooms building needs to be constructed to accommodate the anticipated additional courses and curricula in transferable liberal arts and general education, including the humanities, math and sciences, languages, social sciences, arts and music. Media setups in these classrooms would facilitate teleconferencing of classes between the campuses and between the College and its partners, whether those partners are K-12 schools, universities, or businesses.

### **Computer Information Systems and Office Systems Technology Center**

A 15,000 square foot facility to teach Office Administration, Accounting, Computer Information Systems and the CISCO Academy curricula. All of these are existing programs that are viable but in dire need of expansion and enhancements to attract the newer generations of students. The quality of the training environment will have a great impact on the successful growth of the IT offerings, so the environment for these programs needs to be a showcase. Industry hiring of Trenholm graduates is the key to generating expanded enrollments. The Computer Information Systems Program will need stand-alone network labs, with built-in flexibility for reconfiguration as needed, to be able to teach CISCO, Microsoft Servers, and Oracle classes concurrently without creating impacts on each other or on the College's network.

### **Allied Health Occupations Building**

An 80,000 square foot building is needed to fully accommodate the existing as well as the contemplated new programs in nursing and allied health occupations. Trenholm State has already established itself as an area leader in training practical nurses, dental assistants, nursing assistants, medical assistants, phlebotomists, billing and coding technicians, emergency medical service technicians and paramedics, radiologic technicians and diagnostic medical sonographers. The College is being constantly urged by area hospitals, clinics, and doctors' offices to offer training in other emerging high-demand health occupations. Most notable is the need for an Associate Degree in Nursing (ADN) curriculum to train Registered Nurses as an upward extension of the existing LPN program.

## **Personal Care Services Complex**

A 20,000 square feet Complex is being contemplated to house the existing Cosmetology, Manicure/Pedicure, and Massage Therapy programs for training as well as comprehensive services as a day spa to the College community. The Complex would include a Therapeutic Massage Clinic and an Esthetic (skin care) Clinic as revenue-generating clinical experiences for the students of those respective programs as well as three (3) cosmetology labs, a nails lab, a barbering lab, and bath facilities. Possible land acquisition would be a 3+/- acre parcel of land southeast of the Patterson Site shown on Appendix 1.

## **Culinary Arts Center**

The College plans to build a new state-of-the-art Culinary Arts Center with training and conference facilities that would enable our program graduates to compete in the global market place in the culinary/hospitality industry. The facility would include a 300 seat dining room, five (5) kitchens that would include a demonstration kitchen and a private dining room to seat 50 people. The new kitchen training laboratories in the facility would help provide increased hands-on activities for a significantly larger number of students enrolled in the program. Adequately equipped kitchen labs will allow more community involvement with specialized and life-long learning courses in culinary arts, and teaching dining room facilities will be open to the public on a scheduled basis. The kitchen labs would be designed for production as found in operating food establishments as well as for instruction, demonstration and practice. The teaching dining facility will afford students the opportunity to hone production and presentation skills. Upper-level culinary students would work under skilled chef instructors to learn how to create a world-class dining experience for patrons. This is significant to the Montgomery SMA in light of the ever-increasing global presence related to automotive supplier industry and the Air Force. Currently the College is leasing space in a building in downtown Montgomery, but there are problems with the building and the rent is cost-prohibitive on a long-term basis.

## **Truck Driving Training Facility**

The College needs a new Truck Driving Training Facility on about 10 acres of outdoor lighted driving range, with classrooms, offices and amenities to accommodate the student growth. It would be also used to perform third-party testing for the State of Alabama. Current facility is small and the College would be well served to build its own facility instead of continuing to lease one at a substantial cost year after year. Possible land acquisition would be a 12+/- acre parcel of land southeast of the Patterson Site shown on Appendix 1.

## **Community Services, Adult and Continuing Education Center**

A key aspect of the community college mission is to serve the community in ways that will enrich the quality of life for its citizens. Fulfillment of this mission can be attained through a Community Services, Adult and Continuing Education Center. Trenholm State is involved in offering postsecondary "second chance" educational opportunities to students who are predominately disadvantaged; who previously have done only marginally successful work in high school; whose educational and career goals are not well-focused; whose aspirations and

abilities are not well-matched; and whose scores on tests of academic ability as measured by standardized instruments are well below the national average for college students. Therefore, many are not prepared for high-tech jobs or increased productivity. Of necessity, significant developmental work with these individuals and supportive services are required before occupation-specific instruction can be successful. Such non-traditional adult students require new delivery mechanisms and environments to support their learning needs, which have heretofore remained unmet via the standard teaching mechanisms of the past; more advanced, electronic delivery systems utilizing multimedia and virtual images need to be incorporated into learning materials, requiring different classroom designs than those currently exist.

The Alabama Community College System's initiative to integrate all levels of adult education onto the college campus brings great benefit to the community and provides a seamless path for students to evolve beyond the GED to college-level education. These students need an identifiable and separate center to motivate their feelings of self-importance to the college community. Building the esteem of these students, while providing them the gateway to future success at a high level, including potential for moving on to a university program, is a critical aspect of the community college opportunity. This opportunity should be celebrated with a dedicated facility for these students. These facilities may also be well utilized in high level non-credit professional development for incumbent professionals.

### **Auditorium and Performing/Creative Arts Center**

Our newly developing community college needs a 3,000 -seat auditorium combined with meeting rooms, lecture halls and offices. This facility may be used for faculty and staff professional development, student graduation, and other events, along with usage at a nominal fee by community organizations and companies located within driving distance of the College. One potential location is the property north of the college on Air Base Blvd shown on Appendix 2. This property could also accommodate Culinary Arts.

The fine and performing arts are an integral component of a community college. With the expansion of general education and the availability of academic transfer courses, provision will have to be made for performing opportunities for art, music, and drama students. A Fine and Performing Arts Building is needed to provide a variety of performance spaces and include classrooms, as well as practice labs and studios essential to meet the various instructional needs of the programs to be offered. The building would incorporate Special Event Space with a lobby designed to give Trenholm State Community College a dynamic space for banquets, receptions, recognition/award events, and town/gown social events, including striking spaces in which to host recruitment events for prospective students. The College's service to the community will be enhanced by having a venue to host business expos, speakers, artists, and other guests of interest drawn to the Center, contributing to the perception of Trenholm State as a community resource.

### **Student Activity/Testing Center**

Growth in the number of students attending classes will generate the need for convenient lounge areas for student socializing, refreshments, and wireless computer access. Students need an area

to have lunch or just have some down time between classes. We need a Student Activity/Testing Center, equipped with several recreational pieces such as pool tables, ping pong tables, big screen televisions and video gaming systems. The facility would also serve as a testing center for current and prospective students. The center can facilitate various certification testing for programs at the college and for other disciplines. Renovations to buildings C and D would be required to accommodate this center.

### **Sports Complex**

The evolving Trenholm State Community College needs a Sports complex that includes a fitness/wellness center, baseball, softball, soccer fields, tennis courts, volleyball and intramural courts, and outdoor as well as indoor basketball arenas. A 30,000 square foot gymnasium for tournament and intramural sports would be desirable in order to promote healthy and active lives with the promise to help balance the College's demanding academic culture with community-building, athletics, and recreation and serve to enrich the lifestyles of faculty, staff, students, alumni and guests. The majority of the financial support for the Sports Complex would come from fees paid by students through the Student Activity Fee.

### **Patterson Site Gateway**

A majority of the campus population arrives to campus via its roadways, and thus the first impression of the campus is experienced from the road access points. First impressions make lasting impressions. As prospective students and visiting industries arrive on campus, the entranceway creates a lasting impression about the quality of the institution. The entrance serves as the gateway to the students' future; they want the gate to be attractive because they want their future to be attractive.

The College has recently completed improvements to the visual and physical elements associated with the gateway to the Patterson Site. Large, professional, market impacting signage has been installed. In coordination with the Alabama Department of Transportation (ALDOT) and other appropriate local and federal agencies, work was completed on limiting access to the campus through other existing entryways except from a new entrance that was developed at the first traffic light on Troy Highway. As completed, this new entrance road would also directly connect the Patterson Site to the shopping center on the other side of Troy Highway.

## **Patterson Site Face-Lift and Upgrading of Aged Buildings**

Over 50 years old, the Patterson Site has continued to grow and expand, but its age is showing in many areas, both internally and externally. While deferred maintenance needs have been addressed significantly during the last few years, a lot remains to be done. The College has invested in internal renovations and upgrades, and now it is time to improve some of the external facades of the older building on campuses. These may include masonry enhancements, color, and/or other improvements. Several of the academic buildings on that site need re-roofing or, preferably, re-structured gabled roofs to provide a long-term solution to this problem. Newer, more energy-efficient HVAC units must be installed in several buildings. New or improved ventilation systems need to be installed in many shop areas. Ceilings need to be lowered and modern fluorescent lighting installed in many shops. Most all shop areas need new window coverings, with paint removed from glass everywhere for visibility to the outside world. Specific renovation projects to be undertaken at the Patterson Site to alleviate the immediate space-related needs of existing programs include the following:

Renovation of Building B to include eight (8) general education classrooms – Completed July 2017

Renovation of former Warehouse building for Auto Collision Repair Program – Completed September 2016

Renovation of Building D for Auditorium and new façade – Completed July 2017

Renovation of South portion of Building E for additional CIS classrooms; scheduled start date is April 2018

Renovation of Building J for Adult Education and Computer Lab; scheduled start date January 2020

Renovation of Building K for Graphics Arts; scheduled start date is December 2017

Renovation of Building M for Electricity and Electronics Technology; scheduled start date is April 2018

With significantly greater numbers of night students on campus, parking and lighting will become increasingly important. Lighting and parking were significantly improved in a 2017 facilities project recently completed. However, the College daytime student population growth will place more demands upon traffic flows and parking facilities. For better connectivity, the College plans to run a new street from behind Building J all the way to the street in front of Building Q. The College will limit vehicle traffic between buildings J, K, L, and H to deliveries only for student safety.

## A Broader Vision of an Expanded Campus

In the preceding Section we have outlined the emerging community college's programmatic needs, as well as the physical facilities needed to meet those programmatic needs. The new facilities described therein would need to be located on land presently owned by and located at either of the existing sites of Trenholm State Community College. However, the College is landlocked at both locations and have certain physical constraints peculiar to each site that must be overcome if we want to construct more structures thereupon. In as much as we are conceptualizing a detailed roadmap for a revamped and very comprehensive Trenholm State Community College in the River Region, we believe it behooves us to explore all available options for exact locations of planned new facilities that would satisfactorily serve the generations to come.

The physical boundary of Trenholm Campus -- the main campus -- was extended a few years back to include some buildings on Mobile Highway, which was then designated by the federal government as the 'Selma-to-Montgomery National Historic Trail', a 'National Scenic By-way' and an 'All-American Road.' The College was instrumental in creating a renaissance of sorts as it pertained to economic development and community resurgence in west Montgomery community, and then the process was stopped. **One option** is for the College to resume that original initiative. Under this scenario, we propose to procure basically all available properties and vacant land along both sides of Mobile Highway between Edgemont Avenue and Caffey Drive, as well as properties facing the existing campus on the opposing side of Air Base Boulevard, and **develop a comprehensive community college campus on and around the existing Trenholm Campus.**

**Second option** is to leave all existing buildings in operation at wherever they are on the two existing sites but **erect all new buildings at a proposed new site at Exit 170**, just about a block south of where Interstate 85 merges with Interstate 65 in Montgomery. This site along both sides of West Fairview Avenue has excellent visibility and accessibility from all parts of the River Region; it has the potential to create positive impressions on traveling publics from far and near along the two Interstate highways; it is perceived as an extension of the Alabama Black Belt region; and, it can justifiably be considered as a mere eastwardly extension of the existing Trenholm Campus—a significant point when one considers the fact that the substantial federal Title III-B (HBCU) grant funds that the Trenholm Campus receives each year because of its original designation as one of the nation's Historically Black Colleges and Universities (HBCUs) can only be spent on the HBCU campus or its thereabouts. South side of Exit 170 along West Fairview Avenue is the location of the brand new Carver High School. A vacant piece of land that was formerly the site of Barber's Dairy is available in front of the high school, which would prove to be an ideal site for an academic building of Trenholm State. On the north side of West Fairview Avenue is a large track of underutilized land that may be purchased for other academic buildings of the College. Also, it may accommodate the Culinary Arts Center, the Performing Arts Center, and general parking on adjoining lands.

**Third option** is to purchase property to the north of the campus and erect new buildings and renovate current buildings on the new property. This property could be used for the 3000 seat auditorium combined with meeting rooms, lecture halls and offices. The property can also

accommodate the Culinary Arts program and additional parking areas. Appendix shows the location of this property and possible locations of buildings.

## Facilities Preventive Maintenance and Custodial Plan

Objective: The objective of this plan is to maximize the life and service of the physical assets of H. Councill Trenholm State Community College (hereafter referred to as the College) through an active program of preventative maintenance in order to reduce unexpected failures and avoidable replacements/ major repairs as well as to reduce overall maintenance costs. This plan also provides for adequate, safe and clean facilities with appropriate supporting utilities for classrooms, laboratories/shops, offices, restrooms, and meeting rooms.

Definition: As with any institution, private or public, the maintenance of inclusive buildings, equipment, and grounds typically falls into three categories: routine, preventative, and deferred. While there often may occur some overlap among these, the plan deals specifically with preventative maintenance, as the other categories of maintenance are covered in other procedural documents and are in full and effective operation. All buildings, facilities, equipment, appliances, machines, utilities, vehicles, furniture, and grounds owned and/or operated by the College are included under the plan.

Scope: The College encompasses approximately 280,000 square feet of usable space on 90 acres of property allocated among five sites in Montgomery, Alabama. The Trenholm campus is situated at 1225 Air Base Blvd., where the main administrative offices, library, student support functions, and classrooms/facilities for a number of the specialized training programs are located. The Patterson Site is at 3920 Troy Highway and consists of additional administrative offices and classrooms/facilities/shops for a wide variety of technical training programs, continuing education, and training for business and industry. The third component of the College is a Truck Driving Center located at 5420 Troy Highway, where certified large truck driving instruction is conducted. The fourth component of the College is a Cosmetology Center at Brewbaker Boulevard. The fifth component of the College is GED and adult education located at Lake Street.

### **RESPONSIBILITIES:**

- A. President of the College:** Approves the plan and authorizes its implementation.
- B. Dean of Finance and Administrative Services:** Provides sufficient budgetary support and funding to implement the plan. Executes the plan, except for those aspects dealing with computer systems and technology, through the Physical Plant Director. Performs the macro level evaluation of the plan, as specified below. Provides quarterly status reports and annual evaluation reports to the President.
- C. Assistant Dean for Information Technology and Campus Security:** Executes this plan in all matters dealing with computer systems and technology. Makes necessary changes to the LAN-Based Work Order System to support the plan. Provides macro level evaluative inputs, as requested, to the Dean of Finance and Administrative Services.



Submits quarterly status reports to the President, with copies to the Dean of Finance and Administrative Services and the Physical Plant Director.

- D. Program Coordinators:** Assist with periodic inspections and the identification of servicing requirements of facilities and equipment peculiar to their programs of instruction. The active involvement of Program Coordinators is particularly crucial to the success of this plan.
- E. Contractors:** Perform duties and actions under the plan relative to the facilities and equipment they are contracted to maintain.
- F. Staff, Faculty, and Students:** Assist with and facilitate the execution of the plan as it applies to respective functional areas.
- G. Physical Plant Director:** Prepares this plan and serves as the overall coordinator for its execution. Establishes inspection and servicing schedules. Assures that the plan is up-to date, accrues data on checklist completion and resolution of discrepancies, and provides quarterly status reports to the Dean of Finance and Administrative Services. Oversees the campus-wide application of the LAN-Based Work Order System and determines needed updates to incorporate provisions of the plan. Monitors and assesses the activities of contractors in relation to this plan. Maintains inspection records as appropriate and/or according to the guidelines of the above references. Disseminates the approved plan throughout the College.

#### **CONCEPT OF OPERATIONS:**

- A. Preventative Maintenance Program.** The Preventative Maintenance Program constitutes a system of scheduled inspections of the College's physical assets, periodic servicing of those assets, and minor adjustments/repairs and routine replacement of parts, e.g., seals, filters, hinges, fan belts, locks, faucets, etc., as warranted. In addition to problems and discrepancies noted through normal channels, i.e., custodial staff, grounds personnel, Program Coordinators, supervisors at all levels, faculty and students, the main vehicle of program execution, coordination, and tracking will be the LAN-Based Work Order System. This on-line system embodies automatic tracking, analysis, reporting, and archiving components.
- B. Team Approach.** An integral feature of the Preventative Maintenance Program is a team approach involving all College personnel. Any faculty, staff, or student who observes or identifies a maintenance problem or concern is obligated and encouraged to notify the Physical Plant Director by email [rallen@trenholmstate.edu](mailto:rallen@trenholmstate.edu) by telephone (334) 420-4266, in writing or, preferably, through the on-line Work Order System. In the case of maintenance issues related to computer systems and technology, contact the Dean of Finance and Administrative Services at (334) 420-4252.
- C. General Inspection/Service Checklist.** A general inspection/servicing checklist has been developed to be used in conjunction with the plan (Appendix

4). Completed checklists will be reviewed by the Physical Plant Director and/or the Director of Information Technology, and appropriate measures will be taken for any discrepancies noted. Recurring discrepancies will be tracked to determine the advisability of the more extensive routine and/or deferred maintenance options. Completed checklists will be kept on file for one year, except for vehicle inspection checklists which are addressed separately below.

**D. Vehicle Inspection/Servicing Checklist.** A vehicle inspection/servicing checklist is provided in Appendix 5. The College is required to keep completed vehicle checklists on file for three years.

**E. Computer Systems and Technology Checklist.** The plan presently does not include a specific checklist for this area. If at such time it is deemed necessary to have a separate checklist to address mainframe, network, and other MIS assets, it will be developed and implemented by the Assistant Dean for Information Technology and Campus Security.

**F. Frequency of Inspections/Servicing.** For vehicles, the frequency is dictated by mileages as noted on the checklist. For other property, the checklist will be completed quarterly, or as otherwise announced by the Physical Plant Director and/or the Assistant Dean for Information Technology and Campus Security, as appropriate.

**G. Program Evaluation.** Execution of this plan will be evaluated on several levels. Checklist evaluation (Items 1 and 2 below) will be accomplished by the Physical Plant Director and the Assistant Dean for Information Technology and Campus Security for their respective areas. Evaluation results will be included in their status reports. The macro-level evaluation (Items 3, 4, and 5) will be performed by the Dean of Finance and Administrative Services and reported to the President annually.

#### **Macro-Level Evaluation:**

1. Timely completion of checklists. The desired standard is 100%.
2. Follow-up and resolution of discrepancies noted. The standard is 95%.
3. Improved life and service of capital assets and major equipment, as determined by comparisons to a base line established from past experience/data. The standard is any positive change.
4. Reduction in asset failures and replacements/major repairs during the expected service life of those assets, as determined by comparisons to a base line established from past experience/data. The standard is any positive change.
5. Reduction in overall maintenance costs, as determined by comparisons to a base line established from past experience/data. The standard is any positive change.

## **Maintenance Duties and Checklist**

### **Maintain Primary Power Distribution System:**

1. Inspect power poles for soundness and quality.
2. Inspect pole guide wires for proper tension and tightness.
3. Inspect high voltage lines for proper tension.
4. Inspect all wire connections to insure tightness.
5. Inspect wire insulators for proper operation.
6. Inspect lightning arresters for proper operation.
7. Inspect transformers for proper operation.
8. Inspect switches for proper operation.
9. Replace defective switches when necessary.
10. Repair or replace any defective parts.

### **Maintain Secondary Power Distribution System:**

1. Inspect main and secondary power distribution panels for proper operation.
2. Insure all electrical plates and covers are in place.
3. Inspect electrical motors for proper operation.
4. Inspect switch gear for proper operation.
5. Inspect receptacles for proper operation.
6. Inspect electrical conduit and flex for proper connection to equipment.
7. Inspect lighting for proper operation.
8. Replace blown light bulbs when necessary.
9. Install any additional wiring necessary.
10. Inspect to insure all equipment wired and grounded properly.
11. Repair or replace any defective parts necessary.

### **Maintain Lighting System:**

1. Inspect all outside security lights for proper operation.
2. Inspect all interior lights for proper operation.
3. Insure all areas have sufficient lighting.
4. Repair or replace any defective parts.
5. Install lights where necessary.

### **Maintain Heating Systems:**

1. Inspect systems for gas leaks.
2. Inspect safety devices for proper operation.
3. Inspect and clean burners.
4. Inspect and clean combustion chambers.
5. Inspect blowers for proper operation.
6. Inspect thermostats for proper operation.
7. Repair or replace any defective parts.

8. Install units where necessary.

### **Maintain Air Conditioning Systems:**

1. Inspect air filters for cleanness.
2. Inspect condenser and evaporator coil for cleanness.
3. Inspect units for refrigerant leaks.
4. Inspect units for proper refrigerant charge.
5. Inspect evaporator and condenser blowers for proper operation.
6. Inspect thermostats for proper operation.
7. Install units where necessary.
8. Repair or replace any defective parts.

### **Maintain Ventilation System:**

1. Inspect systems for cleanliness.
2. Inspect blowers for proper operation.
3. Inspect hoses and duct.
4. Install systems where necessary.
5. Repair or replace any defective parts.

### **Maintain Plumbing System:**

1. Inspect all plumbing fixtures for leaks.
2. Inspect all plumbing fixtures for proper operation.
3. Inspect plumbing pipes for defects.
4. Inspect sewer system for proper operation.
5. Unstop sewer lines.
6. Repair or replace any defective parts.
7. Install new plumbing where necessary.

### **Maintain Pneumatic Systems:**

1. Change oil in compressors.
2. Clean air filters.
3. Check pressure relief valve.
4. Drain tanks.
5. Check cut-in and cut-out pressure.
6. Check piping for leaks.
7. Check quick disconnects for proper operation.
8. Check hoses for leaks.
9. Install air where necessary.
10. Repair and replace any defective parts.

### **Maintain Doors:**

1. Check doors for proper opening and closing.
2. Keep closure set at eight pounds pull pressure on outside doors.
3. Keep closure set at five pounds pressure on inside doors.
4. Inspect door lock for proper operation.
5. Inspect garage doors for proper operation.
6. Lubricate garage doors as necessary.
7. Repair and replace any defective parts.

#### **Maintain Windows:**

1. Check for broken panes.
2. Check for proper operation.
3. Check hardware.
4. Repair and replace any defective parts.

#### **Maintain Interior and Exterior Walls:**

1. Inspect walls for any damage.
2. Inspect walls to determine when to paint.
3. Repair any damage.

#### **Maintain Ceilings:**

1. Inspect ceilings for any damage.
2. Repair any damage.

#### **Maintain Roofs:**

1. Inspect roofs for any damage or leaks.
2. Remove any debris from roof.
3. Make any necessary repairs.

#### **Maintain Safety Equipment:**

1. Inspect all fire extinguishers.
2. Inspect all emergency lights.
3. Check fire alarms.
4. Check severe weather alarms.
5. Repair or replace any defective parts.

#### **Maintain Shop Equipment:**

1. Check and make sure all safety guards are in place.
2. Check all equipment for proper operation.
3. Maintain and repair all equipment.

**Maintain Pest Control:**

1. Spray all buildings once a month for pest.

**Manage a Recycling Program:**

1. Coordinate program between administration, faculty, staff and students.
2. Provide necessary containers.
3. Keep bins emptied.
4. Store materials until sufficient quantity to sell.
5. Transfer materials to market.
6. Maintain records for E.P.A. annual report.

**Construction and Renovations of Building and Grounds:**

1. Staff will perform renovations up to their skill level.
2. Major construction and renovations will be performed by contractors.

## General Inspection/Service Checklist

Building/Facility/Classroom \_\_\_\_\_ Inspector \_\_\_\_\_

Date of Inspection \_\_\_\_\_

Program Coordinator/Supervisor \_\_\_\_\_

|     |                              |     |                                 |
|-----|------------------------------|-----|---------------------------------|
| 1.  | Air compressors serviced     | 23. | Office equipment inspected      |
| 2.  | Air filters changed/cleaned  | 24. | Telephones checked              |
| 3.  | Motors inspected/oiled       | 25. | Classroom aids inspected        |
| 4.  | Pumps inspected              | 26. | Computers inspected             |
| 5.  | Fan belts inspected/adjusted | 27. | Ceilings inspected              |
| 6.  | HVAC checked/serviced        | 28. | Stairs/elevators inspected      |
| 7.  | Faucets/shower heads checked | 29. | Hallways inspected              |
| 8.  | Water pipes inspected        | 30. | Drinking fountains checked      |
| 9.  | Gas lines inspected          | 31. | Pest control checked            |
| 10. | Drains inspected/cleaned     | 32. | Exterior walls inspected        |
| 11. | Toilets checked/serviced     | 33. | Exterior trim inspected         |
| 12. | Sewers inspected             | 34. | Roof checked                    |
| 13. | Water heaters inspected      | 35. | Exhaust system checked          |
| 14. | Light fixtures/bulbs checked | 36. | Grounds/lawns checked           |
| 15. | Electrical outlets checked   | 37. | Irrigation system checked       |
| 16. | Electrical wiring checked    | 38. | Parking lots/streets checked    |
| 17. | Door/window hardware checked | 39. | Exterior lighting/signs checked |
| 18. | Hinges/locks inspected       | 40. | Sidewalks/curbs/access areas    |
| 19. | Interior walls inspected     | 41. | Fire extinguishers              |
| 20. | Floors inspected             | 42. | Smoke/fire detectors            |
| 21. | Interior walls inspected     | 43. | Appliances (specify)            |
| 22. | Furniture inspected          | 44. | Other (specify)                 |

## Vehicle Inspection Checklist

Vehicle Make/Model \_\_\_\_\_ Year \_\_\_\_\_ Color \_\_\_\_\_ VIN \_\_\_\_\_

Date of Inspection \_\_\_\_\_

Inspector \_\_\_\_\_

Program Coordinator/Supervisor \_\_\_\_\_

**Note:** Mileage criteria in this checklist may not apply to all vehicles. In all cases, the recommended mileages published in the factory manual for a given vehicle should be followed where different from those below.

|     |   |
|-----|---|
| 1.  | Horn, lights, windshield wiper check (every 3000 miles)         |
| 2.  | Engine oil/filter change (every 7500 miles)                     |
| 3.  | Chassis lubrication (every 7500 miles)                          |
| 4.  | Drive axle service (every 7500 miles)                           |
| 5.  | Brakes checked (every 7500 miles)                               |
| 6.  | Seatbelts check (every 7500 miles)                              |
| 7.  | Airbag system check (every 7500 miles)                          |
| 8.  | Tire rotation/check (first 7500 miles, then every 15,000 miles) |
| 9.  | Spark plug wires inspection (every 30,000 miles)                |
| 10. | Spark plug replacement (every 30,000 miles)                     |
| 11. | Fuel filter replacement (every 30,000 miles)                    |
| 12. | Air cleaner/filter replacement (every 30,000 miles)             |
| 13. | Heater/AC system service (every 30,000 miles)                   |
| 14. | Cooling system service (every 30,000 miles or 24 months)        |
| 15. | Automatic transmission service (every 50,000 miles)             |
| 16. | Engine timing check (every 60,000 miles)                        |
| 17. | Fuel tank, cap and lines inspection (60,000 miles)              |
| 18. | Emission system check (every 60,000 miles)                      |
| 19. | Timing belt replacement (every 60,000 miles or as specified)    |
| 20. | Drive belt inspection (every 60,000 miles)                      |



## Custodial Duties and Checklist

Name \_\_\_\_\_

Building Assigned \_\_\_\_\_

Signature \_\_\_\_\_

|    | <i>Office Areas and Classrooms</i>   | <i>Mon</i> | <i>Tue</i> | <i>Wed</i> | <i>Thur</i> | <i>Fri</i> |
|----|--|------------|------------|------------|-------------|------------|
| a. | Wastebaskets and Trash Containers: Wastepaper containers and other waste receptacles will be emptied and returned to original locations. Plastic liners will be furnished as needed, if requested. All waste will be collected and removed to a central waste disposal area.   |            |            |            |             |            |
| b. | Desk, chairs, and File Cabinets: Desks will be thoroughly dusted on all horizontal surfaces, and wood desktops are to be dusted with soft, treated dust cloths. Vinyl, formica, and glass tops may be dusted with a treated or damp cloth. Bottle and cup rings and/or any other spillage are to be cleaned as needed. Services to desk tops will of necessity be limited to those tops which are reasonably clear of work papers. Desktops that are heavily laden with papers are to be dusted only in the exposed areas. Chairs will be dusted on all horizontal surfaces. Fabric-upholstered seats and arms and side chairs are to be spot whisked. All chairs are to be replaced in original positions to maintain an overall orderly and neat appearance. |            |            |            |             |            |
| c. | General Dusting: The following surfaces and items will be hand dusted, using a treated cloth or, when needed, a damp cloth: miscellaneous cabinets, window sills, coat racks, ledges and shelves under six feet, telephones, and other desktop accouterments. Note: Handling of desktop personal effects, such as vases and other decorations, will be held to a minimum. Glass-top desks will be damp wiped and polished.   |            |            |            |             |            |
| d. | Carpets: Carpets will be vacuumed in traffic lanes and around desks, with particular attention given to knee-well areas.   |            |            |            |             |            |
| e. | Walls: Wall surfaces around light switches, handrails, door knobs, and other heavy traffic areas are to be spot cleaned as needed.   |            |            |            |             |            |
| f. | Tile Floors: All tile floor areas are to be dust mopped with chemically treated dust mops. Spills and stains are to be spot mopped on a daily basis.   |            |            |            |             |            |
| g. | Glass Partitions: Interoffice glass panels are to be spot cleaned to remove fingerprints and smudges.  |            |            |            |             |            |

| <b>Restrooms (Daily)</b>               |   |  |  |  |  |  |
|--|---|--|--|--|--|--|
| a.                                     | Commodes & Urinals: Commodes and urinals will be cleaned and dried inside and outside. Seats will be cleaned on both top and bottom. This work will be performed using an acceptable non-pungent germicidal disinfectant solution. Bright metal parts are to be dry shined.   |  |  |  |  |  |
| b.                                     | Washbasins: Washbasins will be cleaned and dried inside and outside. Bright metal parts will be dry-shined.   |  |  |  |  |  |
| c.                                     | Waste Receptacles: All waste receptacles will be emptied and interiors wiped out. Sanitary napkin waste disposal containers will be emptied, sprayed with an approved disinfectant spray, and wiped dry. The contents of these containers will be emptied into special carryout containers for removal from the premises. |  |  |  |  |  |
| d.                                     | Paper Products: Toilet tissue, paper and/or cloth hand towels, facial tissues, liquid hand soap or bar soap, and sanitary napkins will be installed by the cleaner. All dispensing units will be kept clean.  |  |  |  |  |  |
| e.                                     | Mirrors: Mirrors will be cleaned and dry shines.  |  |  |  |  |  |
| f.                                     | Walls: Walls will be spot cleaned to remove water splashes and runs, soap splashes, fingerprints, and smudges.  |  |  |  |  |  |
| g.                                     | Stall Partitions: The tops of all partitions will be dusted. Partition walls will be spot cleaned with a detergent disinfectant solution.   |  |  |  |  |  |
| h.                                     | Floors: Loose paper and debris will be swept from floors. Floors will be wet mopped with a detergent disinfectant solution, using a scraper or steel wool pad for stains or adherents.  |  |  |  |  |  |
| i.                                     | Air-Fresheners: Air-freshener products will be replaced or added to as needed on a daily basis.   |  |  |  |  |  |
| <b>Corridors &amp; Lobbies (Daily)</b> |   |  |  |  |  |  |
| a.                                     | Wastebaskets & Trash Containers: Wastepaper containers and other waste receptacles will be emptied and returned to original locations. Plastic liners will be furnished as needed, if requested. All waste will be collected and removed to a central waste disposal area.  |  |  |  |  |  |
| b.                                     | Ledges & Handrails: All ledges, handrails, and other surfaces prone to dust accumulation will be dusted.  |  |  |  |  |  |
| c.                                     | Walls: Wall surfaces around light switches, handrails, door knobs, and other heavy traffic areas are to be spot cleaned as needed.  |  |  |  |  |  |
| d.                                     | Water Fountains: to ensure a clean, healthful condition at water fountains, the dispensing area and bowls are to be washed with a disinfectant solution and dry shines. The sides of the metal housing will be damp wiped to remove streaks and runs.   |  |  |  |  |  |
| e.                                     | Entrance Areas: All glass doors are to be cleaned on both sides. Side panels are to be spot cleaned as needed and will be cleaned completely once a week.   |  |  |  |  |  |
| f.                                     | Floors: Carpeted floors are to be thoroughly vacuumed. Tile or terrazzo areas will be dust mopped with a specially treated  |  |  |  |  |  |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
|   | mopping tool. During inclement weather, tile or other hard surface floors will be damp mopped around entryways as needed.  |  |  |  |  |  |
| g.                                      | Entrance Mats: Fabric-coated entrance mats are to be vacuumed. Rubber or vinyl mats are to be swept or brushed, as the situation warrants.   |  |  |  |  |  |
| h.                                      | Directory Glass: This area, usually one of the first items a visitor will see, will be cleaned and dry shined.   |  |  |  |  |  |
| <b><i>Stairwells (Daily)</i></b>        |  |  |  |  |  |  |
| a.                                      | Steps and Landings: Steps and landings will be polished and/or spot swept or vacuumed.   |  |  |  |  |  |
| b.                                      | Ledges & Banisters: All ledges and banisters will be dusted.   |  |  |  |  |  |
| <b><i>Weekly</i></b>                    |  |  |  |  |  |  |
| a.                                      | Telephones: Phones are to be damp wiped with a disinfectant solution. <i>(Date completed _____)</i>  |  |  |  |  |  |
| b.                                      | Carpets: All carpeted floor areas are to be thoroughly vacuumed. Accessory tools will be used in hard-to-reach areas. Operator will exercise care to ensure that vacuum does not bump or mar furniture. Spot cleaning is to be performed as needed to remove spillage. <i>(Date completed _____)</i> |  |  |  |  |  |
| c.                                      | Pictures: All wall pictures and other wall adornments are to be dusted. <i>(Date completed _____)</i>  |  |  |  |  |  |
| d.                                      | Baseboards & Low Vents: Baseboards and low vents are to be dusted. <i>(Date completed _____)</i>   |  |  |  |  |  |
| e.                                      | Steps & Landings: All steps and landings will be thoroughly vacuumed or swept. <i>(Date completed _____)</i>   |  |  |  |  |  |
| f.                                      | Stair Treads: Stair treads will be wet mopped and risers spot cleaned to remove shoe polish scuffs. <i>(Date completed _____)</i>  |  |  |  |  |  |
| g.                                      | Vertical Furniture Surfaces: Sides of desks, credenzas, and other furniture are to be dusted with a treated cloth. <i>(Date completed _____)</i>   |  |  |  |  |  |
| h.                                      | Walls: Walls, glass, interior doors, exterior doors, and trim will be thoroughly cleaned. <i>(Date completed _____)</i>  |  |  |  |  |  |
| i.                                      | Door Saddles: Saddles will be wet cleaned. <i>(Date completed _____)</i>   |  |  |  |  |  |
| <b><i>Floor Maintenance -Weekly</i></b> |  |  |  |  |  |  |
| a.                                      | Tile: All composition floors will be machine cleaned and re-coated if needed with an approved floor finish. <i>(Date completed _____)</i>  |  |  |  |  |  |

| <b>Monthly</b>          |   |  |  |  |  |  |
|-------------------------|---|--|--|--|--|--|
| a.                      | High Dusting: ceiling vents, air duct vents, and ledges above six feet are to be thoroughly dusted. Either treated cloths, soft dust cloths, or vacuums may be used for this operation.<br>(Date completed _____) |  |  |  |  |  |
| b.                      | Upholstered Furniture: all upholstered furniture will be vacuumed with proper attachments designed for this purpose.<br>(Date completed _____)  |  |  |  |  |  |
| c.                      | High Dusting & Cleaning: All high ledges, door frames, etc., will be dusted. (Date completed _____)   |  |  |  |  |  |
| d.                      | Lavatory Walls & Stall Dividers: All tile walls and stall dividers will be cleaned and disinfected.<br>(Date completed _____)   |  |  |  |  |  |
| e.                      | High Dusting: Ceiling, ceiling vents, and walls will be dusted.<br>(Date completed _____)   |  |  |  |  |  |
|                         |   |  |  |  |  |  |
| <b>3 Times per Year</b> |   |  |  |  |  |  |
| a.                      | Tile: All composition floors will be stripped and refinished.   |  |  |  |  |  |
| b.                      | Carpet: All carpet will be cleaned using the extraction method.   |  |  |  |  |  |
| c.                      | Concrete: All concrete will be machine scrubbed.  |  |  |  |  |  |
|                         |   |  |  |  |  |  |
| <b>Annually</b>         |   |  |  |  |  |  |
| a.                      | Windows: All interior and exterior will be cleaned thoroughly.  |  |  |  |  |  |
|                         |   |  |  |  |  |  |
| <b>Miscellaneous</b>    |   |  |  |  |  |  |
| a.                      | Lights: Lights will be turned off as each area is completed, except for designated security lights.   |  |  |  |  |  |
| b.                      | Doors: Doors will be locked upon entering the area and double checked upon completion of duties.  |  |  |  |  |  |
| c.                      | Maintenance Deficiencies: Any building maintenance or repair problems are to be reported to your supervisor.  |  |  |  |  |  |
| d.                      | Janitorial Closets: Workers' closets will be neat and orderly, reflecting a professional approach to business.  |  |  |  |  |  |
| e.                      | Key Security: All keys will be assigned.  |  |  |  |  |  |

## **Grounds Duties and Frequency**

### **Maintain Grounds:**

1. Keep all grass mowed. (once every two weeks)
2. Perform all necessary trimming. (Once every two weeks)
3. Perform all necessary edging. (Once every two weeks)
4. Apply weed control chemicals. (Three times a year )
5. Keep Shrubs pruned. (Three times a year)
6. Fertilize shrubs and grass. (Twice a year)
7. Apply necessary insecticide. (As needed)
8. Keep shrub beds weeded. (Once a month)
9. Replant shrubs where necessary.
10. Continue to landscape in additional areas.
11. Maintain all tools and equipment necessary to perform grounds keeping.

### **Maintain Streets and Parking Lots:**

1. Inspect streets and parking lots. (Once a month)
2. Keep all streets and parking lots stripped. (Every two years)
3. Install all necessary signage. (As needed)
4. Provide adequate parking for visitors, persons with disabilities, faculty, staff and students. (assess every year)
5. Eliminate all safety hazards.

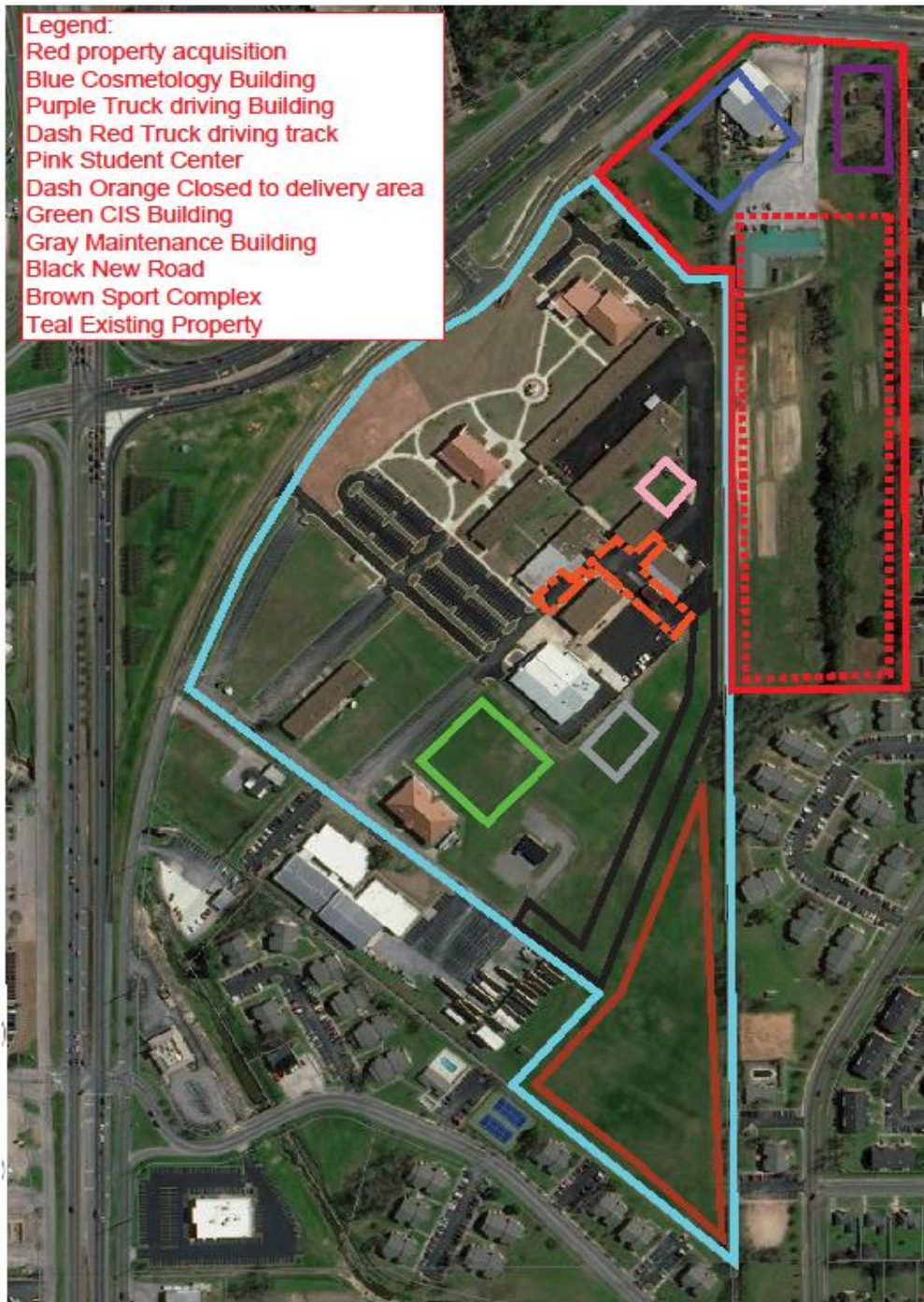
### **Maintain Sidewalks:**

1. Inspect sidewalks for hazards. (Once a month)
2. Repair sidewalks when necessary.
3. Construct new sidewalks where necessary.

**Proposed Projects                      Location                      Land Acquisition Appendix**

|                                   |                    | Land Acquisition |    |   |
|-----------------------------------|--------------------|------------------|----|---|
|                                   |                    | Yes              | No |   |
| Cosmetology Building              | Patterson Site     | X                |    | 1 |
| CIS Building                      | Patterson Site     |                  | X  | 1 |
| Truck Driving Building/Track      | Patterson Site     | X                |    | 1 |
| Student Center Building           | Patterson Site     |                  | X  | 1 |
| Maintenance Building              | Patterson Site     |                  | X  | 1 |
| Sport Complex                     | Patterson Site     |                  | X  | 1 |
| Road                              | Patterson Site     |                  | X  | 1 |
| Medical Building                  | Trenholm Campus    |                  | X  | 2 |
| Performing/Culinary Arts Building | Trenholm Campus    | X                |    | 2 |
| Student/Testing Center            | Trenholm Campus    |                  | X  | 2 |
| Maintenance Building              | Trenholm Campus    |                  | X  | 2 |
| Parking Areas                     | Trenholm Campus    |                  | X  | 2 |
| New Buildings for Programs/Gen Ed | West Fairview Site | X                |    | 3 |

# Appendix 1



## Appendix 2





Appendix 3



*This document is a work in progress and is subject to change as plans become more definitive.*