ALLEGANY COLLEGE of MARYLAND

FACILITIES MASTER PLAN

FOR PERIOD **FY2025-2034**

DECEMBER 2024

Revised May 2026

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ALLEGANY COLLEGE OF MARYLAND

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EXECUTIVE SUMMARY

A. EXECUTIVE SUMMARY

The *Facilities Master Plan* for 2025-2034 builds on the success of our past expansion and restoration programs over the past ten years and our vision as a welcoming, innovative campus. It presents the guidelines for implementation of sustainability and environmental stewardship as an important basis for any improvements to the campus. This *Facilities Master Plan* fully supports the mission and goals set forth in the College's latest *Strategic Plan*. Although this *Plan* does not propose construction of any new classroom or administrative buildings; it does address the need for significant renovation of two classroom buildings. The strategies in this *Facilities Master Plan* conserve, preserve, develop and restore land in the best interests of the environment, the College community, and the citizens of the region.

Inventory and Projections of Future Growth.

Allegany College of Maryland is located in Cumberland, Maryland, within Allegany County. The College's main campus on Willowbrook Road, consists of approximately 387,259 gross square feet (GSF) in seventeen (17) buildings on about nineteen acres. Ancillary academic facilities are located in Cumberland and include the: (1) Gateway Center and (2) Western Maryland Works Center. With the inclusion of off-campus facilities, the building inventory totals 436,735 GSF in (19) buildings. In compliance with the current *Strategic Plan*, and State goals to increase degree production and expand the economic base of the region, the College intends to grow its student body through significant diversification in programs offered and delivery of coursework to meet needs and desires of today's student populations, including both credit and noncredit degrees, certificates and other credentials. MHEC projects student headcount to increase by 3.5%-4.2% over the next decade (FY2024-FY2033). Similarly, MHEC projects full-time faculty and staff headcount to grow during the target period, increasing from 295 to 530 in 2033, a 70.7% increase. Based on historic and trending current enrollment patterns, the College believe the MHEC projections may be overly optimistic, but are fully considered in this *Plan*.

Continued diversification in coursework offerings, particularly workforce development and training, is vital to ensure regional and state continued economic growth. Addressing the needs of workforce development is a challenge given the declining condition of our Workforce Development and Training Center building and unsuitable classroom space within the structure. Based on the *State of Maryland's Space Planning Guidelines*, the most recent inventory (4/1/24) reflects a total space surplus of 12,088 NASF; but includes deficits in net assignable square feet (NASF) in major room use categories for testing and tutoring, study, athletic, assembly & exhibition, meeting rooms, data processing and storage. If MHEC projections as valid, these predicted deficits will accumulate during the *Plan's* 10-year period to a 65,114 NASF deficit, which is equal to 21% of Total Available NASF or one academic building. Facilities renewal and deferred maintenance requirements also have a major impact on the ability to meet our teaching and workforce development mission and achieve College goals. Twenty-eight percent (52434 NASF) of the College's academic space has not had major renovation for more than 35 years.

History of Previous Capital Projects.

After the 1990's period of campus development, expansion significantly reduced to the construction of a modest Transportation Building, a minor addition to the Allied Health Building, and several open-air venues. In 2019-20, growth surged with construction of the new *Western Regional Correctional Training Center (WRCTC)* Building and a regulation Softball Field, ending with renovation of 28% of the Library's NASF to create the new Thomas Welcome Center. In the past two fiscal years, we have completed major upgrades to athletic fields including irrigations systems, grading and turf, auxiliary structures and fence. The substantial renoavtion of the multi-level Technologies Building was also concluded.

Western Regional Correctional Training Center (WRCTC) Building

Thomas Welcome Center

Softball field

Baseball field

Nineteen buildings now support ACM's academic and community mission. All original 1969 buildings are now renovated to provide greater energy-efficiency, ensure ADA compliance, and prolong useful life. In addition, our current partnership with Allegany County to expand existing sports and recreational facilities in a comprehensive 24-acre complex advances the *institutional priority as institution of place.* Staged construction is now underway with full completion within the next 2-3 years. Project value includes economic stimulation to both the County and College in the form of athletic fields designed for league play, which permits staging of regional tournaments, resulting in dollars for the community and enhancement of college marketability to learners. The College Center, the primary institutional support building on campus, experienced a partial renewal in 1999. The 2017 ASHRAE Energy Audit and the EMG Facilities Inspection Report identified elements within the theatre in need of critical replacement *for life safety and financial efficiencies.* In 2023-24 the completed theatre upgrade renewed all electrical, mechanical & audio-visual components, seating, flooring, wall covering, sound management, and the stage. The project produced assembly and community space in an environment where learners can succeed and engage both in-person and virtually.

Current And Future Characteristics.

The College is located in scenic western Maryland, with the primary campus on Willowbrook Road. The campus constructed in 1969 included seven buildings housing core academic programs, a library, a physical education building, an automotive technologies center, a student and administrative center, and a physical plant service structures. Originally designed to service 1,000 learners, expansion of facilities occurred between 1970-1990 and included sports and recreational venues as well as classroom buildings and parking. First known as Allegany Community College, initial enrollment was 102 students.

Historically, the College has served regional student and workforce populations from three autonomous states. Advantageously situated within two miles of West Virginia's border and three miles of Pennsylvania's border, the Willowbrook campus at Cumberland attracts students from a bounty of cultures with diverse academic and workforce needs. In the divestiture of realty needed to construct the Western Maryland Health System, adjacent to the campus, the College lost approximately 3% of its real estate holdings. Expansion that has occurred respected the natural site beauty and continued minimalist architecture and footprints within the scenic campus. The College is uniquely located within two miles of I-68 but experiences little traffic noise pollution and retains a small town, peaceful environment which attracts many students from larger urban areas within Maryland, Virginia and DC. To appreciate our geographic impact, a 55-mile circumference circle drawn on a map, with the center positioned on our campus, would include three Maryland counties, nine West Virginia counties, and ten Pennsylvania counties. All are within an easy commute of the main campus; and, albeit an unusually large service area for a community college, we attract regional students because of our reputation for quality programs, personal service, and the diversity of our students, faculty and staff. Diversity of the student population and the quality of students has risen over time. Enrollment data for the projected years is based on full funding of the College's *Strategic Plan* for Fiscal Year 2025 and beyond.

TABLE A.1 Student Demographics

ACM GRADUATES	FY2019	FY2020	FY2021	FY2022	FY2023
ACM Graduates	494	459	536	471	509
#Awards Earned	580	566	650	560	622
Regional Educational Attainment	**2018**	**2019**	**2020**	**2021**	**2022**
Associate's degree (25+)	10.2%	9.6%	9.6%	10.8%	8.7%
Some College, No Degree (25+)	20.1%	16.1%	20.4%	17.8%	18.9%
High School Graduate (25+)	43.1%	43.2%	40.5%	40.3%	40.8%
STUDENT DEMOGRAPHICS	**FY2018**	**FY2019**	**FY2020**	**FY2021**	**FY2022**
Credit Students Receiving Pell Grants	38.1%	35.6%	35.3%	30.6%	32.1%
First-Time Students with Devleopmental Needs	64.8%	42.9%	33.6%	30.5%	32.9%
Credit Students Employed More than 20 Hours Per Week*	34.1%	36%	(NA)	53%	41%
First Generation College Students*	40.1%	38%	(NA)	57%	55%

TABLE A.2 Enrollment Demographics					
CREDIT ENROLLMENT	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**
Annual Headcount	3172	3248	3117	3072	3196
Credits	48,124	48,065	44,469	42,185	45,792
Application Conversion	32.0%	25.0%	30.7%	31.1%	28.9%
EARLY COLLEGE	**2018FA**	**2019FA**	**2020FA**	**2021FA**	**2022FA**
Enrollments	760	764	738	806	947
Degree-Seeking Conversion	23.2%	23.1%	23.5%	17.3%	21.2%
STUDENT EXPERIENCE	---------	---------	**2021SP**	**2022SP**	**2023SP**
Paying for College [is difficult]			37%	39%	36%
COLLEGE FOUNDATION	**FY2007**	**FY2010**	**FY2013**	**FY2018**	**FY2022**
Academic Scholarship Awards	$487k	$491k	$564k	$1.0M	$1.1M

Faculty And Staff Size.

Faculty and staff have absorbed significant burdens from economic downturn and increasing workloads. Consistent with the College's *Strategic Plan* and the State's goals to increase degree production and expand the economic base, the College intends to grow its student body over the next decade, hopefully meeting the MHEC minimum forecast of 3.5%. However, current enrollment trends, when compared with history trends, signify the projected 3.5%-4.2% growth is idealistic.

Nevertheless, enrollment growth is a goal of the College's *Strategic Plan*. Actual growth will determine the need for hiring additional faculty and staff, both full-time and part-time. We do not anticipate an actual need for an additional 295+ faculty and/or staff as projected. Growth of the student body and related faculty and support staff is a consideration for space needs determined within this *Plan*. Meeting such a goal will require additional faculty and staff. Hiring additional faculty and staff is dependent, in turn, on added resources from the State. MHEC projects full-time faculty and staff headcount to increase during the target period from 295 to 530 in 2033. (79.7%). Similarly, MHEC predicts an increase in part-time faculty and staff, but the increase is not as substantial as for full-time positions.

The 2025-2034 *Facilities Master Plan.*

Our new *Facilities Master Plan* explores new opportunities for growth and development and incorporates those potentials. It also responds to challenges, such as state and federal regulations, demands for increased space for specific mandates (such as expanded workforce training opportunities), and the need for increased outdoor and recreational space for students and the College community.

Vision.

The vision of our new *Plan* balances on two factors:

First, an appreciation of the fact that the land on which the campus is located is an amazing resource of immense value and a potential educational tool. The main campus offers easy pedestrian movement with immediate interaction with open green spaces surrounding academic buildings.

Second, an appreciation of the local community, which has historically partnered with the College, and continues to explore with the College, opportunities for expansion of campus facilities, educational offerings, and regional growth.

Learning Commons

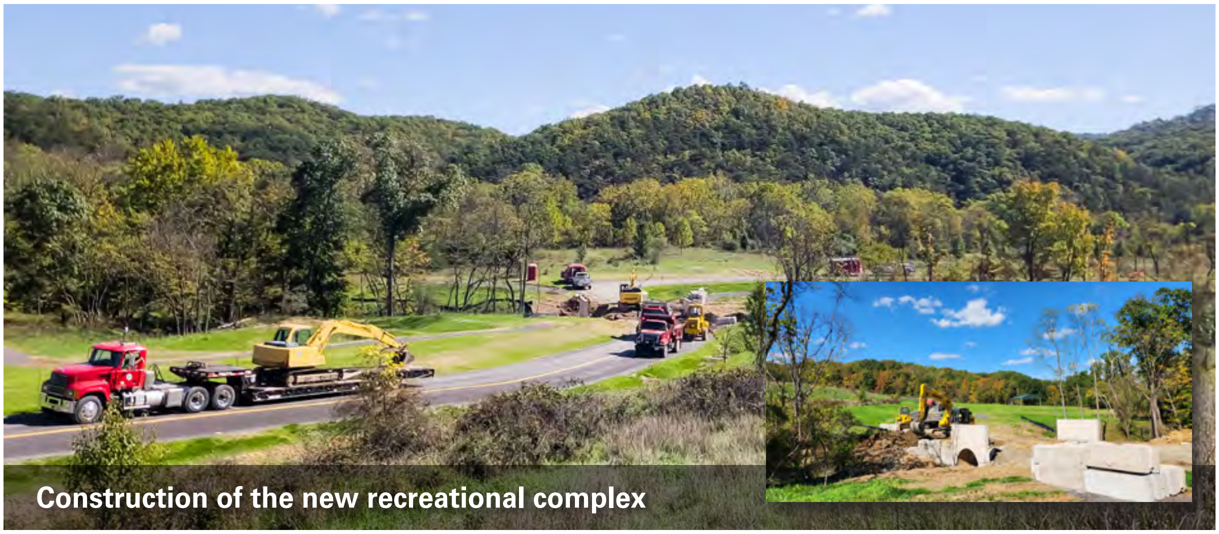
Strategic Priorities.

This *2025-34 Plan* utilizes three strategic priorities: (1) preventive maintenance versus reactive maintenance = excellence, (2) sustainability and (3) stewardship. The commitment to excellence has been the basis for facilities planning at the College over the past two decades and remains the incentive behind this current *Plan*. Stewardship, the valuing and support of our cultural and environmental legacy makes our campus, and the populations we serve, unique with their own special characteristics, needs, and goals. Sustainability, a college-wide objective, is a significant theme within all other College *Plans*, and a major component of this *Facilities Master Plan*. Using these strategic priorities our *Facilities Plan* fully considers the College's most recent *Strategic Plan* and incorporates the actions which assist the College to achieve our mission and goals.

Physical Planning Principles.

The following simple planning principles guide the College's decisions in the development of strategies, actions endorsed to meet goals, and proposed renewal or new construction projects:

a. Support the Institutional Mission,
b. Strengthen Community and Student Relations,
c. Embrace Campus Traditions and Heritage
d. Enhance Campus Security
e. Promote and Achieve Suitable Patterns for Development and Renewal of Facilities
f. Promote Environmental and Financial Stewardship in Design and Maintenance of Buildings and Landscape
g. Enhance Environmental and Energy Conserving Performance of Buildings and Utilities
h. Increase the Access and Appeal of the Campus to Students and Community Partners
i. Promote Rational Transportation Routes and Accoutrements
j. Maintain an Attractive, Coherent Design for the Campus Which Emphasizes Open Spaces and the Quality and Natural Beauty of the Campus Landscape



Construction of the new recreational complex

Focus and Priorities.

The central focus of our *Plan* is renewal of those buildings which have not undergone significant upgrade within the past 35-40 years and the rational development of sports and recreation spaces.
Application of strategic principles identified earlier, guide planned major renewal & development and provides guidance for unexpected opportunities for funding of small projects. Stewardship and sustainability will be significant considerations in the design of substantial building renovation as well as renewal of existing transportation and sports infrastructure. The campus has an abundance of natural spaces surrounding the central campus and the design and development of new outdoor recreational areas will contribute to that beauty and protect streams, meadows and woodlands. Safe, pleasant, and efficient pathways to move around the campus are a necessity. Equally important is seamless integration of the campus with transportation and health systems that serve the neighborhood. Especially noted in this *Plan* are accessible walkways, campus roads and parking with connectivity between the central campus and the privately owned, adjacent residential housing. All improvements undertaken will accommodate the needs of our students and community partners.

Stewardship and sustainability will also be a focus in the expansion of recreational venues through the **Willowbrook Outdoor Wellness (WOW)** complex, now under construction by Allegany County, partially circling the present campus configuration, adjoining meadows, and woodlands. Total development by the County should be complete within 2-3 years. In addition, the College is working with the State of Maryland Energy Administration Resilient Maryland Program using grants to develop more affordable and reliable power sources for campus buildings and infrastructure. The Project includes the installation of a **Microgrid** featuring 3 separate solar arrays, the largest producing 607-kilowatt direct current, which will be ground mounted adjacent to the Welcome Center. The College Center will also be equipped with an additional roof-mounted PV system, and CCHP hydrogen fuel cell to support energy resiliency and decrease our future energy costs. Zero dollars will be invested by the College in construction and equipment and the completed, operational project will assist us to meet significant energy performance standards and criteria. Compliance with relevant State and Federal criteria governing energy conservation, environmental impact, and carbon neutrality is the goal of all planned (re)development. Projects undertaken will consider regional efforts to maintain low levels of pollutants in the water and air.

Workforce Development & Training Center (Continuing Education Building)

Recommended Capital Projects.

For the purposes of the State of Maryland MHEC Community College Capital Grant Program, this *Plan* prioritizes **two major capital renewal projects** located on the main campus:

- **Priority One – Workforce Development & Training Center (WFD&TC) Renovation**
- **Priority Two – Allied Health Building Renovation**

The College anticipates funding to be available within the next two fiscal years for the existing Workforce Center building renewal.

This *Plan* does not include any construction to increase the number of buildings on the campus. This *Plan* incorporates the College's determination that increased efficiency in the use of space is more critical to our viability than expansion of facilitates through new construction. The *Plan* supports a more fiscally responsible and sustainable choice to renew existing facilities.However, flexibility in partnerships and funding availability may present opportunities for expansion of facilities which conform to the objectives of the College’s *Strategic Plan* and the *Facilities Master Plan*.

Allied Health Building

TABLE B. SMALL RENEWAL PROJECTS UNDER $2M

PLANNING PERIOD	*PLAN* PRIORITY	PROJECT TITLE	PROJECT OR BDLG TYPE	PROJECT GSF/ BLDG GSF	% OF TTL BLDG GSF
1	1	***College Center HVAC Equipment***	SUPPORT	61,397	14.1%
	2	***Humanities Building Moisture Control System***	ACADEMIC	30,709	7.0%
	3	***Pool Conversion to Fitness Center***	ATHLETIC	39,000	8.9%
	4	***Tennis Court Repair***	ATHLETIC		
	5	***Library Ground Source Ceiling Heat Pumps***	LIBRARY	24,964	5.7%
	9	***Allied Health Rooftop HVAC***	ACADEMIC	52,080	11.9%
	11	***Sidewalks and ADA Ramp Restoration***	LANDSCAPE		
	12	***Campuswide Restroom Facilities Restorations***	ACADEMIC	4,000	1.7%
	15	***North Parking Lot Restoration***	LANDSCAPE	N/A	
	17	***Wetlands Boardwalk Repair and Evitts Creek Bridge***	LANDSCAPE	N/A	
	18	***Charging Stations (BYOD)***	ACADEMIC	N/A	
2	6	***Science Building Roof Restoration***	ACADEMIC	34,081	7.8%
	7	***Physical Education Roof Restoration***	ATHLETIC	39,000	8.9%
	8	***Sewer and Water Line Replacement or Relining***	LANDSCAPE		
	10	***Library Roof Restoration***	LIBRARY	24,964	5.7%
	13	***Allied Health Building Flooring Renewal***	ACADEMIC	52,080	11.9%
	16	***Science Building Comissioning and Updates***	ACADEMIC	34,081	7.8%
3	14	***Advancement Building Roof Restoration***	SUPPORT	3,773	1.6%

Table B. above identifies additional **RENEWAL PROJECTS** (under $2M) planned in this 10-year cycle, identified as necessary for sustainability of the campus and user health and welfare.

College Center

ALLEGANY COLLEGE OF MARYLAND

OVERVIEW OF THE COLLEGE

Institutional Vision and Mission.

Our **VISION** is to be the *college of choice that transforms lives, strengthens communities, and makes learners the center of everything we do.*

In 2024, the College revised the institutional strategy, making as our **MISSION**, the *delivery of diverse and relevant education centered around student access in a supportive and engaging community.*

Allegany College of Maryland remains a respected regional education center contributing a broad spectrum of academic programs and partnerships in the development of the regional workforce. As emphasized in our mission statement, we are a *lifelong learning community dedicated to excellence in education and responsive to the changing needs of the communities we serve.* Our focus is the preparation of individuals in mind, body, and spirit for lives of fulfillment, leadership, and service in a diverse and global society. We are committed to engaging students in rich and challenging learning opportunities within a small college atmosphere known for its individualized touch.

To fulfill our vision and mission statements, we offer career credit programs designed to provide skills for specific employment needs, transfer credit programs designed to provide the first two years of a bachelor's degree, and comprehensive continuing education offerings meeting diverse regional demands and Workforce Training. Refer to Appendix 1 for a list of available certificate and degree programs. This new 10-Year *Facilities Plan* implements the College's vision and mission with planning principles that support and promote a safe, healthy campus environment which stimulates and fosters the growth of students and employees. Specifically, this ***Plan promotes preventive maintenance as an objective to reducing reactive maintenance, which helps to lower costs and demonstrates good stewardship of available dollars and resources.***

The College *Strategic Plan*.

The College faces new opportunities and challenges each year. Like other institutions, there are concerns about funding, artificial intelligence, and equitable treatment of all persons on campus while maintaining a focus on the main mission of the College, which is the delivery of ***diverse and relevant education centered around student success in a supportive and engaging community.*** With the development of a new *Strategic Plan*, the College has opportunity to reflect on what it does well, where it has opportunities for improvement, and how to prioritize its resources to ensure ongoing commitment to students and stakeholders. Through gathering and analyzing data and evaluating prior plans, we develop new plans based on stakeholder input and intentional consideration of the College's future. Using this process, distilling the myriad possible directions the College could go to a few key priorities allows resources to be allocated where they can have the greatest impact on students and learning experiences. Since publication of the last *Facilitates Master Plan*, the College has been faced with a number of new challenges, including:

1) January 2025 retirement of the President who led the institution for thirteen years.

2) State of Maryland revisions to the possible funding formula for community colleges as the state moves to implement the sweeping changes required of the Blueprint for Maryland's Future and balance the College budget.

3) Growth in online education representing changing expectations of students regarding course delivery modalities; and

4) Value and perception of higher education continuing to shift in the cultural zeitgeist, discussing return on investment and whether attending college is worth it.

Additionally, core concepts of student success and student access remain critical to the role ACM plays in its community. The 2022 American Community Survey shows that *68.5% of Allegany County residents over 25 years old have less than an associate's degree in education.* The median household income is $46,913, about half the amount for the state of Maryland at large. Education continues to be one of the best predictors of career earnings and improving life circumstances, further reinforcing the need for the opportunities provided by the College. Despite these challenges, the College is well-positioned to continue providing education, opportunities, and improving lives through learning experiences.

ACM has seen enrollment growth over the last two years for the first time in over a decade. This is attributable to many things coming together, but among them are the *rapid expansion of the online Nursing program, explosion of workforce training needs, re-development of the Early College dual enrollment system, and renewal/ expansion of the Athletes' Programs.* A number of important facilities upgrades, renovations, and updates have occurred, including operationalizing the updated Technology building, renovating and improving Athletics fields, adding a new correctional training facility for industry partners, completing and providing groundwork for the overhaul of the College theater, and the upcoming large facility project to renovate the Workforce Development and Training Center building. The College has integrated key software programs to assist in the student

College Theatre

experience, chief among them being Navigate and Brightspace which offer new ways to assist students, engage with them, and ensure their education progresses appropriately.

While the specific actions, policies, and events facing the College in the coming years may feel new and intimidating, they are similar to obstacles overcome historically. Innovative technologies occur every few years. Community colleges must operate within the funds available rather than the funds warranted. Our basic founding principles have not changed and the ongoing strategic application of institutional resources towards key priorities will allow us to serve students and community well into the future. Every year shows that the College is more than any individual, more than any department. Through the service of hundreds of individuals, the College is able to provide continuity and quality to thousands of students every year. Focusing on key priority areas will ensure that this continues to be the case into the future. With the implementation of the *Strategic Plan*, priority work groups will determine what the actions and objectives of each priority should be in the coming academic year. These actions are communicated to individual programs and departments, as appropriate, and are reported annually.

College Institutional Priorities.

A. Institutional Priority One – Student Access.

The College is dedicated to the principle that anyone is welcome here to enjoy the benefits of higher education. Great students may come from anywhere, and it is our privilege to provide the opportunity for success to all comers. The College's Vision statement emphasizes that the College "...transforms lives [and] strengthens communities..." Without the capacity to accept students from all backgrounds with myriad aspirations within higher education, it would not be possible to advance these ideas. As the institution of choice for the greater Cumberland region, we serve the vital role of transitioning students from secondary education into ongoing education and workforce by providing the knowledge, skills, and behaviors necessary for success. The College faces some of the lowest median incomes in the state and higher unemployment rates compared to other counties. Students must balance the economic needs of supporting themselves, and often family, against the prospect of a higher return on their investment upon completion of the degree. For this reason, our ongoing excellence in providing scholarship and financial aid opportunities remains paramount to the student's educational experience.

A 2023 Gallup poll showed that only 36% of Americans indicate they have "a great deal" or "quite a lot" of confidence in higher education. Inside Higher Ed indicates this is the lowest it has been in years, with the public showing a steady decline in confidence over the last eight years. Combatting the idea that higher education is not worth the price of admission, or, worse, that it is not necessary or valuable, is a necessary step for all institutions of higher education to take in order to continue bringing students in with the intention of providing educational opportunities. The Educational Advisory Board (EAB) has indicated a growing trend of high school graduates not attending higher education. These so-called non-consumers cite a variety of reasons for their decisions, including cost, perception of value, educational burnout, and the availability of alternative revenue sources that functionally did not exist ten years ago that require minimal education. Combined with an already low educational attainment in the region, decreasing consumption rates indicates a shrinking pool of students being competed over by the same number of institutions regionally, reinforcing the need to prioritize attracting and retaining our students.

The Maryland State *Plan* for Higher Education cites Student Access as one of its main goals with the equitable and affordable access to post-secondary education installed as one of the driving forces behind the state's educational policy. Our affordability and free access continue to demonstrate a commitment to helping as many students as possible become a part of, and succeed at, their educational ventures. However, to align with the State *Plan*, ongoing and intentional analysis and development of accessibility will be a necessary strategic component moving forward. Additionally, the State continues to emphasize accessibility through the Blueprint for Maryland's Future. As more students move through the K-12 system with the expectation of being College ready, it is imperative that we reinforce existing resources for the enrollment management process to facilitate entry to higher education for these students. Over the next several years the College will concentrate of the following targets:

a. Increase Applicant conversion rate to a three-year average of 33% by 2028.
b. Increase Annual Credit enrollment to 3,300 by 2028.
c. Increase Degree-Seeking Conversion rates of Early College students to 25% by 2028.

B. Institutional Priority Two – Student Success

Our mission notes that the education offered by the College is *"centered around student success."* All other actions and activities are in service to this one intention of the institution. What student success means varies from one student to the next; it may be completing a single course or successfully retraining to shift from one career to the next. Whatever motivation a student has for attending, their success while here is the main focus of institutional priorities. The *College's Educational Master Plan (2022-2025)* additionally outlines the importance of student success, steps to necessary to improve, and mechanisms for evaluating success. The *Strategic Plan's* role is to observe Student Success at a macro level, evaluating how the entire institution is doing.

Allegany County has the lowest educational attainment in Maryland, with 77% of residents having no higher than an associate's degree compared with 56.3% statewide. The opportunity for students to improve their livelihoods and career opportunities through education necessarily requires that the College supports their ability to transition from student to graduate in a timely and effective manner. Although an increasing number of ACM students are from outside the county, the primary service regions affected by the institution continue to demonstrate demand for graduates prepared by the institution. College data consistently shows strong graduation rates for our students relative to other Maryland community colleges. For the first time cohort entering in Fall 2018, 62.2% of ACM students graduated or transferred within four years (200% time) compared with 52.4% of students statewide. Students are able to achieve these successes despite being highly likely to be a first-generation student, likely to be working at least 20 hours a week, and facing educational and financial hurdles. The support services, faculty and staff professional development opportunities, and technical infrastructure necessary to maintain academic excellence are a focus of this priority and underpin the student academic experience from application to graduation.

One of the goals of the *Maryland State Plan for Higher Education* is Success – to "Promote and implement practices and policies that will ensure student success." The State of Maryland enumerates its expectations that institutions of higher education continue to demonstrate excellence regarding the development and delivery of academic programming. Emphasis is on communication with local industry, on the assessment and review of academic programs, and ensuring graduation within a reasonable period. Recommendations from the State *Plan* focus on things like the Near Completer Initiative, improving credit for prior learning, and refocusing on general education learning outcomes. Additionally, the focus for education in Maryland has expanded dramatically to include the requirements and purview of the *Blueprint for Maryland's Future*. With changing expectations for what it means to be college ready, we need to continue our emphasis on quickly preparing students for college-level material regardless of their level at entry and transitioning them through their curricular expectations into success. As a key component of the College's Mission, the Middle States Commission on Higher Education places the ongoing expectation that the College fulfills its intent to students to help them find success during their educational experience. Over the next several years the College will concentrate of the following targets:

a. Increase first semester credit accumulation to 55% by 2028.
b. Increase 200% Transfer rate to 38% (3-year average) by 2028.
c. Increase 200% Graduation rate to 35% (3-year average) by 2028.

C. Institutional Priority Four – Workforce Development

Since 2022, Continuing Education and Workforce Development has demonstrated consistently high growth and resilience, recovering from the difficulties imposed on workforce education by the COVID-19 pandemic. This substantial increase, coupled with evident shifts in offerings, highlights the enduring value of workforce education not only to the College, but also to the regional community we serve. With additional institutional support, we can expand and sustain the success of our Workforce Development & Training. This *Plan* supports the comprehensive renewal of our Workforce Development and Training Center building, now almost 40 years old, and requiring modernization to physical infrastructure and the range of services provided within the building. These improvements will help to better serve the community and enrich workforce training opportunities offered by the College. By including Workforce Development in the *Strategic Plan*, we can ensure the College contributes directly to the local economy by providing skilled workers, attracting businesses, and fostering entrepreneurship by giving students equitable access to all educational opportunities. The College will ensure that workforce programs offered align directly with the current and future needs of local industries.

Workforce development programs also serve as a pathway for individuals to enhance their skills, increase earning potential and achieve upward mobility. Workforce Development can swiftly adapt to address regional skills gaps by offering targeted training programs and stackable credentials that meet the specific needs of employers. Workforce Development places a priority on supporting underserved populations and possesses the capacity to promptly address community and employer needs, including business closures. This *Plan* supports the College's initiative-taking approach to significantly contributing to diminishing socio-economic disparities within the community and effectively meets students where they are. The *Maryland State Plan* emphasizes workforce development activities through a variety of avenues, including Workforce Investment and Opportunity Act (WIOA) offices, Adult Education and Literacy Services, and more. The College has been able to utilize Maryland state funding to improve offerings within Workforce Development and facilities around campus. The Maryland Sequential Scholarships, WIOA funding, Promise Scholarships, as well as Opportunity Scholarships have added to the success of our students and leveled the playing field in recent years making Workforce Development more affordable.

Additionally, the *Blueprint for Maryland's Future* was developed initially by the Governor's Workforce Development Board and focuses heavily on the role of education in creating career ready individuals. The Blueprint anticipates Workforce Development will play an ever- increasing role.

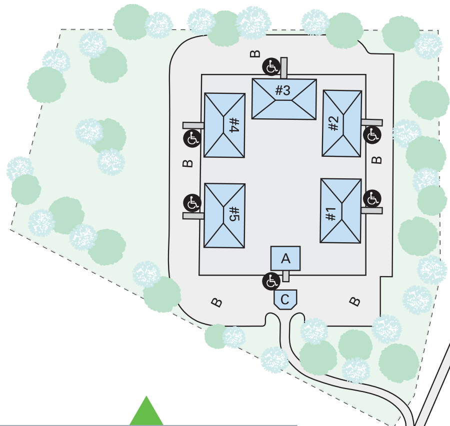
Additionally, the Federal government has expanded its workforce opportunities for higher education with initiatives such as the Second Chance Pell and its ongoing Perkins programs. Moreover, Workforce Development persistently cultivates and fosters local partnerships, broadening programming opportunities in collaboration with key organizations such as the Greater Cumberland Committee (TGCC), economic development entities, and Tourism & Recreation initiatives. Additional partnerships extend across various sectors, including healthcare, cosmetology, educational alliances, and career pathways planning aligned with the Maryland Blueprint. Additionally, the College remains dedicated to expanding its network of local collaborations, amplifying the scope and impact of its programming initiatives. Over the next several years the College will concentrate of the following targets:

a. Continue growth of Non-Credit (Continuing Education) FTE – 15% growth by 2028
b. Grow contract training courses – 10% growth by 2028.

Potential actions to achieve these objectives will include development of a Young Entrepreneurs Academy as well as Adult Entrepreneur Programs in partnership with Allegany County Chamber and Allegany County Economic Development; development and implementation of a new Cosmetology Program; and expansion of CDL B and Forklift training currently in partnership through a grant with Hagerstown Community College including heavy equipment. It is imperative that renovation of the Workforce Development and Training Center building, formerly the Continuing Education Building, occur within the next 2-5 years. **Now almost 40 years old, the building has not undergone any significant renovation.** Mechanical-electrical systems are original as are windows, doors and most of the floor coverings. Restrooms are not fully accessible and may not be of sufficient size for the student load within the building at certain time periods. Energy-efficiency will be increased during renovations activities. Interior aesthetic changes will improve student learning. The roof and HVAC equipment is mostly original and due for immediate replacement. Renovation of the aged building and related site elements will directly contribute to the College's priorities of student access, student success, and workforce development as the building is the primary on-campus site for this type of training and coursework.

CUMBERLAND CAMPUS MAP

ALLEGANY COLLEGE of MARYLAND

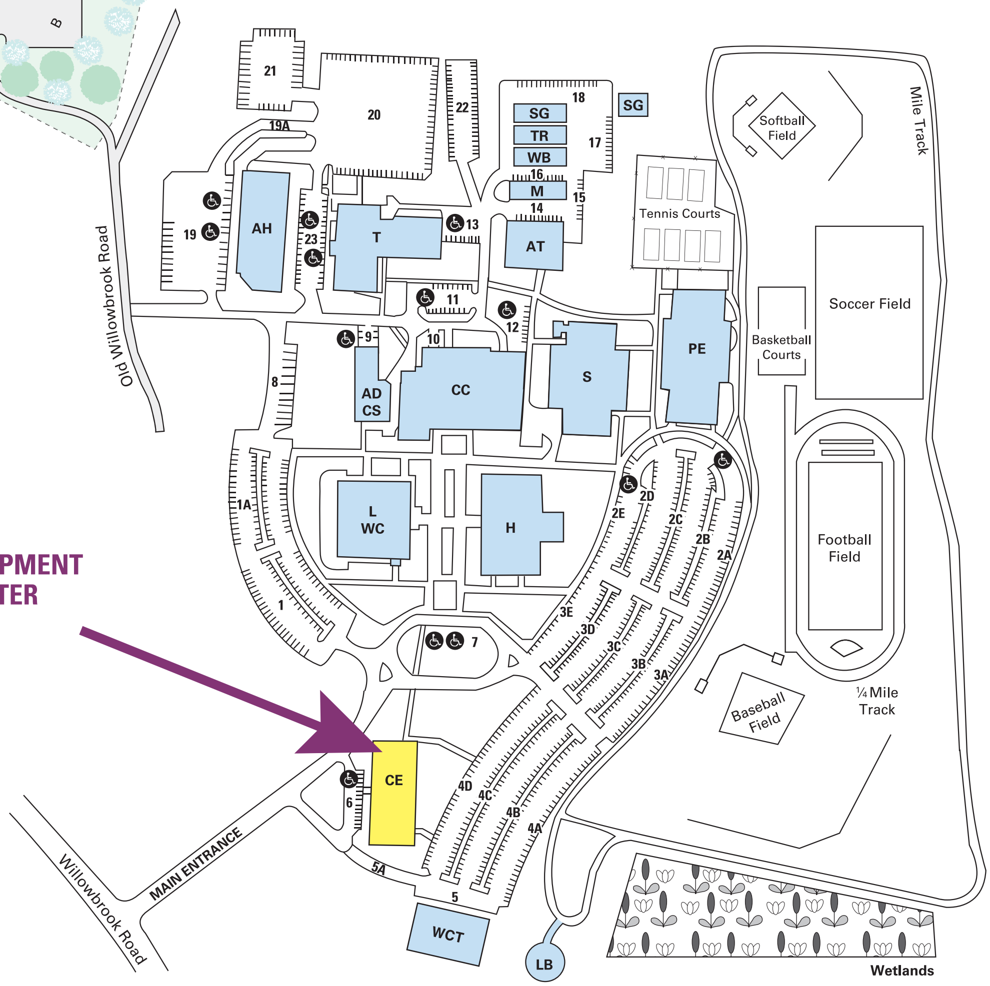


WILLOWBROOK WOODS

Student Housing Complex

STUDENT HOUSING LEGEND

1 • Student Housing Building
2 • Student Housing Building
3 • Student Housing Building
4 • Student Housing Building
5 • Student Housing Building
A • Club House
B • Parking
C • Gatehouse
♿ • Handicap Parking



• THIS MAP NOT TO SCALE

LEGEND

- **AD** Advancement *(Foundation, Public Relations, Marketing)*
- **AH** Allied Health
- **AT** Automotive Technology
- **CC** College Center
- **CE** Continuing Education and Workforce Development
- **CS** Campus Store (Bookstore)
- **H** Humanities
- **L** Learning Commons
- **LB** Labyrinth
- **M** Maintenance
- **PE** Physical Education / Gymnasium *(Bob Kirk Arena)*
- **S** Science
- **SG** Storage
- **T** Technology
- **TR** Transportation
- **WB** Workforce Building
- **WC** Thomas Welcome Center *(Stop here for questions.)*
- **WCT** Western Region Correctional Training Center
- **1-23** Parking
- **♿** Handicap Parking

8/22

Financial Aid, Admissions/Registration, Advising Center, Business and Student Housing Offices are located in the College Center (CC). Ample parking is available, with reserved parking identified for the handicapped. All-Gender Restrooms are available throughout the campus. To view a list of locations, visit: www.allegany.edu/agr

FACILTIES, LAND USE & INSTITUTIONAL PROFILE

Willowbrook – Our Naturally Beautiful Campus.

The *2025-34 Facilities Master Plan* continues to promote the preservation and organized, considered development of a campus known for its natural beauty. Breath-taking seasonal displays of the surrounding woodlands and grassland make Allegany College of Maryland a unique environment for learners. It is a dynamic, modern campus embraced by green hills and softly rolling water removed from the harsh sounds and pollution of traffic on the nearby I-68 corridor. Problems of congestion and conflicting needs between vehicles, pedestrians and bicyclists are nonexistent. Our *Plan* protects this beauty without sacrificing function as a regional educational leader. *Plans* and Specification for Design of the new County- sponsored sports and recreational facilities fully consider this great aesthetic appeal, protect our land, honor our traditions and historical roots, and contribute positively to the ecology and well-being of our community. *Plans* and specifications for renewal of facilities, both buildings and outdoor venues, will incorporate our goals for stewardship and sustainability. Our *Plan* represents a blueprint for continued maintenance of a park-like campus with a distinct sense of history and place, easy to reach from a major Interstate highway, agreeably walkable, an attractive destination for learners, faculty, staff, and community members – all in well-maintained modern classrooms and laboratories.

College Landscape and Adjacent Land Use.

Our *Facilities Master Plan* recognizes the landscape as a key component to the College’s appeal to prospective learners as well as community users. Landscape design elements contribute to student life with spaces for learning, relaxation, and connections to nature. Although the College owns 348+/- acres, not all acreage is suitable for commercial development and separate parcels are neither contiguous nor co-joinable with the existing campus site. Land parcels traditionally used for agriculture remain utilized as hayfields and pasturage. Wooded parcels remain in standing timber. Wetlands and drainage basins remain in unspoiled, natural states. Mountain terrain remains undeveloped. The developed campus occupies about 19-20 acres of gently rolling land suitable for easy construction of additional facilities. An approximate eight acres remain undeveloped and reserved for future expansion of academic buildings. Current land use distribution includes: 16%, outdoor recreational facilities; 5% arboretum, lawns and trees; 56% forestry planting and managed forest; 8% open land; 1% waterways; 6% driveways, roads and parking; 8% permanent campus and housing structures.

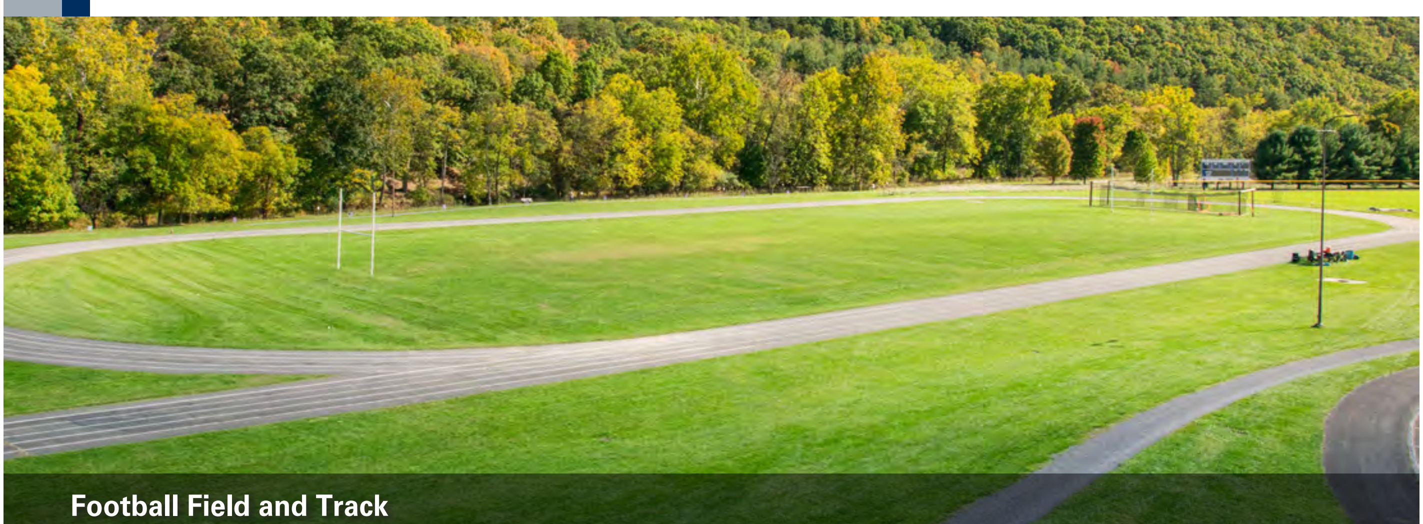
The Willowbrook campus and other realty holdings are accessed easily from the I-68 corridor, an asset for marketability of the College. This proximity renders College-owned land desirable to private investors; but *the College has no current or future intent to divest any of these parcels. Conversely, the College has neither a current nor future need to acquire additional* *land.* Expansion of College facilities over the next several decades can be easily accommodated on land parcels within the College's real estate portfolio. Restriction to the campus presents in the form of a *potential risk of enclosure* by the continuum of healthcare facilities and residences popping up on contiguous parcels owned by private or public entities. Although a factor, this potential is not a major threat to campus viability but is a dynamic when considering future expansion choices. Understanding these limitations, the College forms appropriate development strategies as needed. Most importantly, the College recognizes that, as the value of surrounding commercial land increases, the inevitable development and intensified noise, traffic and environmental pollutants will eventually adversely impact present use of our larger parcels for wildlife management and agricultural purposes. As an additional aspect in continued assessment and planning for future facility needs, we acknowledge that annual *Educational Plan* initiatives do have the potential to expand the necessity for academic and workforce development and training facilities grossly beyond current classroom or laboratory availability.

Vehicular and Pedestrian Circulation.

Students primarily commute to the Willowbrook campus as do faculty and staff. Transportation and transportation routes are not a significant issue. Examination of vehicular movement during a 12-hour cycle produced few concerns for motorist and pedestrian safety. A highly visible primary entrance directly off Willowbrook Road funnels traffic onto the campus. Two roundabouts control traffic flow over Willowbrook Road, moderating vehicle speed and succession. This permits easy ingress onto the campus drive and rapid egress in the I-68 direction. Exiting traffic making a left-hand turn onto Willowbrook Road may experiences 3-5 minutes delays during "shift-changes" at the adjacent medical center. The "Y" intersection in the main campus drive does have the potential to confuse oncoming traffic. This was examined in past *Plans*, and signage has been improved. The *Plan* recognizes that clear and accessible connections through the campus are essential to smooth movement of both vehicles and pedestrians. Learners and visitors should enjoy pleasant, well-maintained walkways and ease of movement throughout the campus. Consequently, the *Plan* recognizes a significant need to systematically replace aging, deteriorating sidewalks to ensure accessibility for all users.

Building Height and Architecture.

Although new construction of buildings IS NOT prescribed in this *Plan*, future construction SHALL consider building location, size, and height to facilitate blending new structures seamlessly with the established character of the older campus. Projects which involve renovating buildings or infrastructure should also consider these factors. Campus founders well-utilized the



Football Field and Track


Softball Field

gently sloped site in positioning original buildings. Original campus development, and later expansion periods, also employed these natural variances in elevation and situated new buildings in a manner which diminished invasive impact of building height. Developed with a minimalist architectural style, the College sustained this design philosophy as additional structures were built using geographic features to camouflage multi-storied heights. The result is a prospect of multi-storied buildings seamlessly blended with single story structures for a campus that enhances, rather than obscures, its naturally beautiful setting. Campus buildings renovated to date have fire suppression systems and meet all current ADA requirements for persons with a disability. Suppression system alarms for most buildings link directly to the 911 Center.

Utility Infrastructure.

Underground utilities service the campus and enhance the natural beauty of our learning environment. A series of campus-wide receptors connecting to the municipal drainage system collect most storm water. Uncollected sheet drainage flows into a series of natural waterways along campus boundaries. A geothermal system fuels space heating for several buildings linked to the underground distribution and well system. Chilled water systems primarily cool campus facilities, with several looped together for greater efficiency. Terracotta pipe composes the sewer system and were replaced with PVC as needed; however, we predict major replacement will be required within this *10-yr Plan* as settlement breaks occur and tree roots invade the older tile. Water lines are steel and have experienced breaks over the past 10 years. Estimated remaining life is less than 20 years. There are no underground fuel tanks. One above-ground propane tank is present. Installation of a new natural gas pipeline occurred in 2018. All telecommunication lines and computer network cables are underground. The adopted *Technologies Plan* includes annual rolling replacement of aging technology (phone system, networking equipment, datacenter servers, etc.) with cost effective and efficient solutions ancillary to the College's technological direction. A series of architecturally interesting LED lampposts provide general site lighting augmented with building-mounted fixtures where needed. The *Plan* does recognize a significant demand for charging stations for personal devices (laptops, phones, etc.) which has increased. Several buildings have lobby areas where charging can occur simultaneously for 10-20 students. Consequently, addition of charging stations will be part of the design for future renovation activities in all buildings.

Student & Enrollment Data

Table C.1. Enrollment Demographics

RETENTION	2018FA	2019FA	2020FA	2021FA	2022FA
Fall to Spring (First-Time Full-Time Cohort)	83.1%	80.2%	83.7%	81.7%	82%
Fall to Fall (First-Time Full-Time Cohort)	58.1%	51.9%	41.2%	58.2%	57.4%
PROGRESSION	**2018FA**	**2019FA**	**2020FA**	**2021FA**	**2022FA**
12 Credit Accumulation (1 Semester)	45.0%	55.5%	58.7%	47.7%	41.1%
24 Credit Accumulation (2 Semester)	37.9%	43.7%	48.4%	34.0%	33.1%
36 Credit Accumulation (3 Semester)	33.%	33.7%	36.9%	35.3%	35.0%
TRANSFER	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**
150% Transfer Rate (First-Time Full-Time Cohort)	29.7%	25%	30.3%	34.4%	32.1%
200% Transfer Rate (First-Time Full-Time Cohort)	34.7%	31.3%	37.4%	38.2%	35.8%
GRADUATION	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**
150% Graduation Rate (First-Time Full-Time Cohort)	20%	20.5%	15.9%	15.5%	29.3%
200% Graduation Rate (First-Time Full-Time Cohort)	29.9%	23.1%	21.1%	21.4%	34.2%

Tables C.1 and C.2 present historic and projected enrollment data for the period Fall 2019 through Fall 2033. Average full-time enrollment for the five-year period of FY2020-24, was 894, a -13.4% reduction from FY2019. This reduction, due to the Pandemic, continued through FA2022. Recovery began in FA 2023 and continued strongly with a +32% gain in FA2024. Currently, full-time enrollment exceeds pre-pandemic levels by 10% with a predicted 14% increase by FA2030. Comparing the MHEC predicted growth in Table C.2, with the College's calculated forecast, expected growth is within 2% of each value. However, the College believes both forecasts are overly optimistic but have been considered in this *Plan*. Assessing the potential and the numbers forecast for FY2033, it is apparent that the **potential growth of full-time students does not require construction** of an additional classroom and/or class laboratory spaces as the current NASF surplus exceeds 106,000 and the predicted 2034 surplus may exceed 62,700.

Soccer Field

Table C. 2 ENROLLMENT PROJECTIONS

														% CHG 10-YEAR TRENDS PROJECTED				5-YEAR TREND HISTORIC AVG	
	HEADCOUNT ENROLLMENT - ACTUAL						MHEC PROJECTED							2028	2029	2030	2033	ACTUAL	PROJD
	FA2019	FA2020	FA2021	FA2022	FA2023	FA2024	FA2025	FA2025	FA2027	FA2028	FA2029	FA2030	FA2033	2019	2020	2021	2024	2020-2024	2025-2030
FT	1032	871	777	825	861	1137	1162	1164	1165	1167	1168	1170	1162	**31.1%**	**34.1%**	**50.6%**	**35.0%**	894	1167
PT	1552	1652	1644	1753	1804	2043	2080	2088	2095	2102	2110	2117	2107	**35.4%**	**27.7%**	**28.8%**	**16.8%**	1179	2102
	FTE FALL ENROLLMENT - ACTUAL						MHEC PROJECTED												
	FA2019	FA2020	FA2021	FA2022	FA2023	FA2024	FA2025	FA2025	FA2027	FA2028	FA2029	FA2030	FA2033						
FTE	1602	1482	1406	1526	1646	1931	1971	1975	1979	1984	1988	1992	1974	**23.8%**	**34.1%**	**41.7%**	**19.9%**	1598	1984

Source: MHEC Enrollment Projections, 2033, July 2024

Tables C.1 and C.2 also exhibit historic and projected enrollment data for part-time enrollment. Unlike full-time use, average part-time enrollment for the five-year period FY2020-24, was 1779, a 14.6% increase over the pre-pandemic year of 2019. MHEC predicted growth by 2033, compared with college-predicted growth by 2033, varies by less than 1%, reinforcing the validity of both forecasts. The increase, however, is not notably greater than current FY2024 level, calculated to be a 2%-3% increase. It appears that the 25-27% growth in part-time students reflected in the MHEC predictions published FY2019 have peaked. Consequently, this newer potential **growth of part-time students does not require construction** of an additional classroom and/or class laboratory spaces as the current NASF surplus exceeds 106,000 and the predicted 2034 surplus may exceed 62,700. Increased demand on campus facilities and landscape by part-time learners has already occurred and added to the acceleration of use and reduction of projected end of useful life, especially congregational and study spaces, open computer laboratories, and rest and recreational spaces.

Table C. 3 ENROLLMENT PROJECTIONS

	HEADCOUNT ENROLLMENT - ACTUAL						COLLEGE YEARLY CHANGE						COLLEGE PROJECTED					
	FA2019	FA2020	FA2021	FA2022	FA2023	FA2024	2019-20	2020-21	2021-22	2022-23	2023-24	5-YR HIS AVG.	FA26	FA27	FA28	FA29	FA30	FA33
FT	1032	871	777	825	861	1137	15.6%	10.8%	6.2%	4.4%	32.1%	3.2%	1162	1164	1165	1167	1168	1170
PT	1552	1652	1644	1753	1804	2043	6.4%	-0.5%	6.6%	2.9%	13.2%	5.7%	2080	2088	2095	2102	2110	2117
FTE	FTE FALL ENROLLMENT - ACTUAL																	
	FA2019	FA2020	FA2021	FA2022	FA2023	FA2024	2019-20	2020-21	2021-22	2022-23	2023-24	5-YR HIS AVG.	FA26	FA27	FA28	FA29	FA30	FA33
	1602	1482	1406	1526	1646	1931	-7.5%	-5.1%	8.6%	7.9%	17.3%	4.2%	2012	2054	2057	2059	2060	1938

Physical Education Building

Employee & Faculty Data

Table C.4. Employee Demographics

	FACULTY HEADCOUNT - ACTUAL						MHEC PROJECTED							% CHANGE
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2025	2027	2028	2029	2030	2034	
FT	95	95	93	98	99	103							183	77.7%
PT	72	76	85	66	67	62							111	70.0%
LIB						6							11	120.0%
	STAFF HEADCOUNT						MHEC PROJECTED							
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2025	2027	2028	2029	2030	2034	
FT	189	185	190	189	186	192							336	75.0%
PT	152	122	101	104	112	115							178	54.8%

*Information provided in EDS report, which includes annual payroll as of 11/1.

Table C. 4 presents current demographics for employees and faculty. An increase in all categories by FY2034 is predicted by MHEC, with increases ranging from 75%-78% for full-time personnel and 55%-70% for part-time personnel. As with full-time enrollment, the College believes this need to be inflated but has been considered in this *Plan*. This pattern in predicted changes veers from the Colleges' historic experience whereby the number and percentage of part-time employees and faculty typically expands at a greater rate than full-time status personnel.

The impact of this historic and customary growth requires additional office space to accommodate a greater number of part-time faculty and staff. This directly impacts and adds to our current deficit in Office Spaces and requires planned options for addressing the projected need such as reconfiguration of existing space into shared offices or stations within departmental spaces. The predicted increase in staff does not impact parking facilities as examined in Section D., *Parking Space Inventory and Projection of Need.*

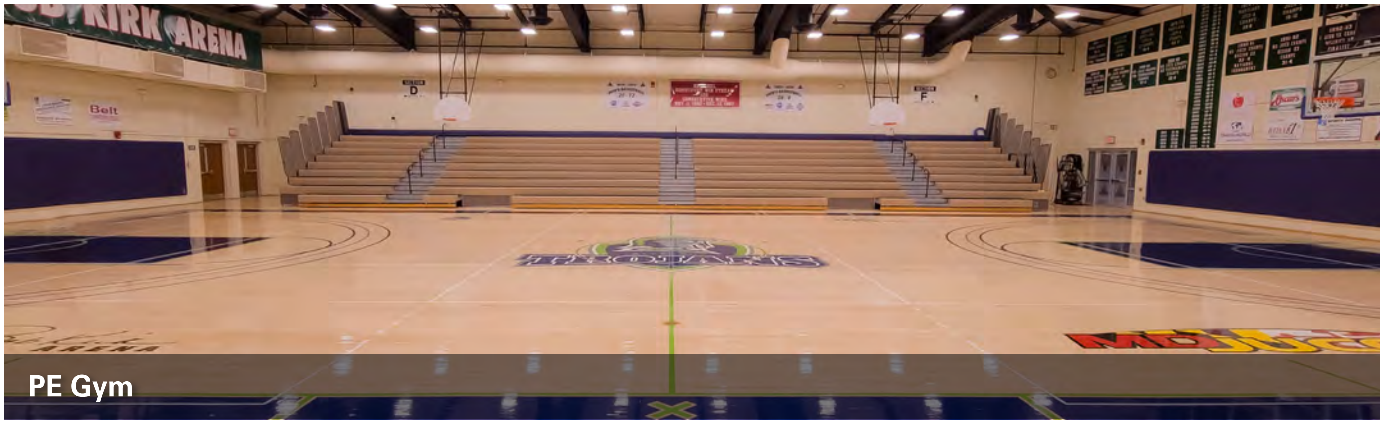
Building Inventory & Demographics

1. ***Refer to Appendix 2 for Description of all Buildings.***
2. ***Summary of Facility Conditions***

Table C. 5 Building Demographics

WILLOWBROOK CAMPUS FACILITIES

BUILDING NAME	YEAR BUILT	CAPACITY	NASF	GSF	EFF RATIO	YR OF SIGNIFANCT RENEWAL	FUNCTION	DESCRIPTION OF SIGNIFICANT RENEWAL
Automotive Tech	1969		11559	17962	64%	2011	CLASSROOMS & LABS	New Geothermal system; new Thermal barriers at doors and windows; Major electrical upgrade; Rooftop A/C unit added 2019 to service. New roof installed FY2022.
College Center	1969		43369	61397	71%	1996	ADMIN & STUDENT SUPPORT; THEATRE; CAFETERIA	ADA compliance; modernization of communal area & office spaces; HVAC expansion; equipment replacement. Roof renewal FY23; Cooling tower replaced FY20. Requires Immediate Replacement Fan Coils, Ventilators, Air Handlers & Chiller
Humanities	1969		18348	30709	60%	1995 2020	CLASSROOMS & LABS; STUDENT SUPPORT	Building Expansion; ADA compliance; modernization of classroom office spaces; equipment replacement; Full roof restoration completed 2020 w/30-yr warranty. Requires Immediate Moisture Abatement Including New Rooftop Equipment, Crawl Space Encapsulation
Library	1969		20624	24964	83%	2007 2020	LIBRARY, STUDENT SUPPORT & TESTING	Building Expansion; ADA compliance; modernization of interior spaces & building mechanicals; equipment replacement. New Geothermal system. 2020 renovations created Thomas Welcome Center w/increased restroom space, LED lighting replacement: replacement of 4000 SF of roofing. 1. Requires Immediate Replacement of all Ground Source Heat Pumps. 2. Requires Immediate Repair of damaged roof deck and installation of new membrane overlay to entire roof for 30-yr warranty.
Physical Education	1969		27077	39000	69%	2006	CLASSROOMS & LABS; GYMNASIUM	Roof Replacement; New Geothermal system; Pool system and Natatorium renovations. 1. Requires Immediate Repair of damaged roof deck and installation of new membrane overlay to entire roof for 30-yr warranty. 2. Requires Immediate Demolition of Pool and create new fitness Center
Physical Plant	1969		2967	2858	77%	2011	FACILITIES SUPPORT	New roof installed FY2022.
Sciences	1969		24458	34081	72%	2001	CLASSROOMS & LABS	Roof replacement; space reconfiguration; Air quality improvements. 1. Requires Immediate Repair of damaged roof deck and installation of new membrane overlay to entire roof for 30-yr warranty. 2. Requires Immediate Recommissioning of Certain HVAC Components to Improve Efficiency
Technologies	1975		33334	56127	59%	2020	CLASSROOMS & LABS; LARGE MEETING SPACE	Comprehensive replacement of all major electro-mechanical systems, roof, and windows; Addition of elevator; Corrected ADA issues; connected 5 levels in 3 pods together into 1 building



PE Gym

WILLOWBROOK CAMPUS FACILITIES

BUILDING NAME	YEAR BUILT	CAPACITY	NASF	GSF	EFF RATIO	YR OF SIGNIFANCT RENEWAL	FUNCTION	DESCRIPTION OF SIGNIFICANT RENEWAL
Workforce Development & Training Center	1978		13217	19971	66%		CLASSROOMS & LABS	Requires Immediate Renewal of All Systems & Space Reconfiguration. Number 1 Priority for MHEC Capital Grant Program
Advancement & Bookstore	1991		6829	6773	86%		AUXILLARY & OFFICE SPACE	Requires Immediate Repair of damaged roof deck and installation of new membrane overlay to entire roof for 30-yr warranty.
Welding & Automotive Lab	1991		3494	3840	91%		CLASSROOMS & LABS	Interior reconstruction of 900 SF laboratory space to accommodate Nail Technology Program; space meant to be temporary housing until WFD&TC renovation.
Allied Health	1994		32949	52080	63%		CLASSROOMS & LABS	Small Addition Construction LATE 1990s to Accommodate Student low between levels & Mechanical Systems; 4 rooftop HVAC units and AC boxes replaced 1. Requires Immediate Replacement of 5 Rooftop HAVC Units Past EOL 2. Requires Immediate Replacement of All Carpet with More Suitable Flooring Type
Turning Point Center	1994		1242	2482	50%	2007		Renovation for Safety as Child Care Facility
Storage Bldg. 1 GM Welding Lab	1996		3324	3600	92%		STORAGE & LABS	Reconstruction into "Smart Apartment" with residential type interior finishes, funded w/$120k special purpose grant during FY23.
Storage Bldg. 2	2005		2256	2400	94%		FACILITIES SUPPORT	
Transportation	2007		2812	3062	92%		FACILITIES SUPPORT	
WRCF	2022		6759	9682	70%		REGIONAL WORKFORCE SUPPORT-TRAINING ACADEMY	
DOWNTOWN CUMBERLAND – ANCILLARY FACILITIES								
Gateway Center	1930		21011	31000	68%		CLASSROOMS & LABS	Opened by ACM 2001; renewal of flooring in selected areas and in commercial CAFÉ. In FY2022-24
WESTERN MARYLAND WORKS – ANCILLARY FACILTIES								
Western Maryland Works	1966		28465	32542	87%		CLASSROOMS & LABS	Industrial type building used for workforce training programs. Building is leased from Allegany County government. College provides janitorial services.

Description of Programs, Services and Operations Provided by the College.

The College operates academic and noncredit training facilities at the Willowbrook Campus, the Gateway Center in downtown Cumberland and the Western Maryland Works site on Lane Avenue. Both satellite facilities are within an easy ten-minute drive of the Willowbrook Campus. In addition, the College offers learning opportunities within the State of Pennsylvania. In partnership with Allegany County through the local initiative Western MD Works, the College opened additional learner facilities at Lane Avenue in 2020. Allegany County government currently owns the 32,000 s.f. building. Allegany College. College provides janitorial services, security, and IT network maintenance. Within the industrial style warehouse building, the College offers Workforce training and credit courses to County students and provides makerspace opportunities. Classes housed here include Manual and CNC machining, Welding, and Industrial Maintenance classes as well as the credit Automated Manufacturing Engineering Technologies program, forklift training and a variety of short-term certification programs determined crucial to development of a regional workforce. The older Gateway Center is still the primary hub for our culinary and hospitality degree programs as well as short-term noncredit coursework, including basic adult education. The Gateway Center still houses office space leased to outside agencies. A full slate of course offerings for the college is provided in Appendix 1.

Our Bedford County Campus (BCC) in Everett, PA, is a 20,000 square foot facility, housing classrooms, computer labs, an electronic digital library, a conference room, a student lounge, administrative areas, and newly added nursing classroom with skills practice laboratoy. BCC features interactive classroom technology, a student study area and a telecommunications system which links our ACM campuses. Since 2017, approximately $1.56M has been spent on building improvements using State of Pennsylvania funds. Work included window replacement, HVAC replacements, security equipment upgrades, flooring refurbishment, paving, restroom renewals, addition of SMART Technology equipment, and modernization of classroom laboratory equipment, classroom furnishings and lobby furniture.


Tennis Court


Sand Volleyball


Outdoor Basketball Court

INSTITUTIONAL EVALUATION

Opportunities And Challenges.

Opportunities as well as challenges shape the vision of the campus and its facilities. Our primary challenge to creating the perfect campus is **available funding**. Competition for state dollars is highly competitive. Our Workforce programs are flourishing, enrollments are steadily growing, needs have expanded, but dollars are not readily available to meet the demand for more training facilities on the campus. Consequently, the College utilizes off-campus leased facilities suitable for ever-changing training and certification workforce programs. Challenges shape this *Plan*. Most significant is the compelling need to:

- meet current deficits in study, athletic, assembly & meeting, and data processing spaces;
- meet predicted deficits in laboratory, office, testing & tutoring, study, athletic, assembly & meeting, food facilities, data processing and facilities support spaces;
- complete major renovation of two aging buildings, which currently house programs which are in the highest demand by learners;
- and constantly monitor for minor repairs and updates needed, and complete such to maintain our campus facilities and equipment in the best and most efficient operational condition.

Together, increasing pressure to provide diverse workforce training programs within limited space and constraints on budgets makes these challenges formidable.

Our **land** represents our greatest opportunity and is an asset this *Plan* proposes to protect and enhance. Future workforce needs may require the College to use available land as a tool in promoting a community that values education and a connection to the land, encourages environmental stewardship and sustainability measures, and promotes social interaction and community activities. Consequently, any land use planned must be judicious, responsible, and flexible. The *2025-34 Facilities Master Plan* follows this vision, and all proposed expansion will meticulously consider land use in the location of new facilities and the expansion of existing venues. The *Plan* goal is maintaining an open, parklike environment for students and community users.

We recognize future development of our existing forests and meadowlands may present challenges under current State of Maryland and Federal Stormwater and Wastewater Regulations. The College will fully comply with all State and Federal regulations regarding wastewater and stormwater runoff using appropriate environmental site design methods and planned projects will promote the efficient use of water and creative approaches to managing stormwater run-off. As part of our commitment to leadership in sustainability, the College will meet or exceed applicable regulations on the environment. Development or expansion of outdoor recreational spaces will conform to all applicable environmental regulations. Students and community users increasingly call for more space for recreational activities. To address this need and enhance the quality of life for students, this *Plan* looks at creative ways to use our outdoor spaces for recreation without diminishing the natural beauty of our campus site. An examination of existing outdoor spaces may present an opportunity for space to serve multiple purposes as opposed to a traditional particular use.

Future enrollment is likely to increase, particularly in our workforce training sector, as we strive to meet regional and state goals as well as the national economic imperative to increase the number of college graduates. This growth will require a more efficient use of buildings during all times of the day which may result in increased hours-of-use as the increased the flow of people directly impacts our ability to provide *continued excellence in maintenance of campus facilities*. This suggestion to expand the hours occupancy beyond 8AM to 4PM is a shift in current practice. Growth in student activity will necessitate a corresponding increase in faculty and staff with greater pressure on campus facilities and infrastructure. Unfortunately, current fiscal constraints on the College make continued excellence in maintenance an overarching challenge. **Consequently, many renewal projects exceeding $500,000 must be implemented slowly over time as funding allows.** The College will seek partnerships with private entities and city, state, or federal agencies for funding of some goals. **Projects such as paving parking areas may require implementation of a parking fee.** This *Plan* encourages opportunities for alumni and friends to leave their personal mark on the College by their support and contributions for plantings, outdoor furnishings, irrigation systems, gateway enhancements, accessible pathways, and other projects that add to the beauty and function of their alma mater.

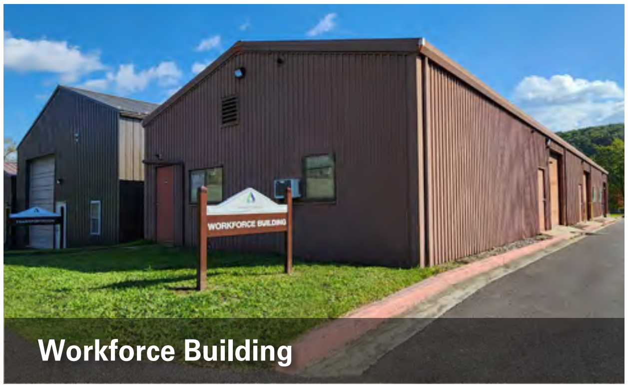
Summary Assessment of Physical Buildings and Infrastructure.

Major concerns for this *Plan* are the advanced age and deteriorating condition of the Workforce Development & Training Center and the impact of student overgrowth on the Allied Health and Workforce Training and development buildings. Neither building has undergone a **major renovation** since original construction. Together the two target buildingsrepresent **15.2% of total NASF space**. An additional **45.4% of facilities require minor renewal** due to wear and tear on restrooms and aging roofs & MEP systems. In addition, landscape needs must include the staged replacement of underground water and sewer lines, which are 96% original, and are approaching end-of-life during this *Plan* period. (We have replaced an estimated 4% with PVC due breaks in lines.)

As shown in Table D.1., 47% of building inventory is coded Condition Code 1 and only requires normal maintenance activities. This demonstrates the success of our planned preventive maintenance program initiated more than 10 years ago, when 68.4% of the facilities required minor renewal.

Table D.1. FALL 2024 BUILDING CONDITON BY CODE

	# Bldgs.	NASF	GSF	% of Total GSF
CODE 1 Normal Maintenance	11	78360	205423	47.04%
CODE 2 Minor Renewal	6	140705	198124	45.36%
CODE 3 Major Renovation	2	85029	33188	7.60%
CODE 4 Planned Termination	0	0	0	0.00%
TOTAL ALL	**19**	**304094**	**436735**	**100.00%**

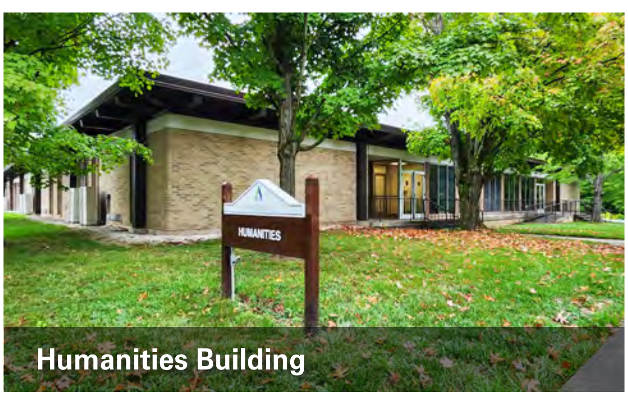


Workforce Building


Western Region Correctional Training Center

Table D.2 identifies Deferred Maintenance and new medium to large Capital projects for the period of this *Plan*. Today's cost of our current deferred maintenance backlog is an estimated $9.6 million dollars. Deferred maintenance also contributed to higher energy consumption and costs, limiting our ability to *reduce the College's carbon footprint and reduce overall College utilities expense.* Given that all buildings are aging, expending 2-3% of replacement value annually is a customary tactic to avoid additions to the deferred maintenance backlog, but it will not reduce it. Our preventive maintenance program considered this stratagem and in FY2019 began a sustainability fee of $5 per credit, increased in FY20 to $6 per credit hour. The revenue produced is not sufficient in any one fiscal year to address the projects reflected in Table D.2. Instead, the College permits accumulation of the income in anticipation of its use to match grant opportunities. Since inception, the College has successfully leveraged three years of revenue into more than $1M dollars for capital improvements.

Facilities renewal falls into two categories: Infrastructure Replacement and Building Systems Renewal. Facilities renewal has become more urgent as EOL approaches our prioritized projects. Underground water and sewer lines are unseen and will produce a significant invisible crisis within the next 10-15 years if staged replacement does not begin in the next few fiscal years. The renewal of building systems is an immediate and urgent need for the Workforce Training & Development Center as original MEP systems are now at or past EOL. The restoration of specific MEP systems, roofs, and HVAC equipment are needed for numerous buildings, as identified in Table D.2. Of these needed projects, 45% are Code "2", 8% are Code "3", and 0% are Code "4". As funding becomes available from in-house or outside sources, implementation of renewal activities occurs. If necessary, renewal activities are divided into logical components and staged over several fiscal years.



Humanities Building

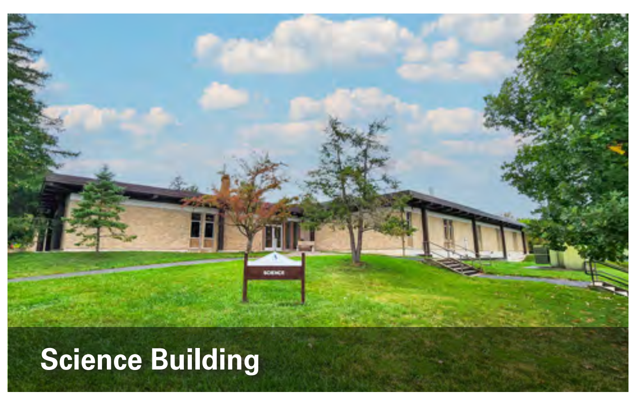

Science Building

Table D. 2 DEFERRED MAINTENANCE BACKLOG, CAPITAL FUNDING REQUIRED, FALL 2024						
OVERALL PRIORITY	PROJECT TITLE	SHORT DESCRIPTION	APPROX # OF YEARS OVERDUE AS OF 7/1/24	CURRENT COST ESTIMATE	FUNDING POTENTIALS	PREDICTED FY FOR START OF CONSTRUCTION
1	***College Center HVAC Equipment***	Remove and replace fan coils, ventilators, air handlers, chiller	4	$1,450,000	State Facilities Renewal, County CIP, College Fund balance, Sustainability Funds	FY25/26
2	***Humanities Building Moisture Control System***	Remove and replace rooftop ventilation units with new (DOAS). Include energy recovery and dehumidification. Install new ductwork		$2,000,000	$420k available in FB	FY25/26
3	***Pool Conversion to Fitness Center***	Demolish indoor pool in Physical Education Bldg. Convert the space into a fitness center	17	$325,000	$200,000 FY24 County CIP funds plus college fund balance	FY24
4	***Tennis Court Repair***	Demolish existing courts. Install site new drainage system. Install new base and top layer including overlay & topcoat. Reinstall lights, nets, fence	7	$430,000	State Bond $150k, Local Development Council $102,500 & $25k Fund balance	FY25
5	***Library Ground Source Ceiling Heat Pumps***	Replace failing heat pumps past EOL. Geothermal company that manufactured units is defunct and replacement parts are hard to secure	6	$240,000	Fund balance/Sustainability Funds	FY25/26
6	***Science Building Roof Restoration***	Repair and replace damaged sections of roof, then applying Alphaguard membrane to the roof. Materials and job provide 30-year warranty and extend useful life of roof	6	$450,000	State Facility Renewal Funds	FY28
7	***Physcial Education Roof Restoration***	Repair and replace damaged sections of roof, then applying Alphaguard membrane to the roof. Materials and job provide 30-year warranty and extend useful life of roof	3	$900,000	State Facility Renewal Funds	FY30
8	***Sewer and Water Line Replacement or Relining***	Replace sections of sewer and water lines serving various buildings across campus that are well past their useful lifespans and in need of replacement. In some cases, lines could potentially be terracotta.	7-10	$500,000	Fund balance/Sustainability Funds	FY25/26+
9	***Allied Health Rooftop HVAC***	Replace 6 rooftop units past their useful lifespan in various locations on the Allied Health roof	6	$120,000	Currently on Fund balance list	FY24/25

Table D. 2 DEFERRED MAINTENANCE BACKLOG, CAPITAL FUNDING REQUIRED, FALL 2024						
OVERALL PRIORITY	PROJECT TITLE	SHORT DESCRIPTION	APPROX # OF YEARS OVERDUE AS OF 7/1/24	CURRENT COST ESTIMATE	FUNDING POTENTIALS	PREDICTED FY FOR START OF CONSTRUCTION
10	***Library Roof Restoration***	Repair/replacing of damage sections of roof, then applying Alphaguard membrane to the roof. Materials and job provide 30-year warranty and extend useful life of roof	2	$650,000	State Facilities Renewal Funds	FY32
11	***Sidewalks and ADA Ramp Restoration***	Remove and replace existing sidewalk in the Center of Cumberland Campus	17	$600,000	Applied for thru SEED grant FY24; not likely to receive before FY25	FY25+
12	***Campuswide Restroom Facilities Restoration***	Complete updates of various public restrooms throughout the Cumberland Campus	20-13	$300,000	Applied for thru SEED grant FY24; not likely to receive before FY25	FY25+
13	***Allied Health Building Flooring Renewal***	Carpet is past useful lifespan and has broken down significantly past the point of being cleanable due to the fact that the building is our highest-use building, which equates to substantial amounts of foot traffic	11	$250,000	Fund balance/Sustainability Funds	FY26+
14	***Advancement Building Roof Restoration***	Repair/replacing of damage sections of roof, then applying Alphaguard membrane to the roof. Materials and job provide 30-year warranty and extend useful life of roof	2	$200,000	State Facility Renewal Funds	FY34
15	***North Parking Lot Restoration***	Mill lot, repair base, and overlay with new asphalt	3	$300,000	Possible Fund Balance or Sustainability Fee Funds	FY25/26
16	***Science Building Commissioning and Updates***	Recommissioning Air Handlers and VAV boxes throughout the building in an effort to decrease energy use and strain on the system	11	$315,000	Fund balance/Sustainability Funds	FY28+
17	***Wetlands Boardwalk Repair and Evitts Creek Bridge***	Replacing/repairing as needed, sections of wetlands boardwalk and Evitts creek walking bridge. Spaces can be considered auxiliary lab spaces, as they are used by science classes on campus	6	$55,000	Project open space and Local Development Council - $55,000	FY25
18	***Bring Your Own Device (BYOD) Charging Stations***	Provide charging stations within each building for learners to charge personal devices (i.e., laptops, tablets); increase number of stations in library & college center buildings	1	$500,000	Fund balance/Sustainability Funds	FY26-27
	TOTAL FOR ALL DEFERRED MAINTENANCE (BACKLOG)			**$9,585,000**		

Expansion. This *Plan* does not predict the need for expansion of permanent structures. Planned expansion of recreational venues is part of a joint venture with local governments, as previously discussed.

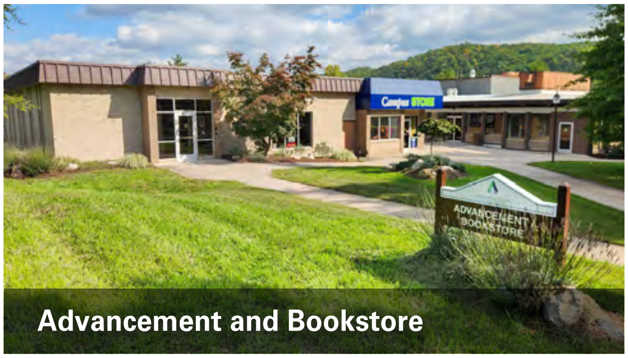
Utilization of Existing Facilities. To categorize our building inventory, we used Maryland Higher Education Commission's (MHEC) definitions for building types Approximately 44% of total available space at the main campus is concentrated in ten academic buildings, one library, two administrative buildings, and three facilities support buildings. Three additional ancillary buildings comprise the remainder of the total space inventory. Table D.3 presents additional information on NASF and GFS comparisons by function.

Table D.3. FALL 2024 MAJOR BUILDING FUNCTION AND USE

	# Bldgs.	NASF	GSF	% of Total GSF
Academic	10	190159	281912	64.55%
Administration	2	50198	69370	15.88%
Library	1	20624	24964	5.72%
Facilities Support	3	8035	9323	2.13%
Ancillary	3	35078	51166	11.72%
TOTAL ALL	**19**	**304094**	**436735**	**100.00%**

Space, Use and Utilization Analysis. State mandated space planning guidelines are published to assist the College and the State of Maryland in identifying the overall adequacy of types and amount of space. The current Facilities Inventory (dated 4/1/24) and the annual MHEC Enrollment Projections (dated 7/1/24) were used to prepare the latest MHEC CC-Table 3 and produce potential future space allowances based on the Guidelines. The CC-Table compares existing and predicted inventories based on campus-wide data and deals only with quantity, not quality, of space. The CC-Table prepared July 2024 calculates a current surplus of 102,007 net assignable square feet (NASF). Table D.4. below shows current deficits in room use categories of testing and tutoring, study spaces, athletic spaces, assembly space, support space for data processing and central services. If enrollment projections do occur during this *Plan* period, the current surplus potentially decreases to 12,088 net assignable square feet by FY2033. However, **deficits will remain in the major room use categories of laboratories, office spaces, athletic space, food facilities, meeting rooms, and support services spaces**.

Together, all predicted deficits exceed 65,000 NASF. Projected negative space need cannot be corrected simply by reconfiguring surplus space without regard for the current room use and suitability to the proposed reclassification. **In reality, only an estimated 28%-32% of current surplus space** is considered suitable for reprogramming to reduce predicted deficits. Specialized use as athletic space and food facilities, cannot be situated in our traditional academic buildings without environmental


Advancement and Bookstore


Student Housing

conflict and substantial investment of dollars. It would be detrimental to our learning environment to locate a cafeteria or fitness center in an underused classroom, for example. Where repurposing makes sense and logic, the College will implement needed changes in room use. Table D.4.A. presents data for surpluses and deficits in specific areas. Continued robust growth in our Workforce and Healthcare programs is vital to ensure the State's continued economic growth and international competitiveness. Unfortunately, these spaces have serious shortfalls in overall NASF, laboratory spaces, and flexibility for daily reconfiguration of classrooms due to class size. Interestingly, both are in the two buildings identified in this *Plan* as our #1 and #2 priorities for major renewal. The space shortfall has impacted our ability to accept new nursing cohorts and implement needed workforce training. Consequently, an estimated $28M new capital dollars may be required after FY2033 to fully rebalance space use and alleviate the predicted space shortage.

Table D. 4 SPACE DEFICITS PROJECTED BY MHEC-FY2023 TO FY2033

CODE	HEGIS CATEGORY	2023 NEED	2023 INVENTORY	DEFICIT	% OF CURRENT NASFA	2033 NEED	2033 INVENTORY	DEFICIT	% OF PROJECTED NASFA
220-25	Open Laboratory					6,460	4,547	-1,913	-0.63%
310-15	Office/ Conf. Room					93,748	59,396	-34,352	-11.22%
320-25	Testing/Tutoring	1,500	0	-1,500	-0.49%	1,519	0	-1,519	-0.50%
410-15	Study	5,356	2,171	-3,185	-1.05%	9,613	2,721	-6,892	-2.25%
440-55	Processing/Service					1,287	2,609	1,322	0.43%
520-23	Athletic	34,000	25,532	-8,468	-2.78%	34,380	25,532	-8,848	-2.89%
530-35	Media Production	1,600	826	-774	-0.25%	1,630	826	-804	-0.26%
580-85	Greenhouse	1,000	746	-254	-0.08%	1,000	746	-254	-0.08%
610-15	Assembly	12,000	9,972	-2,028	-0.67%	12,076	9,972	-2,104	-0.69%
620-25	Exhibition	1,500	714	-786	-0.26%	1,519	714	-805	-0.26%
630-35	Food Facility	5,957	9,061			10,690	9,611	-1,079	-0.35%
680-85	Meeting Room	6,000	3,382	-2,618	-0.86%	6,000	3,370	-2,630	-0.86%
710-15	Data Processing	2,500	301	-2,199	-0.72%	2,500	301	-2,199	-0.72%
720-25	Shop/Storage	7,260	8,159			10,792	8,159	-2,633%	-0.86%
750-55	Central Service	4,000	3,812	-188	-0.06%	4,000	3,812	-188	-0.06%
760-65	Hazmat Storage	145	0	-145	-0.05%	216	0	-216	-0.07%
	Total NASF:	**82,818**	**64,676**	**-22,145**	**-7.28%**	**197,430**	**132,316**	**-65,114**	**-21%**

Table D. 4.A. MHEC PROJECTED SPACE SURPLUS AND DEFICIT – FY2023 TO FY2033

CODE	HEGIS CATEGORY	2023 NEED	2023 INVENTORY	SURPLUS/ DEFICIT	% OF CURRENT SPACE	2033 NEED	2033 INVENTORY	SURPLUS/ DEFICIT	% OF PROJECTED SPACE
100-15	**CLASSROOM**	**21,521**	**53,499**	**31,978**	**18.4%**	**38,622**	**53,291**	**14,669**	**18.2%**
200	**LABORATORY**	**23,808**	**88,423**	**64,615**	**30.4%**	**42,727**	**90,849**	**48,122**	**31.0%**
210-15	Class Laboratory	20,209	83,876	63,667-	28.8%	36,267	86,302	50,035	29.5%
220-25	Open Laboratory	3,599	4,547	948	1.6%	6,460	4,547	(1,913)	1.6%
300	**OFFICE**	**54,246**	**60,210**	**5,964**	**20.7%**	**95,267**	**59,396**	**(35,871)**	**20.3%**
310-15	Office/Conference Room	52,746	60,210	7,464	20.7%	93,748	59,396	(34,352)	20.3%
320-25	Testing/Tutoring	1,500	0	(1,500)	0.0%	1,519	0	(1,519)	0.0%
400	**STUDY**	**9,516**	**14,825**	**5,309**	**5.1%**	**14,117**	**15,375**	**1,258**	**5.2%**
410-15	Study	5,356	2,171	(3,185)	0.7%	9,613	2,721	(6,892)	0.9%
420-30	Stack/Study	2,960	10,045	7,085	3.5%	3,217	10,045	6,828	3.4%
440-55	Processing Service	1,200	2,609	1,409	0.9%	1,287	2,609	1,322	0.9%
500	**SPECIAL USE**	**36,600**	**27,104**	**9,496**	**9.3%**	**37,010**	**27,104**	**(9,906)**	**9.3%**
520-23	Athletic	34,000	25,532	(8,468)	8.8%	34,380	25,532	(8,848)	8.7%
530-35	Media Production	1,600	826	(774)	0.3%	1,630	826	(804)	0.3%
580-85	Greenhouse	1,000	746	(254)	0.3%	1,000	746	(254)	0.3%
600	**GENERAL USE**	**28,809**	**32,939**	**4,130**	**11.3%**	**35,048**	**32,968**	**(2,080)**	**11.3%**
610-15	Assembly	12,000	9,972	(2,028)	3.4%	12,076	9,972	(2,104)	3.4%
620-25	Exhibition	1,500	714	(786)	0.2%	1,519	714	(805)	0.2%
630-35	Food Facility	5,957	9,061	3,104	3.1%	10,690	9,611	(1,079)	3.3%
650-55	Lounge	1,752	6,235	4,483	2.1%	3,144	5,726	2,582	2.0%
660-65	Merchandising	1,600	3,575	1,975	1.2%	1,619	3,575	1,956	1.2%
680-85	Meeting Room	6,000	3,382	(2,618)	1.2%	6,000	3,370	(2,630)	1.2%
700	**SUPPORT**	**13,905**	**12,272**	**(1,633)**	**4.2%**	**17,508**	**12,272**	**(5,236)**	**4.2%**
710-15	Data Processing	2,500	301	(2,199)	0.1%	2,500	301	(2,199)	0.1%
720-25	Shop/Storage	7,260	8,159	899	2.8%	10,792	8,159	(2,633)	2.8%
750-55	Central Service	4,000	3,812	(188)	1.3%	4,000	3,812	(188)	1.3%
760-65	Hazmat Storage	145	0	(145)	0.0%	216	0	(216)	0.0%
800	**HEALTH CARE**	**500**	**1,640**	**1,140**	**0.6%**	**508**	**1,640**	**1,132**	**0.6%**
	Total NASF:	**188,905**	**290,912**	**102,007**	**100%**	**280,807**	**292,895**	**12,088**	**100%**

MHEC uses two distinct measurements when analyzing the service of any academic building. First, **Classroom Use** is the time in which the room is occupied during accepted peak operating times. Only scheduled assignment of classrooms is recorded and made part of the calculation. Second **Classroom Utilization** is a measurement of the number of stations occupied compared to the total number of stations in each room.

To account for periods of no classroom use, the College targeted a percentage of available classrooms in use as an indication of full use. By national standards, a utilization rate of **66.7%** of the seats in a room occupied over the duration of the instructional week is considered to be fully utilized.

Table D. 5 analyzes current use of the College's academic buildings. As presented in Table D. 5, the Average Daily Use Time is 1435 minutes, equaling 59.8% of available use time.

Table D. 6 analyzes current utilization of the College's academic buildings. As presented in Table D. 6., the Average Utilization Rate is currently 69.1%,exceeding national standards by 2.4%.

For each calculation in Tables D.5 and D.5.A, we examined all courses offered in each building, the days of the week the classes are offered, and start and end times. Classes starting before 8AM were adjusted up to 8AM; likewise, any class ending after 4PM were adjusted down to 4 PM. The percentages displayed represent the time that all rooms used for credit courses in academic year 2023-24 were occupied between the target hours relative to the number of minutes in the timeframe (being 480 minutes per room).

It is interesting to note the precipitable decrease in room use on Fridays, for the Workforce Development & Training Center and Humanities buildings (as shown in Table D.5.A.,). In addition, review of the data indicates a preference for T-TH classes as opposed to traditional a M-W-F class schedule. It is further determined from examination of Table D.5.A, that the most consistent room use occurs in the Allied Health Building, where use is also among the highest percentages. This degree of consistent and constant use contributed to our ranking of the Allied Health Building as the College's Number 2 Priority for capital renovation.

Table D.5. FALL 2024 PEAK TIME BUILDING USE

Building	# Rooms used for CREDIT Courses	Possible Weekly Minutes (8AM to 4 PM)	Weekly Minutes Used, Actual	% Weekly Minutes Used, Actual
WILLOWBROOK CAMPUS				
Allied Health	25	66,000	50,570	84.3%
Auto Technology	2	4,800	3,855	80.3%
College Center	1	2,400	600	25.0%
Workforce Center	4	9,600	3,590	37.4%
Humanities	13	31,200	19,680	63.1%
Off	3	72,00	3,220	44.7%
Physical Education	2	4,800	3,110	64.8%
Science	15	36,000	15,354	42.7%
Technologies	16	38,400	17,375	45.2%
SUBTOTAL	**81**	**194,400**	**117,354**	**60.4%**
ANCILLARY				
Western Maryland Works	2	4,800	1,755	36.6%
SUBTOTAL	**2**	**4,800**	**1,755**	**36.6%**
TOTAL ALL	**83**	**199,200**	**119,109**	**59.8%**

Table D.5.A. FALL 2024 PEAK TIME BUILDING USE BY DAY

Building	Daily Minutes Available (8 AM to 4 PM)	Monday	Tuesday	Wednesday	Thursday	Friday
WILLOWBROOK CAMPUS						
Allied Health	12,000	85.9%	93.7%	91.1%	89.3%	61.4%
Auto Technology	960	80.7%	76.6%	81.3%	76.6%	86.5%
College Center	480	41.7%	0.0%	41.7%	0.0%	41.7%
Workforce Center	1,920	41.1%	56.5%	35.9%	53.4%	0.0%
Humanities	6,240	65.6%	81.6%	54.6%	79.5%	34.1%
Off	1,440	47.2%	53.1%	47.2%	36.5%	39.6%
Physical Education	960	72.9%	63.0%	72.9%	63.0%	52.1%
Science	7,200	46.0%	38.5%	60.1%	41.2%	27.4%
Technologies	7,680	38.8%	52.3%	47.5%	52.0%	35.6%
SUBTOTAL	**38,880**					
ANCILLARY						
Western Maryland Works	960	20.3%	52.3%	29.7%	34.4%	12.5%
SUBTOTAL	**960**	**20.3%**	**52.3%**	**29.7%**	**34.4%**	**12.5%**
TOTAL ALL	**39,840**					


Tech Building

Table D.6 FALL 2024 PEAK TIME BUILDING UTILIZATION			
Building	**Capacity**	**Enrollments**	**Utilization rate**
WILLOWBROOK WOODS CAMPUS			
Allied Health	4,702	2,997	63.7%
Auto Technology	680	254	37.4%
College Center	100	37	37.0%
Workforce Center	106	90	84.9%
Humanities	350	1,567	447.7%
Off			
Physical Education	1,123	274	24.4%
Science	2,054	1,275	62.1%
Technologies	2,490	1,568	63.0%
SUBTOTAL	**11,605**	**8,062**	**69.5%**
ANCILLARY			
Western Maryland Works	252	126	50.0%
SUBTOTAL	**252**	**126**	**50.0%**
TOTAL ALL	**11,857**	**8,188**	**69.1%**

Adequacy of Land and Capacity for Future Development. The College owns 348+/- acres but not all acreage is suitable for commercial development and separate parcels are neither contiguous nor co-joinable with the existing campus site. The campus occupies nineteen acres of gently rolling land suitable for easy construction of additional facilities. Of the original acreage, 8+/- acres remain undeveloped. Current distribution is 16%, outdoor recreational facilities; 5% arboretum, lawns and trees; 56% forestry planting and managed forest; 8% open land; 1% waterways; 6% driveways, roads and parking; 8% permanent campus and housing structures.

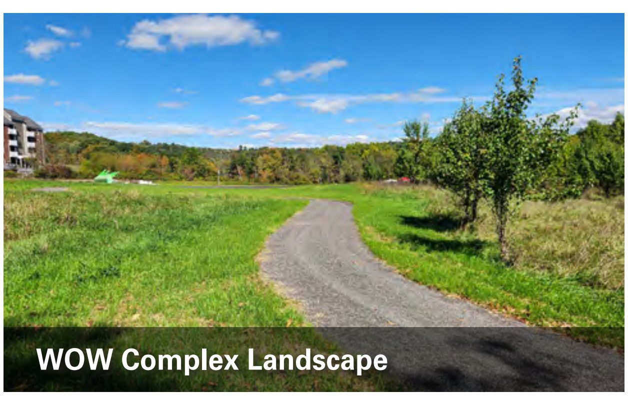
This *Plan* acknowledges that as an additional aspect in continued assessment and planning for future facility needs, the annual *Educational Plan* initiatives may expand academic, or workforce development and training needs, grossly beyond current classroom or laboratory availability, consequently triggering additional expansion and development of the campus. However, at this time no expansion is planned during the next 10-year period.

Recreational Space and Special Needs. Open air green spaces abound on our campus and adjoining meadowlands. Space for recreation and recreational


WOW Complex Equipment

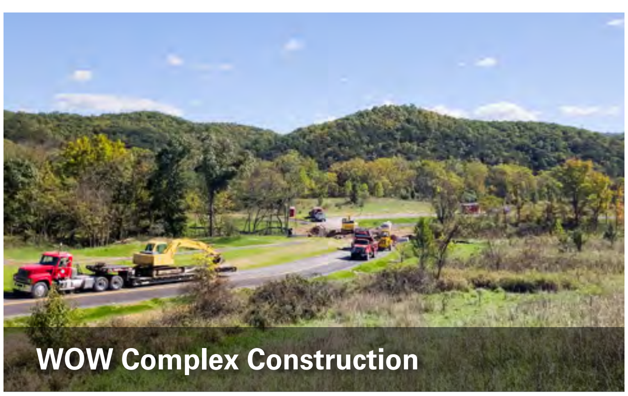

WOW Complex Pavilion

facilities, hiking, bicycling, competitive sports and practice fields is almost inexhaustible. Through our partnership with local government, the College **has initiated development of twenty-four acres** as the **Willowbrook Outdoor Wellness (WOW) community sports complex.** County-funded in its entirety, construction will include new roadways and auxiliary parking areas, sewer and water, related signage, rest rooms and concession stand, and free-standing pavilions. League-play basketball courts and baseball and softball fields will permit the College to host regional sports tournaments, bringing direct economic benefit and dollars into the community. In turn, the complex enhances our marketability to incoming learners. The planned development of new access to our waterways and aquatic features will permit fishing and additional hiking and bicycle trails. Once completed, recreational areas will occupy 23% of the college's total acreage and will eliminate the identified MHEC deficit in athletic space. The complex is fully funded by the County and will be maintained with County funds. Completion of the joint venture is anticipated during FY2026.

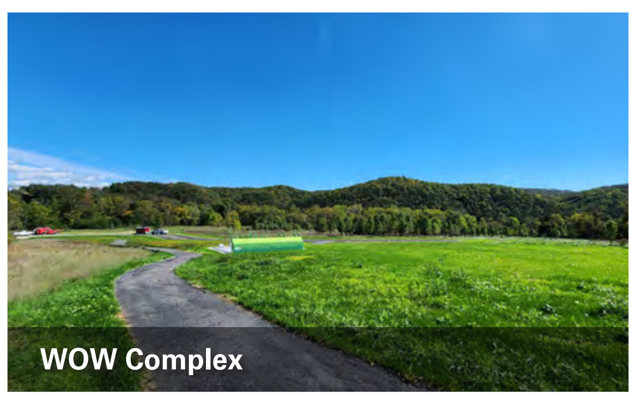

WOW Complex Landscape


WOW Complex Construction

WILLOWBROOK OUTDOOR WELLNESS COMPLEX



WOW Complex Construction



WOW Complex

Physical Plant

Parking Space Inventory and Projection of Needs. There are approximately 1,360 parking spaces on campus for faculty, staff, students and visitors. All parking lots are within a 5-minute walk to any existing campus building. Any future demand for land to accommodate building projects, promote connectivity, and enhance sustainability across the College environments will NOT require reductions in surface parking. There is no recognized need for garage type facilities. In an effort to reduce our carbon footprint we will encourage increased use of carpooling, EV vehicles, and increased use of bicycles. Table D. 7, which incorporates MHEC's enrollment projections to FY2033, does forecast a need for additional staff and faculty spaces and general parking. Analyzing the projected needs, which we believe are over-inflated, the College concluded that:

1. General parking for students would be an issue for the College if all users were on the campus simultaneously. Historic observation of lot use and enrollment trends indicate this is a low need area as parking lots are rarely 90% full.

2. Any predicted shortage for employees and /or faculty can be addressed by redesignating a small percentage of general parking spaces. As all faculty is not on the campus simultaneously, this is considered a low need as general parking is commonly used for any overflow.

Table D. 7 FORECAST OF CHANGE IN MHEC PARKING SPACE NEEDS FOR PERIOD 2023-33

PARKING CATEGORY	FY2023 NEED	FY2023 INV	SURPLUS/ (DEFICIT)	% OF TTL CHG	FY2033 NEED	FY2033 INV	SURPLUS/ (DEFICIT)	% OF TTL CHG
FTDE-T	643	917	274	75.5%	1,154	1,161	7	7.1%
FT-Fac and FT-Staff	217	284	67	18.5%	389	284	(105)	-107.1%
SUBTOTAL	**860**	**1,201**	**341**	**93.9%**	**1,543**	**1,145**	**(98)**	**-100.0%**
Vistors	17	26	9	2.5%	31	26	(5)	-5.1%
General	877	1,227	350	96.4%	1,574	1,471	(103)	-105.1%
Reserved Accessible*	18	31	13	3.6%	26	31	5	5.1%
ALL SPACES	**3**	**1,258**	**363**	**100.0%**	**1,600**	**1,502**	**(98)**	**-100.0%**

The Planning Process.

Early in 2024, we began a comprehensive effort to create the new 2025-34 *Facilities Master Plan*. The Facilities Master Committee, composed of the Vice President of Finance and Administration, the Director of Physical Plant, the *Facilities Planner*, and an outside contractor, hosted a campuswide live and virtual zoom video conference which permitted all learners, faculty and staff to contribute data, information, and ideas apropos to the formation of this new ten-year *Plan*. All comments collected during the zoom were considered. Interestingly, the bulk of comments focused on **four** distinct categories: (1) inadequate site drainage, (2) pathway and building accessibility, (3) minor refreshing of building aesthetics to improve marketing and student retainage, and (4) noise pollution, specifically from the Print Shop spaces. As part of the process, outside professionals with expertise in areas addressed in the *Plan* provided advice for dealing with these issues and their recommendations are incorporated in this new *Plan*.

This *Plan*, which promotes *preventive maintenance* rather than *reactive maintenance*, is approved by the President and adopted by the Board of Trustees. It presents an unclouded vision, comprehensive in scope, but does not chain the College to a fixed or detailed blueprint of implementation for operations, renewal or expansion. Planning is an ongoing process, and the College will annually update, improve and refine this *Master Plan* as required. The vision of this *Plan* with its emphasis on creating a place of natural and architectural beauty, community, and utility, will guide College administration for the next ten years.

Coordination and development of the *Facilities Master Plan* is the responsibility of the Vice President, Finance and Administration. The VP provides oversight over implementation of the *Plan* by Physical Plant Department employees, College *Facilities Planners* and independent contractors, as needed. Together, these partner to ensure smooth, efficient operations of our planned Projects. Outside A&E professionals and other technical support vendors are engaged as needed.

The base year established for this *plan* is Fall 2024 (FY2025). Incremental time periods for Projects identified in our *Facilities Master Plan* are established as follows for efficient and timely cash-flow and contract administration:

- Planning Period 1 - <u>Short-Term</u> Projects planned start of construction *January 2025-December 2026*

- Planning Period 2 - <u>Long-Term</u> Projects planned start construction *January 2027-December 2034*, which is the end of the period of this *Master Plan*.

- Planning Period 3 - <u>Post-FY2034</u> Projects with anticipated start date after expiration of this *Plan*.

Updating the Plan. The highest and best use of resources is the OBJECTIVE of this new *Plan*. Consequently, we will periodically examine and evaluate our physical campus and (re)develop long-term plans for the renewal and expansion of facilities as needed. We expect new development and renewal projects to be implemented in a manner which provides the highest return on investment for the College and our learning community. Proposed capital renovations and expansions fully consider stewardship of public dollars invested by State, County and College. Periodic revision of the *Facilities Master Plan* is a critical component in this planning process. It insures coherent, consistent accomplishment of incremental campus improvements and major capital development.

At a minimum, we revise the *Plan* at 5-year increments, making amendment more frequently if substantive alterations occur in enrollment patterns or funding. This document comprises a new Ten-Year *Facilities Master Plan* for the Period FY2025-FY2034 submitted to the Maryland Higher Education Commission (MHEC).

PLAN RECOMMENDATIONS

1. Maryland Community College Capital Funding Program

Priority One: Workforce Development and Training Center.

Comprehensive renovation of this 40-year-old structure directly serves the Institutional Objective of community partners receiving education and training through new or revised training and programming. This objective cannot be attained without the proposed renovation of the aging Center. Planned renovation actions will improve and sustain the financial health of the College by reducing energy and usage inefficiencies. This project will replace all original MEP and HVAC systems, replace windows and doors with thermally broken types, replace roof and damaged decking, provide fully ADA-accessible restrooms and pathways, reconfigure interior space for more flexible use for workforce training. Completion of this renovation is our number one priority.

Analysis of Building Use and Condition. The Workforce Development and Training Center (formerly Continued Education Building) is a critical academic building, primarily providing noncredit coursework invaluable to maintaining the regional economy. Renovation will preserve and restore a well-built, but aged structure, making it serviceable for another 35-50 years. Planned work reconfigures obsolete spatial use, eliminating square footage used in excessive pathways and offices, which increases NASF and building utilization. The Project will rebalance a portion of deficits and surpluses in spaces as identified in the Colleges most recent Computation of Space Needs dated of July 1, 2023. The Project reduces future energy dollars spent as highly energy-efficient materials and systems replace older, non-conserving types. Interior renovation planned together with specific site improvements will generate a fully ADA-accessible facility by eliminating all existing barriers to users - effectively removing all pathway barriers to programs only offered in this facility. The FY24 Estimated Cost of the Renovations is $13.1M.

Priority Two: Allied Health Building

Comprehensive renovation of this 30-year-old structure will become our number one priority toward the end of this 10-yr *Plan*, as the structure approaches 40-years of service. This academic building directly serves the College's Strategic Institutional Objective of providing timely workforce training as it is the site of our healthcare degree programs.

Analysis of Building Use and Condition. The Allied Health Building is a critical academic building, primarily providing space of critical training of healthcare workers and professionals. Renovation will preserve and restore a well-built, but aged structure, making it serviceable for another 35-50 years. Planned work reconfigures obsolete spatial use, eliminating square footage used in excessive pathways and offices, which increases NASF and building utilization. The Project reduces future energy dollars spent as highly energy-efficient materials and systems replace older, non-conserving types. Interior renovation will reconfigure space for current program demand. The FY24 Estimated Cost of the Renovations is $20M.

1. Maryland Community College Facilities Renewal Grant Program (FY2026-2030)

Priority One: College Center HVAC Equipment Update.

Remove and replace fan coils, ventilators, air handlers and chiller with more energy-efficient types.. End-of-life cycle expired three years ago. Replacement is urgent due to failing equipment and lack of refrigerant availability.

Analysis of Building Use and Condition.
The College Center is a critical academic support building as well as the main institutional support facility, housing most administrative offices, student cafeteria and lounge, college theatre, meeting rooms and classrooms. A 2017 facilities condition inventory, performed by outside contractor EMG, rated this a critical project need due to age and condition. Chiller also services adjacent Science Building.

Priority Two: Humanities Building Moisture Control System.

Remove and replace rooftop ventilation units with new (DOAS) which include energy recovery and dehumidification. Install new ductwork as needed. This is new equipment with no established End-of-life cycle. Installation is urgent to halt and prevent impacts to interior environmental health. Installation of new ventilation equipment is urgent.

Analysis of Building Use and Condition.
The Humanities Building is a critical academic building and academic support center. Excess moisture has been a recurring issue in the building for the past decade.

Priority Three: Science Building Roof Replacement.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. The existing roof surface is five years past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Use and Condition.
The Science Building is a critical classroom and laboratory facility. Loss of classrooms or laboratories due to water leaks would significantly impact student learners as no similar laboratory facilities exist on campus.

Priority Four: Physical Education Building Roof Replacement.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. Existing roof surface is two years past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Building Use and Condition.
The Physical Education Building is a critical academic facility and student athletic facility. Loss of the gymnasium and other athletic training rooms would negatively impact on the college as no other similar facility exists on campus.

Priority Five: Library Roof Replacement.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. Existing roof surface is one year past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Building Use and Condition. The Library is a critical academic support facility housing tutoring and testing laboratories and other essential student services as well as the campus Welcome Center. Study space is a MHEC-calculated deficit for the college; loss of the space within the library due to water leaks would significantly and negatively impact commuting students who use the facility before, after and between classes.

Priority Six: Advancement Building Roof Restoration.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. The existing roof surface is one year past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Building Use and Condition. The Advancement Building houses the college bookstore and additional office and meeting spaces. Loss of interior space within the bookstore would impact students. Loss of office space would have significant impact to college as the limited "flotation" space exists other than the basement of the College Center, and relocation to this space creates a subsequent and additional deficit in large meeting rooms.

3. Other Available Funding

Priority One: Humanities Building Moisture Control System.

Remove and replace rooftop ventilation units with new (DOAS) which include energy recovery and dehumidification. Install new ductwork as needed. This is new equipment with no established End-of-life cycle. Installation is urgent to halt and prevent impacts to interior environmental health. Installation of new ventilation equipment is urgent.

Analysis of Building Use and Condition. The Humanities Building is a critical academic building and academic support center. Excess moisture has been a recurring issue in the building for the past decade.

Priority Two: Fitness Center Conversion.

Demolish existing pool in Physical Education Building and convert interior space into highly demanded fitness center. The pool is approximately 16 years past expected EOL, and annual cost of pool maintenance will be recaptured.

Analysis of Building Use and Condition. The Physical Education Building is a critical academic facility and student athletic facility. The existing pool has outlived relevancy to the current student population. The cumulative and increasing cost of maintenance and utilities has devalued the feature compelling replacement with a highly requested fitness center appropriate.

Priority Three: Tennis Court Repair.

Demolish existing courts, install new site drainage, construct new court base and playing surfaces. Reinstall site lighting, fencing and court equipment. Previous repair has been unsuccessful due to groundwater issues. Replacement is six years past estimated end of useful life and is urgent.

Analysis of Use and Condition.
This landscape improvement is a much-used recreational venue. Negative drainage has undercut the existing base and wicking of moisture to the surface has repeatedly destroyed the court top finishes. Correction off the underlying drainage issues avoids wasting valuable dollars on repairs to the playing surface.

Priority Four: Ground Source Ceiling Heat Pumps for Library.

Existing heat pumps are approximately five years past expected life span and require more frequent repair. Replacement is urgent before full failure is experienced as the repair parts for the geothermal system are becoming unavailable.

Analysis of Building Use and Condition.
The Library is a critical academic support facility housing tutoring and testing laboratories and other essential student services as well as the campus Welcome Center. A 2017 facilities condition inventory, performed by outside contractor EMG, noted this replacement need due to age and current condition recommending replacement by FY2027 to avoid system failure.

Priority Five: Science Building Roof Replacement.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. The existing roof surface is five years past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Use and Condition.
The Science Building is a critical classroom and laboratory facility. Loss of classrooms or laboratories due to water leaks would significantly impact student learners as no similar laboratory facilities exist on campus.

Priority Six: Physical Education Building Roof Replacement.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. Existing roof surface is two years past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Building Use and Condition.
The Physical Education Building is a critical academic facility and student athletic facility. Loss of the gymnasium and other athletic training rooms would negatively impact on the college as no other similar facility exists on campus.

Priority Seven: Replacement or Relining of Water and Sewer Lines.

Replace, or reline where possible, the existing underground water and sewer pipelines. Existing terracotta sewer line have required increasing number of repairs due to settlement or tree root intrusion. Steel water lines have experienced several significant breaks and substantial loss of treated water. Staged replacement is discussed earlier in this Plan and is urgent as EOL will occur within the next 15 years.

Analysis of Water and Sewer Lines Use and Condition. The previous 10-yr Facilities Plan included the staged replacement of water and sewer lines. Funding has not been available to conduct this important update, and the need has been reranked and included in this Plan.

Priority Eight: Allied Heath Building Rooftop HVAC Components.

Replace 5-6 roof-mounted HVAC components which achieved EOL five years past. Repair experience has increased over the past several years and total replacement is necessary prior to full failure. Replacement is urgent.

Analysis of Building Use and Condition. The Allied Health Building is a critical classroom and laboratory facility housing highly demanded healthcare training programs, including nursing. Loss of classrooms or laboratories due to water leaks would significantly impact student learners as no similar laboratory facilities exist on campus.

Priority Nine: Library Roof Replacement.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. Existing roof surface is one year past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Building Use and Condition. The Library is a critical academic support facility housing tutoring and testing laboratories and other essential student services as well as the campus Welcome Center. Study space is a MHEC-calculated deficit for the college; loss of the space within the library due to water leaks would significantly and negatively impact commuting students who use the facility before, after and between classes.

Priority Ten: Repair and Replacement of Sidewalk and Ramps for ADA Compliance.

Demolish and reconstruct sidewalks and ADA-compliant ramps in the central campus area. Pathway surfaces are original to the 1969 construction of the central campus. Surfaces are significantly pitted and sprawled. Useful life ended 10 years +/- past and replacement is described as urgent.

Analysis of Use and Condition. Sidewalks are the major pathways through and over the campus. Loss of these or barriers due to deterioration negatively impact learners accessing campus buildings, classrooms and laboratories as well as study, tutoring and testing spaces. Consequently, unsafe pathways or non-ADA-compliant pathways for those with disabilities, have a direct impact on class attendance and student success.

Priority Eleven: Campuswide Renewal of Restroom Facilities.

Replace worn fixtures and surfaces as necessary in all restrooms campuswide. Renew wearing surfaces in compliance with adopted flooring and tile specifications. Ensure all fixtures replaced are water-conserving and/or energy-efficient types. End of useful life for several buildings has exceeded 20 years. Project is urgent.

Analysis of Building Use and Condition. Restrooms in all buildings, except the recently renovated Technologies Building, require various levels of refreshing, renewal and reconfiguration to improve ADA access and compliance as well as "potty parity" based on current student demographics. The Workforce Development & Training Center restrooms require demolition and enlargement to achieve true ADA compliant. Restrooms in the Allied Health building have deteriorated past EOL. Other restrooms are in various stages of deterioration.

Priority Twelve: Allied Heath Building Carpet Removal.

Remove existing carpet, which is approximately 10 years past end of useful life. Repair subflooring and install new tile in accordance with adopted criteria for floor covering/tile. Carpet may be reinstalled in a minor portion due to special need or use of the space. Replacement is urgent.

Analysis of Building Use and Condition. The Allied Health Building is a critical classroom and laboratory facility housing highly demanded healthcare training programs, including nursing. Loss of classrooms or laboratories due to water leaks would significantly impact student learners as no similar laboratory facilities exist on campus.

Priority Thirteen: Advancement Building Roof.

Replace damaged sections of decking, then cover entire surface with Alphaguard membrane or similar which provide minimum 30-year warranty. Repeated patching due to leaks has occurred. The existing roof surface is one year past warranty and projected EOL. Repair and replacement are urgent to prevent full failure.

Analysis of Building Use and Condition. The Advancement Building houses the college bookstore and additional office and meeting spaces. Loss of interior space within the bookstore would impact students. Loss of office space would have significant impact to college as the limited "flotation" space exists other than the basement of the College Center, and relocation to this space creates a subsequent and additional deficit in large meeting rooms.

Priority Fourteen: North Parking Lot Paving Overlay.

Mill existing pavement, repair base and install new asphalt wearing surface. Existing paving is two years past expected end of useful life. Project is urgent.

Analysis of Parking Lot Use and Condition. Replacement of pavement became a critical need following completion of the Technologies Building renovation and the significant surge in healthcare learners now using the adjacent Allied Health Building. Increased wear and tear has reduced the previously estimated EOL to within the next two years.

Priority Fifteen: Science Building Commissioning and Updates.

Replace components as needed, regulate entire building HVAC system.

Analysis of Building Use and Condition. The Science Building is a critical classroom and laboratory facility. Loss of classrooms or laboratories due to water leaks would significantly impact student learners as no similar laboratory facilities exist on campus.

Priority Sixteen: Wetlands and Evitts Creek.

Replace boardwalk components as needed. Repair, replace bridge over Evitts Creek as needed.

Analysis of Building Use and Condition. Evitts Creeks and adjacent wetlands are areas of natural beauty and community interest as well as student recreational space.

Priority Seventeen: Campuswide Charging (BYOD) Facilities.

Expand the number and location of charging stations available to learners to connect personal devices (i.e., laptops, tables, etc.) necessary for coursework and communications relative to learner success, and our push for students to “bring your own device” (BYOD).

Analysis of Building Use and Condition. The Technology Building lobby, Library, and College Center has some outlets dedicated to BYOD charging; however, stations should be expanded in these buildings and should be available in all buildings as feasible.

APPENDIX 1:

PROGRAMS AND COURSES

ASSOCIATE DEGREE PROGRAMS

- Applied Technical Studies
- Art
- Automotive Technology
- Biology
- Business Accounting
- Business Administration
- Business Economics
- Business Management
- Chemistry
- Computer Science (Secure Computing and Information Systems)
- Computer Technology (Cybersecurity)
- Computer Technology (Programming)
- Computer Technology (Technical Support)
- Computer Technology (Web Development)
- Criminal Justice (Career Program)
- Criminal Justice (Transfer)
- Criminal Justice Transfer (Criminal Investigations)
- Culinary Arts
- Data Analytics
- Dental Hygiene
- Engineering, Automated Manufacturing Technology
- English
- Exercise Science
- Forest Technology
- General Studies
- History
- Hospitality Management (Hotel and Restaurant Management)
- Legal Studies
- Massage Therapy
- Medical Administrative Assistant
- Medical Assistant
- Medical Laboratory Technology
- Multimedia Technology
- Nanotechnology
- Nursing
- Occupational Therapy Assistant
- Physical Therapist Assistant
- Physics
- Psychology
- Respiratory Therapist
- Social Work

- Sociology
- Teacher Education (Early Childhood)
- Teacher Education (Elementary)
- Teacher Education (Secondary)
- Teaching, Elementary (AAT)

CERTIFICATE PROGRAMS

- Addictions
- Applications User Specialist
- Automotive Service Attendant
- Automotive Technology
- Baking Essentials
- Brewing Operations
- Business Accounting
- Business Entrepreneurship
- Business Marketing and Sales
- Business Supervision
- Catering and Event Management
- Cooking Essentials
- Criminal Investigations
- Criminal Justice
- Cybersecurity
- Data Analytics
- Engineering - Automated Manufacturing Technology
- General Studies
- Graphic Design
- Legal Studies
- Medical Coding and Billing
- Medical Laboratory Technology - Biotechnology
- Nursing Assistant/Geriatric Aide
- Pharmacy Technician
- Phlebotomy/Laboratory Assistant
- Practical Nursing
- Restaurant Management
- Social Media Marketing
- Spanish
- Technical Support
- Tree Care Technician

LETTERS OF RECOGNITION

- Accounting
- Criminal Justice
- Entrepreneurship Training
- First-Line Supervision
- Integrative Wellness
- Leadership Development
- Marketing and Sales Development
- Peace and Conflict Studies
- Photography
- Web Page Development

LIST OF BUILDING AND GENERAL CONDITION

CATEGORY: ACADEMIC & ACADEMIC SUPPORT

1. **Allied Health.** Constructed in 1994, it consolidated all health programs into a single building with modern laboratories. Unanticipated growth in health programs required construction of a 6,000 square foot addition in 2007. Interior reconfigurations occurred during 2019-2020 in response to changing program needs. In Fall 2020, a new chiller was installed but the building needs full restoration and interior upgrade as it now reaches 30 years of use. This is Priority 2 in this *Facilities Master Plan*.

2. **Automotive Technology.** Constructed 1969, a renovation was completed in 2012. Work included installation of new geothermal heating, installation of thermally improved windows and doors systems, major electrical systems upgrade, correction of ADA and other code compliance issues, and minor remodeling of interior office spaces for better workflow and use of space. The building had some roof repairs. The General lab lacked air conditioning, which made building unusable during summer months; this was corrected 2019 with roof-mounted cooling unit.

3. **College Center.** Constructed in 1969, the 1997 renovation included significant modernization. The building currently houses financial and general administrative offices, Student Advising Center, Admissions & Registration, Financial Aid, Student Lounge and Cafeteria. The renovation expanded cafeteria and kitchen, space, reconfigured office areas, and corrected ADA compliance deficits. Mechanical systems were renewed, and one section of the roof was replaced. Upcoming capital expenditures include a roof-mounted microgrid solar array. A new elevator was installed in 2020. The Business Office and Financial Aid Offices were reconfigured and renewed during 2019.

4. **Workforce Development and Training Center (formerly Continued Education).** Formerly the Continued Education Building, it was constructed in 1978, to address community demands for expansion of non-credit courses and workforce training programs. The building had limited renewal of interior wearing surfaces but requires full modernization within the next 3-5 years if it is to be preserved for continued use over the next 3-5 decades. The boiler was replaced as part of the 2010 campuswide conversion from oil and propane to natural gas. The building is original construction and requires restoration and renovation of all major building systems to preserve the facility and reduce emergency repairs and replacement of aging, failing systems.

5. **Humanities.** The Humanities Building, constructed in 1969, provides 63% of classroom space for core academic subjects. A renovation was completed during 1995 and included modifications for ADA compliance, replacement of key MEPs and HVAC systems. A small expansion to the original building included new art studios and computer labs. Full roof replacement occurred 2020.

6. **Library.** An original 1969 structure, during 2005-08, the library underwent a major renovation which added 6,000 SF of seating and processing spaces. The renewal project corrected non-compliant ADA issues and infrastructure insufficiencies, modernized MEPS to accommodate current technology, and

renovated interior finishes. The library was the first ACM building to include a geothermal heating/cooling system to decrease energy costs. In 2020, a second project renewed a portion of interior space and created the Thomas Welcome Center. The Center is equipped with a flexible state-of-art meeting space and existing rest rooms were expanded. Minor roof restoration was also included.

7. **Physical Education.** The Physical Education Building (1969) was renovated in two phases during 2004 and 2006. Work undertaken corrected non-compliant ADA issues and infrastructure insufficiencies, implemented several energy conservation measures, supplied additional locker room space, added classroom space, and reconfigured other core spaces to improve operations & management. Renovation of the pool systems and roof replacement were major components. With the installation of a well field for the library in 2008, the building was retrofitted for geothermal. All lighting was replaced with LED types in 2019. In 2020 a supplemental pole building was constructed to house indoor batting cages and storage for athletic equipment. A capital improvement project to remove the existing pool and redevelop the space into a highly demanded fitness center is planned and directly impacts the College's goal for improved student environment.

8. **Sciences.** The Science Building, an original 1969 structure, had significant renovation and space reconfiguration just prior to the 2001-02 academic year. The project added classroom and seminar spaces, expanded computer lab facilities, and modernized instructional laboratories. Modifications were made for ADA compliance and MEPs systems were renewed. Minor roof restoration was made in 2020.

9. **Technologies.** A comprehensive renovation program was completed in Spring 2021 fully replaced electro-mechanical systems including HVAC, roofing, and windows. The project successfully linked together three separate "pods" with five different floor elevations into a single building which seamlessly removes all architectural barriers to accessibility. Interior space was reconfigured to meet College deficits in classrooms, computer labs and meeting spaces of diverse sizes.

10. **Welding Lab.** The Welding and Automotive Lab Building was erected in 1991 to meet an increased demand for the development of a skilled workforce for the industry. Those initial functions relocated in 2020 to Western Maryland Works. The building is now used for other workforce development programs, including nail technology, which will be relocated to the renovated Workforce Center. The building is not typical classroom construction and is not suitable for all classroom or laboratory uses due to the interior configuration and existing HVAC system.

11. **Gateway Center.** The Gateway Center became part of the College inventory in 2005 and houses our successful Culinary Arts and Hospitality Programs. Significant renovations were previously made by others to the (approximate) 1935 building, but the College made additional renewals in 2005, 2011 and 2023. These were necessary to accommodate growth in the Culinary Arts Program and address specific needs of State of Maryland agencies leasing office space.

12. **Western Maryland Works.** This industrial facility is leased from Allegany County for $1/per year. The college provides janitorial services and general upkeep. The building does have an issue with existing ventilation in the Welding Lab and Woodshop space due to particulates. A grant has been obtained to design equipment to properly ventilate the building.

13. **Western Regional Corrections Training Center.** This concrete block building, constructed by the County on college land, is the newest classroom facility. Completed in FY2021, the building serves a specific workforce training need for State of Maryland correctional and law enforcement personnel. The college may utilize certain classrooms for additional workforce training purposes.

CATEGORY: INSTITUTIONAL SUPPORT

1. **Advancement & Bookstore.** Constructed in 1991, the building provides expanded retain space for the campus bookstore, formerly housed in the College Center. The additional office consolidated administrative functions of the College's Foundation, public relations, Desktop Publishing, and Graphic Design departments.

2. **Physical Plant.** Also an original 1969 building, the Physical Plant Service Building was modernized in 2011 with addition of a geothermal HVAC system, new windows and doors, and new vestibule area. ADA and other code compliance issues were corrected and minor remodeling to the interior office was completed.

3. **Storage #1.** The building, constructed in 1996, is a metal shell building originally used as float space during several renovations. Since 2008, Workforce Development & Training programs have utilized the structure as classroom and laboratory space. Building is also identified as **GM-Welding Lab** although those functions have transferred to the industrial setting at Lane Avenue. Building exterior paint needs refreshed due to fading. Recommend changing industrial brown to more nature-inspired color tin keeping with the overall objective of this *Plan*. Damaged overhead door should be replaced.

4. **Storage#2.** Storage Building #2 is a pole-built structure constructed in 2005 to supply central storage space for physical plant and inventory. Building exterior paint needs refreshed due to fading. Recommend changing industrial brown to more nature- inspired color tin keeping with the overall objective of this *Plan*.

5. **Transportation.** Erected in 2007, the Transportation Building is utilitarian construction and function. The structure provides garage bays and repair facilities as well as offices for the limited transportation staff who oversee the College-owned vehicular fleet.

6. **Turning Point Center.** Once a residential structure, the building was acquired in 2006 and is a single-story 1300+/- GSF building adjacent to the Willowbrook campus. Minor alterations were made to amend the space particular needs, as necessary. Presently the space is leased as a daycare center operated by HRDC.

Cumberland Campus

12401 Willowbrook Road, SE • Cumberland, MD 21502-2596
301-784-5000

Bedford County Campus

18 North River Lane • Everett, PA 15537-1410
814-652-9528

Somerset County Technology Center

281 Technology Drive • Somerset, PA 15501-4300
814-445-9848

Bedford County Technical Center

195 Pennknoll Road • Everett, PA 15537-6946
814-623-2760

School of Hospitality Management and Culinary Arts

The Culinary Café / Gateway Center
110-114 Baltimore Street • Cumberland, MD 21502-2302
301-784-5410

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Dr. Renee Conner
Dean of Student and Legal Affairs
Title IX Coordinator
ADA/504 Coordinator
301-784-5206 / rconner@allegany.edu

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