



NMSU Grants

New Mexico State University Grants Facilities Master Plan

FMP 2023-2028



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Architectural Research Consultants, Incorporated



Albuquerque, New Mexico



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<https://arcplanning.com>

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The electronic version of this report contains clickable bookmarks, hyperlinks, and interactive elements for supported PDF viewing applications.

Example:



*See Section **1.0 Introduction** for a description of document content and project objectives.*



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List of Abbreviations and Acronyms

Term	Definition
AA, AAS, AS	Applied Science Degree
AACC	American Association of Community Colleges
ACS	US Census American Community Survey
ADA	Americans With Disabilities Act
CDL	Commercial Driving License
CERT	Certificate of Academic Achievement
CIP	Capital Improvement Project
CNA	Certified Nurse Assistant
Covid	Coronavirus Respiratory Disease (SARS-CoV-2)
CPTED	Crime Prevention Through Environmental Design
CR	Classroom
FCA	Facility Condition Assessment
FCI	Facility Condition Index
FICM	Education Facilities and Classification Manual (Codes)
FMP	Facilities Master Plan
FTE	Full-Time Equivalent
FY	Fiscal Year
GAR	Geographic Area of Responsibility
GED	General Educational Development (High School Equivalency Exam)
GO	General Obligation (Bond)
GSF	Gross Square Feet
HC	Headcount; Tally of the Number of People Present
HED	(NM) Higher Education Department
HVAC	Heating, Ventilation, and Air Conditioning
I&G	Instructional and General (Square Footage)
ID	Identification
IT	Information Technology

Term	Definition
MACC	Maximum Allowable Construction Cost
NASF	Net Assignable Square Feet
NCES	National Center for Educational Statistics
NM	State of New Mexico
NMAC	New Mexico Administrative Code
NMHED	New Mexico Department of Higher Education
NMSU	New Mexico State University
NMSU-G	New Mexico State University Grants Campus
RUR	Room Utilization Rate
SBDC	Small Business Development Center
SF	Square Feet
SOR	Station Occupancy Ratio
STB	Severance Tax Bond
STEM	Science, Technology, Engineering, and Math
STU	Student Services Building
SUR	Station Utilization Rate
TBD	To Be Determined
TPC	Total Project Cost
UNM GPS	UNM Geospatial and Population Studies
US	United States
WICHE	Western Interstate Commission on Higher Education
WRH	Weekly Room Hours
WSCH	Weekly Student Contact Hours

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Introduction

This document is a Facilities Master Plan (FMP) for New Mexico State University Grants (NMSU–G). It is the result of a collaborative planning effort by NMSU–G administrators, faculty, and the NMSU–G Advisory Board, in cooperation with the New Mexico State University Facilities and Services Department.

An FMP examines how the campus and its facilities may evolve to address the long-term needs of students, faculty, and staff. The NMSU–G plan seeks to develop and communicate the college’s long-range development strategy and capital needs to meet expected program requirements and enrollment growth from 2022 to 2026.

The plan is divided into three parts:

- Introduction
- Plan Overview that discusses:
 - Background information about mission and programs
 - Site and Facilities
 - Service area demographics and economy and impact on enrollment
 - Existing Space Use
 - Stakeholder Input
 - Capital Planning Strategy to address identified needs
- Appendices that provide additional information regarding:
 - Facility Planning Decisions
 - Online Survey Response
 - Facility Condition Assessment (and also included as a separate report)
 - Instructional Space Utilization Data
 - Service Area Demographic and Economic Scan

Below: NMSU-G Campus



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Plan Overview

Background

Location and Context

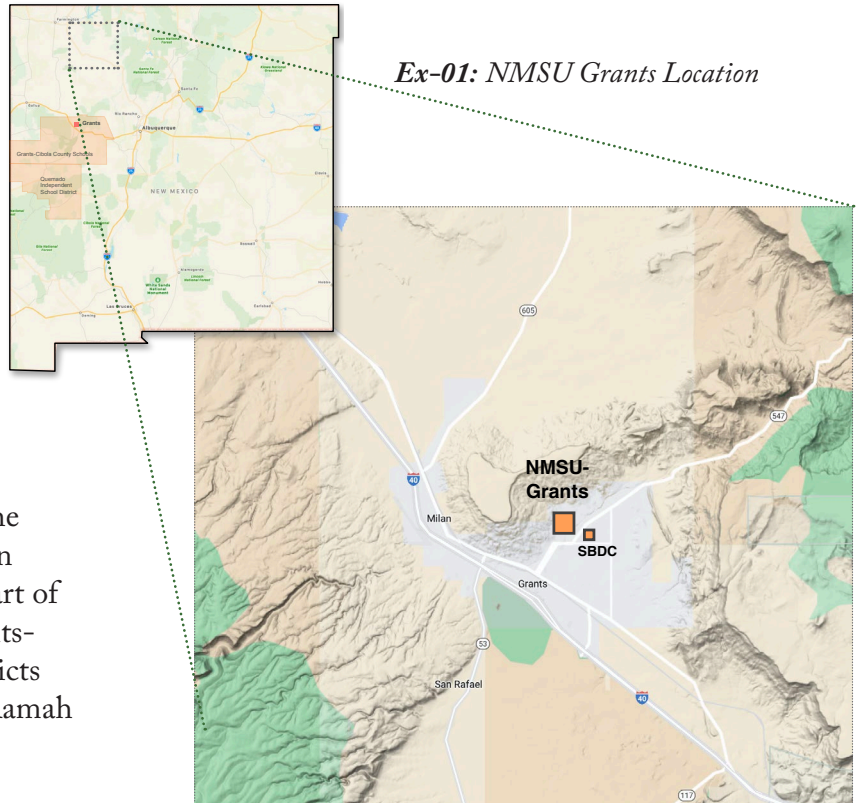
NMSU-G is a branch of New Mexico State University located in Grants, New Mexico. The two-year community college provides educational services to students in Cibola and McKinley counties, including the City of Grants, the Village of Milan, Tohajiilee, San Mateo, San Rafael, Cubero, as well as the Pueblos of Acoma, Laguna, and Zuni.

See *Ex-01*

NMSU-G operates two locations on the north side of Grants, New Mexico. The approximately 41.5-acre main campus sits at the base of the Black Mesa. Undeveloped land surrounds three sides of the campus on the west, north, and east, and to the south is a residential neighborhood.

NMSU-G's second location is approximately 0.6 acres in size and lies in a commercial area at the corner of Roosevelt Avenue and Mesa Boulevard. The site currently consists of a single facility, known as the Roosevelt Building Small Business Development Center that houses the Small Business Development Center.

NMSU-G's geographic area of responsibility (GAR) includes all the municipal and tribal communities in Cibola County and the northern part of Catron County, including the Grants-Cibola and Quemado School Districts as well as the Pine Hill School in Ramah NM, on the Navajo Nation.



Ex-01: NMSU Grants Location

History and Organization

In 1968, New Mexico State University and Grants Municipal Schools established a new campus in Grants. The campus operated as a branch of NMSU, and initially held classes in public school facilities during the evening. In August 1969, the school moved to the former site of the Grants Job Corps Center, where it remains to this day.

The college used McClure Hall (formerly the Job Corps Vocational Building) and the Joseph A. Fidel Activities Center (formerly a gymnasium), later moving to Walter K. Martinez Memorial Hall in 1978. Between 1980 and 1994, the school built several additions to Martinez Hall and renovated the Fidel Activities Center and McClure Hall.

In the fall of 2015, a local bond election approved and provided funding for two new buildings on the campus. Collectively known as Lucy Belle Ma Hall, the new Teacher & Healthcare Education and Child Development Center buildings, opened in 2019.

Ex-02: Lucy Ma Bell Hall



Credit: Dekker Perich Sabatini Architects

The federal government owned the property and facilities until 2001, when it transferred the site's full title to NMSU. The college is accredited by the Higher Learning Commission.

Governance

NMSU-G is governed by the NMSU Board of Regents and an Advisory Board comprised of the Cibola School District Board of Education. The Advisory Board advises the Board of Regents, approves the annual operating budget, certifies the tax levy, conducts tax levy elections, and approves and recommends the NMSU-G mission statement and purpose. The Board of Regents has full authority and responsibility for all academic and administrative matters. Regents set tuition and fees, manage finances, approve the annual budget, and help steer long-range plans.

NMSU-G's sources of financing include a State appropriation, tax levies, tuition and fees, grants and donations, and general obligation bonds.

Mission / Organization / Programs

NMSU-G offers associate degrees and certificate programs, as well as multiple transfer paths for students toward a four-year degree. Students can obtain a General Educational Development (GED) through the Adult Basic Education services that the college offers. Non-credit programs offered through Community Services and Continuing Education programs provide a variety of educational, personal interest, and enrichment programs for all ages. In addition, NMSU-G offers evening and online courses to meet the needs of students with work or family obligations.

See *Ex-03*

Ex-03: NMSU-G Degrees and Certificates

NMSU-G Degrees and Certificates		Degrees Available				
Name	Description	Program	AA	AS	AAS	CERT
AA	Associate of Arts and General Associate Degrees	Automotive Technology			◆	◆
AS	Associate of Science Degrees	Building Trades - Woodworking				◆
AAS	Associate of Applied Science Degrees	Business		◆	◆	◆
CERT	Certificate of Academic Achievement	Computer Technology			◆	◆
		Creative Media Design			◆	
		Electronic Publishing			◆	
		Game Design				◆
		Criminal Justice		◆		
		Drafting Technology				◆
		Education	◆			
		Early Childhood Education	◆			◆
		Energy Technology				◆
		General Studies	◆			
		Emergency Medical Services			◆	◆
		Health Careers				◆
		Nursing Assistant				◆
		Phlebotomist Technician				◆
		Humanities	◆			◆
		Natural Sciences		◆		
		Social Services	◆			
		Welding Technology			◆	◆
		Web Fundamentals				◆

Site and Facilities

Existing Building Inventory

NMSU-G's campus encompasses 9 buildings totalling about 136,000 gross square feet (GSF).

See *Ex-04 and Ex-05*
for campus map

*Ex-04: NMSU-G
Building Inventory*

NMSU Grants Building Inventory						
NMSU Building	Facility ID	Name	Year Built	I and G %	NASF	GSF
315M	GM	Joseph Fidel Gymnasium	1965	100.00	14,740	16,178
648	LB	Lucy Belle Ma Hall	2018	43.16	16,219	17,814
315Q	GQ	Walter Martinez Building	1977	12.88	69,225	79,163
315N	GN	McClure Educational Center	1965	100.00	12,930	14,072
559	MB	Maintenance Building	1998	100.00	3,156	3,359
315P		Maintenance Shed	1965	91.51	345	473
557	A	Security House A	1997	25.00	957	1,187
558	B	Security House B	1997	0.00	957	1,187
613	SBDC	Roosevelt Building	2007	71.71	2,388	2,591
Total					120,917	136,024
Count					9	

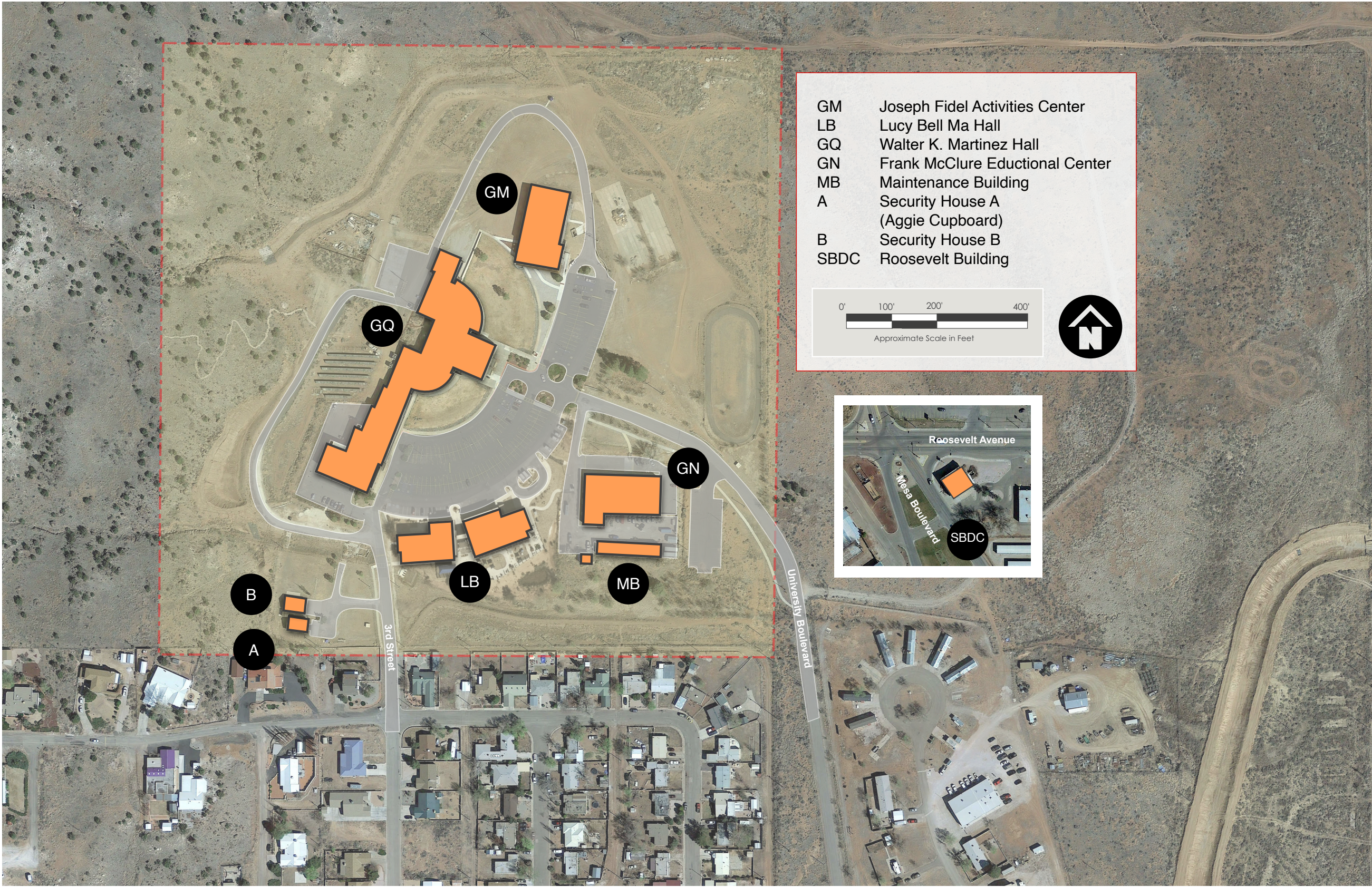
Condition of Buildings and Site

The planning team conducted facilities condition assessments (FCAs) on all of the campus buildings. An FCA is an examination of existing building and site conditions that an ARC-trained evaluator and/or architect conducts. The standard FCA process considers condition of the site and physical plant, as well as the adequacy of the space to meet its required function.

The assessment quantifies findings as two related ratings:

- **Facility condition index (FCI):** FCI scores are based on a national scoring system that considers only building condition. The FCI score is ratio of the cost of repairs to the building within the next five years divided by the replacement cost of the building (insurance) based on the age and condition of each building system with respect to its expected life cycle.
- **ARC Score:** Derived from a composite of weighted factors, this rating reflects the observed conditions of the site, building, and functional adequacy.

Evaluators found NMSU-G's assessment ratings to be mixed, indicating a state with both good and unfavorable conditions. The FCI rating includes two buildings with poor rating, three as good, and three as fair. Meanwhile, the broader ARC rating finds the buildings in satisfactory or good condition. The issues that assessment found mostly involve renewal of major building systems and compliance with current building and ADA codes.



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The condition assessment identified about \$9.9 million in total capital improvements. The majority of the work is to address renewal of facility building systems. ARC recommends completing about \$7.5 million of this work over the next five years, if possible. Most of this investment would focus on bringing the Walter K. Martinez Building up to standards comparable to other buildings within the NMSU system.

See *Ex-06*
and *Ex-07*

Section A.3 includes a website link that provides detailed information about the results of the condition assessment, including:

- A history of the building and when it may have been renovated and remodeled
- Assessment scores for its site, and physical plant assessment, and adequacy/environment
- Narratives describing the characteristics for each category and system for the building

Ex-06: Facility Condition Assessment Summary by Category

Category	Estimated Cost	% Total
1. Health and Safety	\$67,256	0.68%
2. Code Compliance	\$1,800,000	18.25%
3. ADA Compliance	\$503,791	5.11%
4. Facility Renewal	\$7,238,163	73.37%
6. Programmatic	\$255,679	2.59%
Total	\$9,864,889	100.00%

Site and Building Security

The strengths and weaknesses of a facility's physical environment affect campus safety, and are central considerations in an initiative called Crime Prevention Through Environmental Design (CPTED) that strives to heighten functionality and encourage desirable behavior. NMSU factors CPTED's principles into its planning efforts, which include natural surveillance, natural access control, and territoriality.

Throughout the site, unsecured exterior doors represent a security risk, allowing students, faculty, staff, and undesired visitors unrestricted access to the institution. Without screening measures in place, intruders could just as easily gain unauthorized entry. To improve safety and security, ARC recommends that NMSU-G implement an electronic access control system for the campus.

The CPTED framework helps planners addresses these vulnerabilities by:

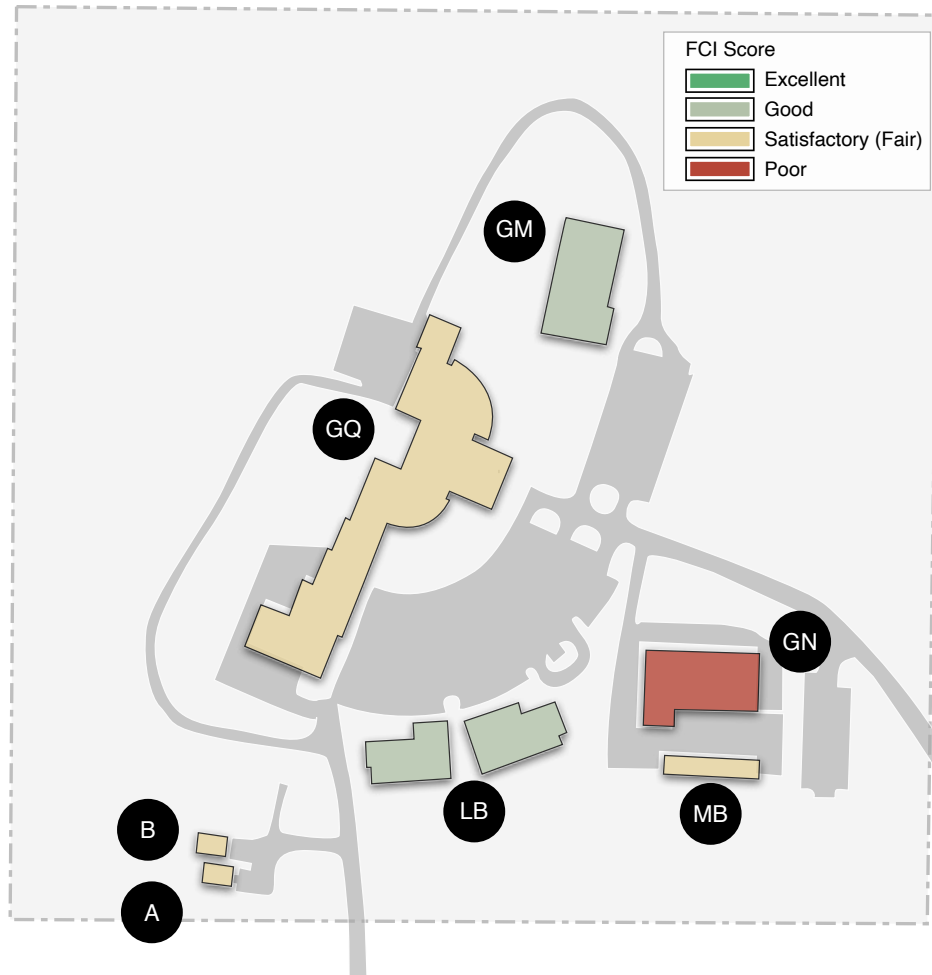
- Reducing the risks and opportunities in areas directly adjoining campus
- Providing staff members with the physical ability to stop visitors from entering and immediate lockdown capacity

Access and Parking

University Boulevard branches from Roosevelt Avenue and leads directly to the main entrance of NMSU-G. Third Street leads serves as a secondary access route.

The campus provides 253 dedicated parking spaces. Site analysis indicates that fewer than 150 students and staff members are present on site during peak traffic hours, which means the current parking arrangement is more than sufficient to meet demand.

Ex-07: NMSU-G Facility Condition Assessment Summary by Building



NMSU-G Facility Condition Assessment Rating									
NMSU Building	Facility ID	Facility	GSF	ARC % / Tier	FCI Score		Project Budget	Recommended in 5 Years	
613	SBDC	Roosevelt Building	2,591	77.30%	C	0.595	Poor	\$791,928	\$791,928
557	A	Security House A	1,187	72.60%	C	0.000	Good	\$116,323	\$17,990
558	B	Security House B	1,187	73.90%	C	0.000	Good	\$39,346	\$17,990
315M	GM	Joseph Fidel Activity Center	16,178	81.00%	B	0.032	Good	\$766,286	\$242,374
559	MB	Maintenance Building	3,359	76.60%	C	0.000	Good	\$523,443	\$0
315N	GN	Frank McClure Educational Center	14,072	80.10%	B	0.148	Poor	\$1,468,209	\$1,349,180
315Q	GQ	Walter K. Martinez Building	79,163	82.40%	B	0.051	Fair	\$6,158,028	\$5,050,000
648	LB	Lucy Belle Ma Hall	17,814	88.10%	B	0.000	Good	\$1,326	\$1,328
Totals			136,024					\$9,864,889	\$7,470,790

Domestic Water

The City of Grants provides domestic water to NMSU-G via a six-inch water line from the Third Street entrance. In addition to providing domestic water to all buildings, this line provides water to two fire hydrants near the entrances to the campus.

Sanitary Waste

The City of Grants provides sewage service to the campus. Sewage from all buildings converges at a manhole near the maintenance yard before flowing into the city sewage system near Second Street.

Electrical Service

Continental Divide Electric Cooperative provides electrical power to the entire campus. Each major building (Martinez, Fidel, and McClure) has a minimum of one transformer supplying power.

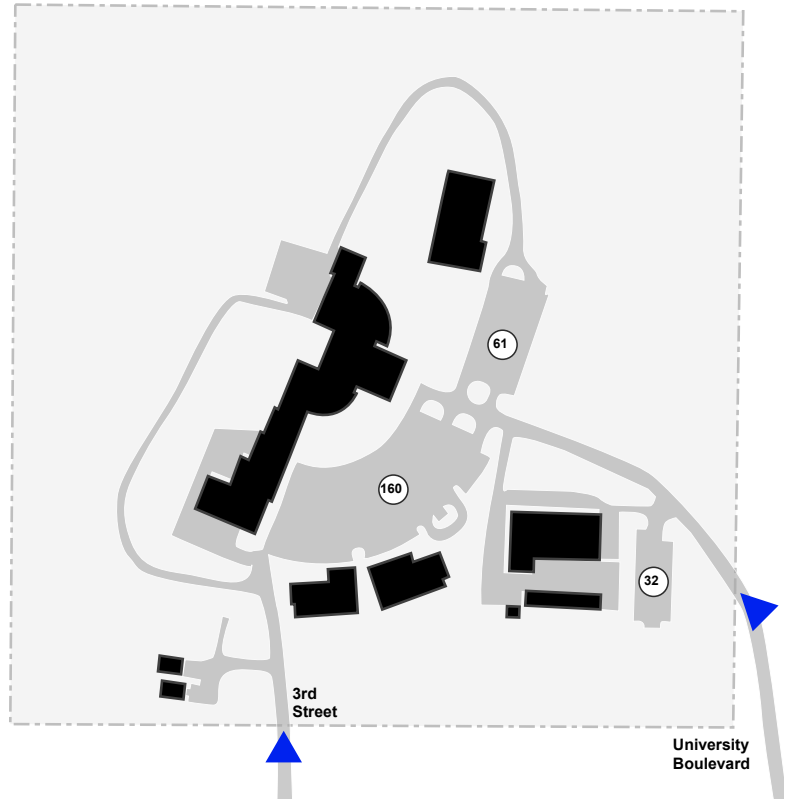
Communications

Lumen Technologies (formerly known as CenturyLink) provides telephone service to the campus, supporting both conventional analog and digital Voice over Internet Protocol (VoIP) formats. VoIP is used for all voice telephone communication, while analog lines are reserved for fax machines, fire alarm panels, and elevator emergency phones. Lumen also provides internet via a fiber-optic cable daisy-chained to all major buildings.

Natural Gas

The Gas Company of New Mexico provides natural gas to all buildings on campus. Most buildings are individually metered, while others may share a meter.

Ex-08: NMSU-G Access and Parking



Enrollment

Historic Enrollment

From 2011 to 2021, NMSU-G's full-time equivalent (FTE) enrollment declined 57% (to 368 FTE). During the same period, its headcount enrollment declined 45% (to 588 students).


National and state higher education enrollment also declined during the same period. However, NMSU-G's rate of decrease was steeper than the total New Mexico two-year higher education enrollment (36% statewide compared to 57% for NMSU-G). From 2020-21, when the impact of Covid-19 restrictions became prevalent, NMSU-G's online enrollment increased from 65% to 81%.

 *See Ex-09
and Ex-10*

Service Area Demographic and Economic Scan

Population in Cibola County has historically remained relatively steady. From the beginning of this century, it declined slightly, from 26,167 in 2004 to 26,354 in 2020. There was a period of growth between these years with population topping out at around 27,500 in 2015 before falling again. The population of the City of Grants has been steady in that time, hovering around 9,000 since the 1990s.

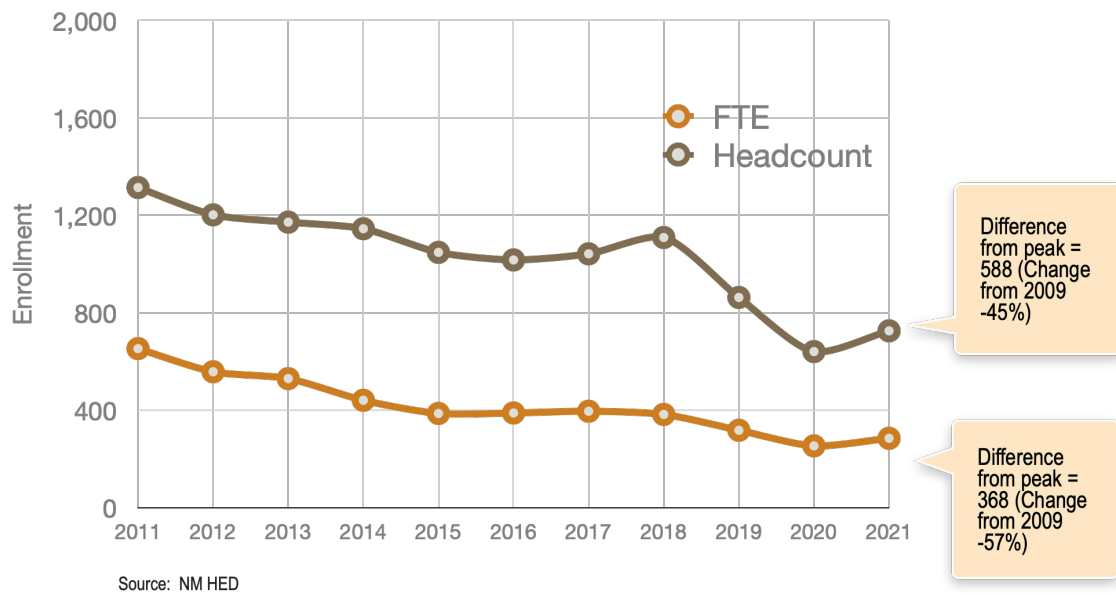
The UNM Geospatial and Population Studies group (UNM GPS) projects Cibola County's population will continue to decline through 2040. This amounts to a loss of about 1,500 in population during this period. The projection, published in early 2020, has since been supported by the decennial 2020 Census count for Cibola County which measured a decline of around 400 since 2015.

 *See Section A.5 for a
more detailed discussion
of area economy and
demographics information*

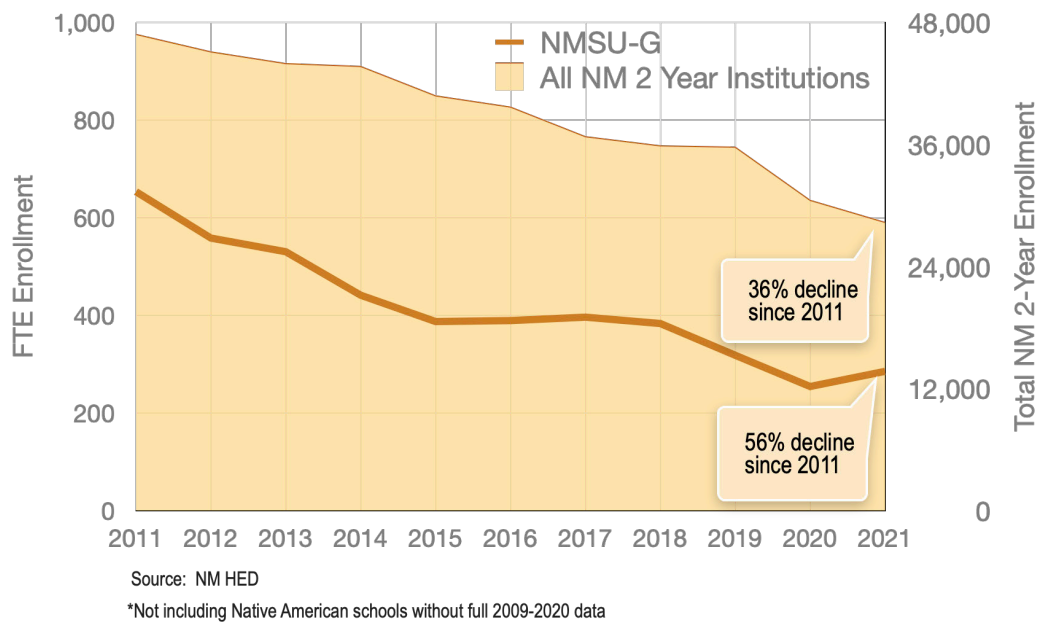
Birth rates (defined as total annual births per 1,000 people) account for the majority of population growth and enrollment. In Cibola County, like many other communities in the U.S., births have declined steeply relative to population — at times falling even as population grew. The birth rate in Cibola County has declined from over 20 in 1990 to just above 12 in 2020. State and national trends are similar, but not quite as steep as the decline seen in Cibola County. The falling birth rate and subsequent enrollment reduction will lead to a measurable erosion of class sizes from kindergarten through graduation. Incoming migration could potentially mitigate the lasting effects of this trend, but Cibola County shows scant evidence of an inflow of new residents.

Another implication of a falling birth rate is that the total population in younger age groups will grow at a slower rate relative to total population growth and will decline more quickly. Total population growth trends serve as a back-of-the-envelope measure of enrollment futures, and the dampening effect of falling birth rate will result in a significant negative adjustment factor.

Ex-09: NMSU-G Historic Enrollment 2011-2021



Ex-10: NMSU-G FTE Enrollment Trend Comparison



Enrollment trend from 2011-2021 compared with all two-year NM higher education institutions FTE enrollment

Population composition by age reflects birth rate as well as other general conditions in a community. Sharp declines in post-graduate age groups (10-30 years old) often indicate an inability of a local economy to offer the wages and jobs needed to support that graduate population who then relocate to seek opportunity elsewhere. After controlling for the correctional facility population in Cibola County, this gap is evident here as well. However, the area's role as a regional higher education hub somewhat dampens the impact. The hub attracts recent graduates from neighboring communities for college, partially offsetting the local youth relocating out of the community for work or other opportunities.

The recent graduates of particular interest to NMSU-G are those in the school's GAR which includes all of Cibola-Grants School District, as well as Pinehill and Quemado high schools to the west and south of Grants. Enrollment at these schools has been relatively steady with some decline in Cibola-Grants schools, which is projected to continue into the next decade and overall has historically tracked with county population growth and decline. The alignment is likely to continue, with no expected shift in the relationship between local area high school enrollment, county population growth, and NMSU-G enrollment.

NMSU-G enrollment is likely to continue tracking along the trend projected for Cibola County population by UNM-GPS into the coming decade.

Future Enrollment Target

NMSU-G has prepared an enrollment management plan that specifies strategies for enrollment, recruitment, retention, and robust operation. The plan outlines four strategies to improve applicant yield from Cibola County and surrounding communities. These approaches focus on high school students, transfer students, adult students, and diverse populations, as well as attempting to improving overall student retention.

The facilities master plan assumes the enrollment management plan is successful and maintain current on-site enrollment for the next five-year period.

Space Use

Functional Use

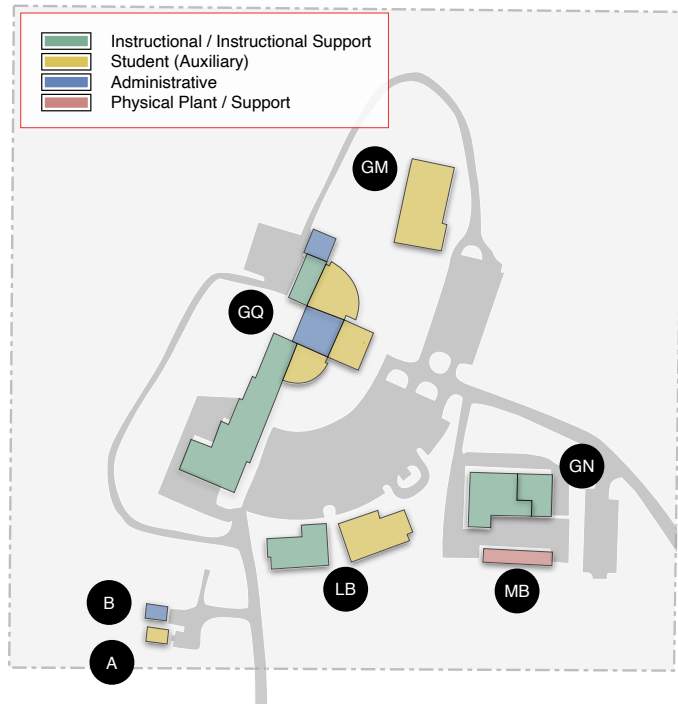
The largest proportion of space type on NMSU-G's campus is Instructional use, made up of general classrooms and instructional laboratories. A comprehensive guide called the *Postsecondary Education Facilities and Classification Manual* (FICM) defines such usage categories.

Buildings devoted primarily to instructional use make up about 60% of all campus buildings.



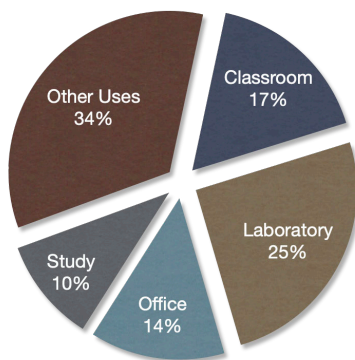
See *Ex-11*
and *Ex-12*

Ex-11: NMSU Grants Building Use



Ex-12: NMSU-G Space Distribution by FICM Code

NMSU Grants Campus Assignable Area by FICM Category



FICM	Assignable Area	ASF	% Total	% Assignable
100	Classroom Facilities	15,668	13%	17%
200	Laboratory Facilities	23,475	19%	25%
300	Office Facilities	12,538	10%	14%
400	Study Facilities	9,664	8%	10%
500	Special Use Facilities	9,685	8%	10%
600	General Use Facilities	15,048	12%	16%
700	Support Facilities	4,850	4%	5%
900	Residential Facilities	1,914	2%	2%
	Subtotals	92,842	76.8%	100.0%
WW	Circulation Area	16,950	14%	
XX	Building Service Area	6,656	6%	
YY	Mechanical Area	4,469	4%	
	Subtotals	28,075	23%	
	Total	120,917	100%	
	Reported Gross Square Feet	136,024		
	Net/Gross		68.3%	

Instructional Utilization

Analysis of instructional use indicates that NMSU-G has substantial capacity to accommodate more students. This ample capacity is due to the steady decline of enrollment of students that come physically to the campus.

NMSU-G has 43 instructional spaces classified either as a general classroom or instructional laboratory (not including five classrooms dedicated for use by the Early College High School). Thirteen of these spaces are currently scheduled for use (30% of the total).

See *Ex-13*

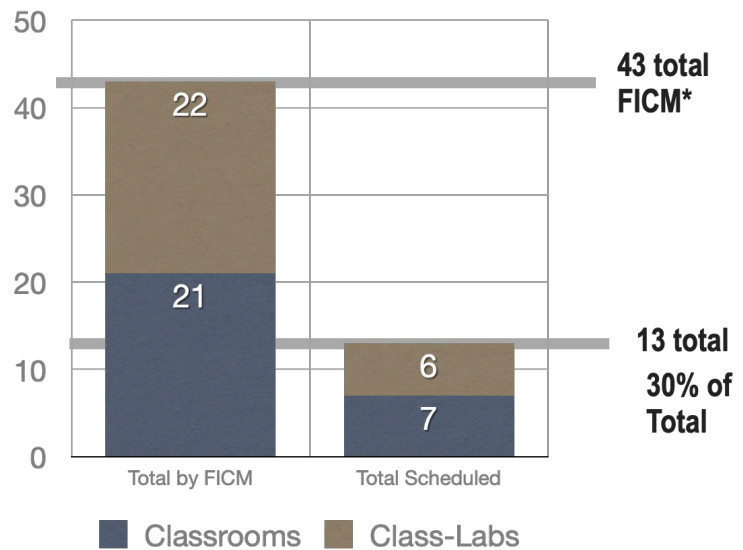
While New Mexico has not established instructional use targets, ARC analyzed the Fall 2019 (representing pre-COVID enrollment demand) scheduled instructional use based on various state utilization studies that represent the range of commonly adopted higher educational utilization standards.

Of those scheduled for use, the peak occupancy of instructional space is between 4:00 p.m. to 6:00 p.m., Monday through Thursday, reflecting course scheduling to accommodate working adults. The average Station Occupancy Ratio (SOR) of instructional space is 22.5%, a measure that indicates the percentage of instructor-desired seats occupied when the room is scheduled. The generally accepted target for this metric is 65 to 80% depending on the type of space.

The blended Room Utilization Rate (RUR, the average number of hours per week an instructional room is scheduled) is 16.6, based on 70 possible hours per week, as compared with a metric of 30-40 hours per week. The average Station Utilization Rate (SUR, the average hours per week a station is scheduled) is 6.3 hours compared to a metric of 21 to 30 hours per week, depending on when a station is scheduled.

Given the enrollment decline and the number of unscheduled rooms, NMSU-G's existing capacity is more than sufficient to accommodate current and expected enrollments. Opportunities to improve instructional utilization include reconfiguration, renovation, or removal of some existing instructional spaces to meet changing program demands and optimize overall space use.

Ex-13: NMSU-G Scheduled Classroom Use



*Not including five classrooms used by the Early College High School
Source: NMSU AiM database, and NMSU Fall 2021 classroom scheduling data

Comparison to Peer Colleges

Another broad measure of space utilization is the total amount of GSF space divided by the total number of full-time equivalent students (FTE). The lower the number, the better the use of space. Based on a 2019 Summer Hearings report by the NM HED, NMSU-G has 596 GSF/student, the second highest I&G GSF of the 16 two-year higher education institutions in the state.



*See Ex-27 in
the Appendix*

Stakeholder Input

Web-Based Survey

Thirty people responded to a web-based questionnaire asking five questions regarding their opinions regarding campus programs and the campus site and facilities. Responses to the questions indicate:

- **Most desired program changes:** Expanding trade and vocational offerings (Includes correctional, medical, film, culinary, technology/computer, building trades, engineering, Commercial Driving License (CDL), and journeyman offerings)
- **Campus facilities liked the most:** Library and theater
- **Site or Building Changes Suggested:** Upgrade/refurbish Martinez Hall, improve landscaping, provide after-hour spaces, enhance indoor/outdoor recreation, update classroom and lab technology
- **Most important physical improvement needed:** Update and refurbish Martinez Hall
- **Other Comments Impacting Long-Range Planning:** Refurbish building finishes/systems, provide recreation activities, and focus on recruitment/dual enrollment



*See Section A.2 for
further survey details*

Stakeholder Interviews

The planning team held interviews with NMSU-G program directors and administrative staff members to understand existing functional organization and issues. Primary issues identified in these interviews include:

Facilities:

- No need for expansion; reutilize existing space instead.
- Martinez Hall needs to be renovated/updated/modernized.
- Switch the office and student functions in Martinez Hall to make the student functions more accessible (student facing services should be as close to the students as possible).

- HVAC system is #1 on capital outlay; would like to replace four air handlers.
- Focusing on roof and exterior this year.
- McClure Hall has old systems and will need some work in the future.
- The school needs to be able to handle technology demands, because remote business will continue.
- Not many areas for students to gather and lounge, so they don't stay on campus after classes.
- The spaces do not meet students' long-term needs (no spaces for them to take online classes).

Site:

- Make the campus more community-friendly to bring people to campus.
- Need site improvements like xeric landscaping, way-finding, and a prominent entrance.

Security:

- Installing access control systems on the buildings for security (keyless entry system is #2 on their capital outlay for all buildings).
- The site could use better cameras/lighting.

Programs:

- The school needs to focus on skilled trades programs (require hands-on training) to bring students back to campus.
- Covid-19 has changed how they are doing everything—students like taking online classes and it is difficult to entice them back to campus.

General:

- Grants has lost industries and will likely lose more (the coal mine).
- The only significant employer in the area is the prison.

Capital Planning Strategy

Capital Resources

NMSU-G draws from various funding sources for its capital needs: statewide higher education general obligation (GO) bonds, severance tax bond (STB) distributions, institutional funds, and local GO Bond funding. NMSU-G has invested approximately \$10 million in capital improvements since 2015.

New Mexico community colleges have the ability to ask voters to approve a general obligation bond issue—a form of debt financing based on local property tax assessments. NMSU-G last passed on local GO Bond in 2015 for what would later be dedicated as Lucy Belle Ma Hall. The local GO Bond issue represents over 90% of the capital investment made into the campus since 2015. NMSU-G has \$11.14 available in bonding capacity, but believe passing a successful bond election would be difficult given the economic situation of the local area.

State Higher Education GO bond elections occur every two years (an even-year election cycle). Higher education institutions submit their capital project requests to the Higher Education Department (HED) for review and potential recommendation. The process is competitive amongst all other higher education institutions, with approval and funding priorities based on the criteria set forth in NMAC 5.3.9.8. HED's priorities favor project that improve infrastructure and do not add any additional square footage.


In some circumstances, higher education institutions may be eligible to receive capital funding from the State for project development. Per NMAC 5.3.9, two-year institutions vying for funding must furnish at least 25% of the total cost for each project or project group, known as a local match. Institutions may ask to waive this local match, but must meet the requirements listed in 5.3.9.8(F) and justify the exemption. Because the total cost of its project ambitions exceed what it can readily provide as a match, NMSU-G has been conservative about requesting assistance through this channel. Fortunately, NMSU in Las Cruces supports NMSU-G's plans and will work with NMHED to develop a justification for waiver to secure funding.

Capital Strategy 2023–28

The 2021–2026 capital plan focuses on basic facility renewal throughout the campus and optimal space use utilization.

The capital strategy includes approximately \$10.8 million of planned improvements. These initiatives will address the renovation and renewal of Martinez Hall (assuming the acceptance of a local match waiver request), the installation of a campus-wide access control system for improved security and safety, and various upgrades for mechanical, electrical, and infrastructure systems throughout the campus. To improve campus instructional offerings and utilization, planners anticipate converting five existing classrooms to laboratories in Martinez and McClure Halls.

 *See Ex-15*

 *See Section A.6 for capital strategy details*

In the longer term, the Maintenance Building requires renovation to improve its functionality, and the two existing houses needs to be replaced to better suit the needs of student services and wellness programs.

In its existing state, the Roosevelt Building (SBDC) is underutilized. NMSU-G should investigate the possibility of bringing its operations on-site and selling the facility.

Ex-14: NMSU-Grants Five-Year Capital Strategy

HED Funding Criteria	
1. Strongly related to instructional programs/support institutional mission	5. Unforeseen conditions that may result in major property deterioration
2. Provide high quality educational settings / up-to-date technologies	6. Renovate facilities / make wise use of existing resources
3. Necessary to accommodate enrollment growth	7. Improve utility Systems or building energy efficiency / result in reduction of energy costs
4. Address major health and safety problems / eliminate physical barriers for handicapped persons (ADA)	8. Projects with no other available or appropriate funding

NMSU-Grants Capital Plan Priorities															
Project Name	\$ Millions					% Local Match	Year Funding Received	HED Priority Criteria							
	STB	State GO	Local GO	Local Match	Total			1	2	3	4	5	6	7	8
1. Martinez Hall Upgrades (upgrade/replace HVAC, renovate Student Services and Administrative Offices, classroom improvements, and classroom to lab conversion)		\$5.00 – \$10.00		Waived*	\$5.00	N/A	2024-2025	◆	◆			◆	◆	◆	
2. Infrastructure and Safety/Security Upgrades (including campus-wide card access control for exterior doors)	\$0.315			\$0.110	\$0.425	26%	2025-2026				◆				
3. Campus-Wide Mechanical and Electrical Upgrades		\$2.00		\$0.70	\$2.70	26%	2026-2027					◆	◆	◆	
4. Infrastructure Upgrades and Replacement	\$0.50			\$0.175	\$0.675	26%	2027-2028		◆					◆	
5. McClure Hall Classroom to Lab Conversion		\$1.50		\$0.50	\$2.00	25%	2028-2029	◆	◆				◆		
6. Maintenance Building Renovation	\$0.50			\$0.125	\$0.625	25%	2029-2030						◆	◆	
7. Demolition and Replacement Facility for Student Services and Wellness		\$1.40		\$0.50	\$1.90	25%	2030-2031	◆							
Total	\$1.32	\$9.40	\$0.00	\$1.99	\$13.325										
*Local match waived at request of HED															

Appendices

A.1 Facility Planning Decisions

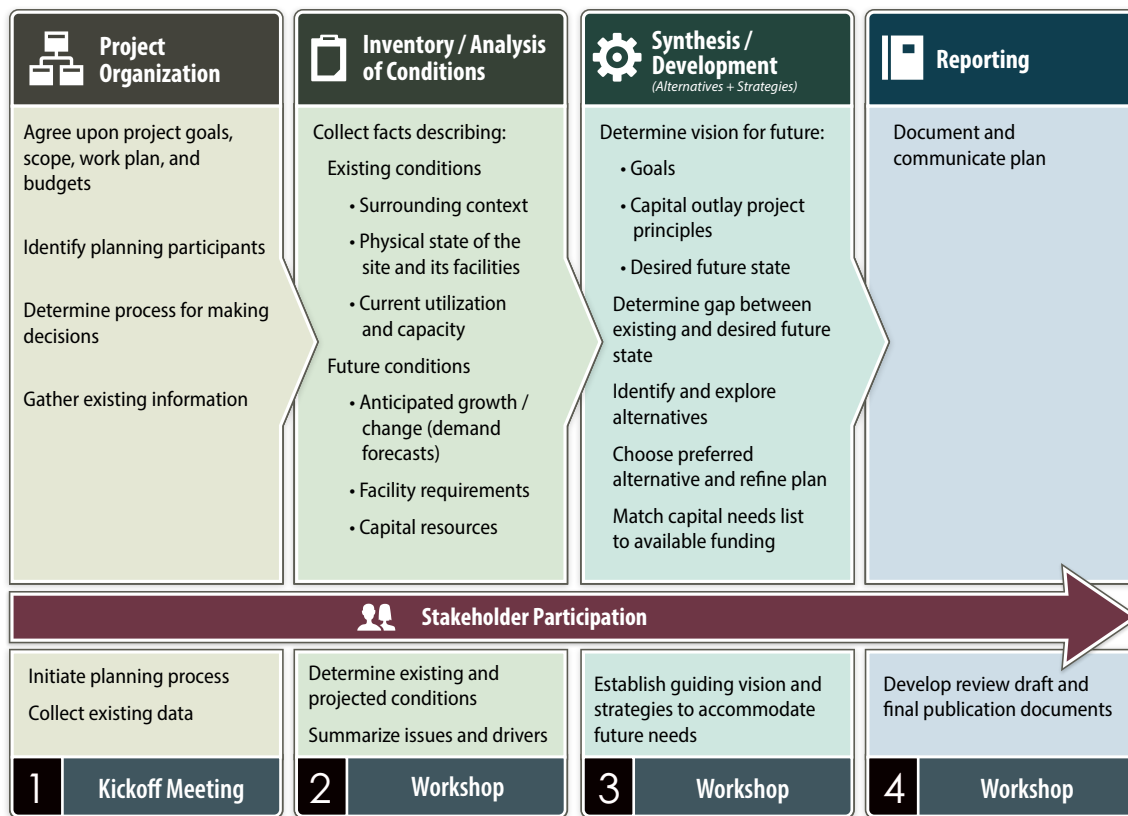
This report's recommendations stem from a planning process involving administrative and educational personnel with periodic briefings to the Advisory Board. A professional planning consultant guided and facilitated the course of events. The capital outlay planning decision-making flow, and roles and responsibilities, are:

- **Advisory Board** – One of the roles of the Advisory Board is to advise and consent to capital outlay recommendations made by the administration. The members of the Advisory Board reviewed draft versions of the Campus Facility Master Plan, were given opportunities to provide feedback on the plan and the planning process, and approved the final version of this plan.
- **Associate Campus Director** – The role of the Associate Campus Director is to establish an ongoing planning process, organize the parties involved in the effort, and make recommendations to the advisory board regarding future courses of action. The campus executive officer receives assistance in this endeavor from the campus finance officer.
- **Planning Consultant** – The planning consultant acts as an advisor to the campus president. The consultant's role is to facilitate the planning process by developing a database of existing and projected conditions. The consultant also develops preliminary concepts regarding future courses of action and prepares verbal and written presentations that describe this information.

The planning consultant organized the planning process in four steps:

- **Project Organization** – First, the planners identified existing plans, reports, organizational charts, space allocation standards, utilization data and other data relevant to the study. The planners met with campus representatives to discuss the planning proposal and identify project goals and issues. This step established participants in the study and a decision-making framework, and participants reached an agreement on the project work plan, schedule and proposed budgets.
- **Inventory Analysis of Conditions** – Next, the planners collected information about existing and projected future conditions using questionnaires, interviews and on-site evaluations. Information included: facilities data, user data, facility conditions and use data, office and educational space utilization projections, and space requirement projections.
- **Development of Alternatives and Strategies** – Then participants explored various development scenarios to accommodate present and future programs. They chose an option as the basis for developing a Capital Improvement Plan. The planners developed capital project recommendations based upon the information collected in the previous steps.
- **Prepare Report** – Finally, participants developed the final report, which met New Mexico Higher Education Department guidelines.

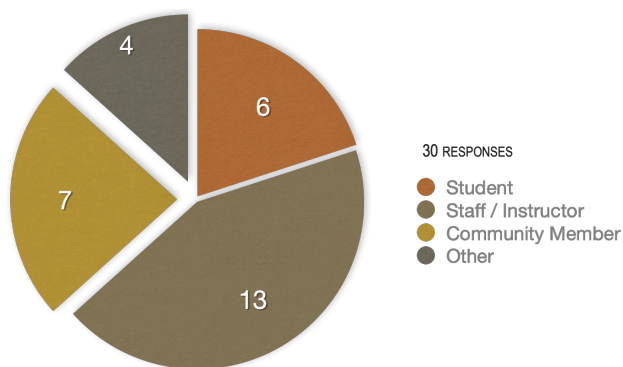
Ex-15: NMSU-G Campus Master Planning Process



A.2 Online Survey Response

Planners solicited input from students, faculty, staff members, and administrators via an online survey from April 21 through June 14, 2022. A total of 30 persons took the opportunity to complete the survey. The survey asked responses to five questions.

Ex-16: Online Survey Responses



About Contact Survey

NMSU STATE

NMSU-Grants Facilities Master Plan Survey

Help influence the future of your school!

NMSU-Grants is preparing a long-range Facilities Master Plan that will guide future planning for facility renovations and expansions, campus infrastructure, and other physical improvements. You can help the planners by completing this short survey.

The survey is open for your input through **June 14, 2022.**

Thank you for your participation!

☒ **Begin Survey**

If you have any questions or comments, please contact:

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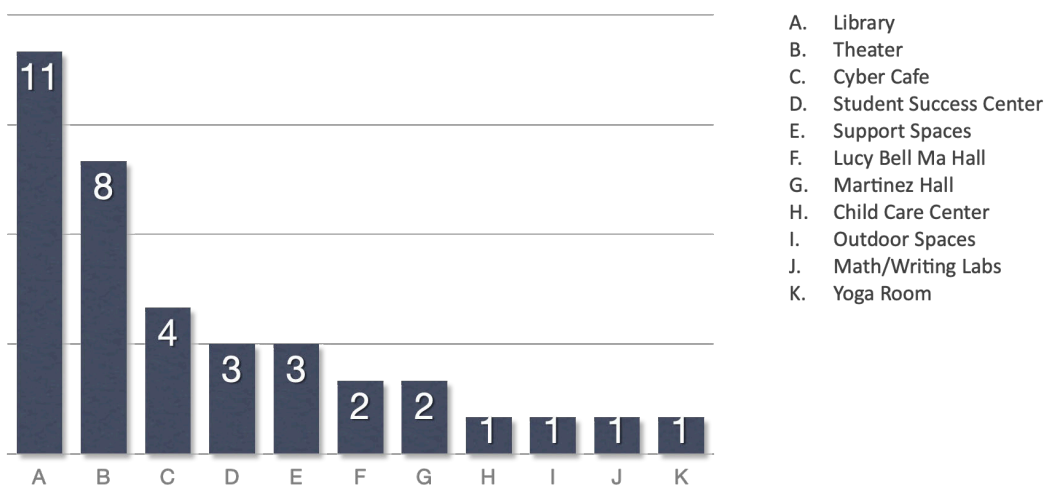
Question 1 - What kinds of instructional program changes would you like to see to help NMSU-Grants better serve students and the community?*



*MAY INCLUDE MULTIPLE IDEAS FROM A SINGLE RESPONDER. SOME RESPONDERS DID NOT ANSWER ALL QUESTIONS.

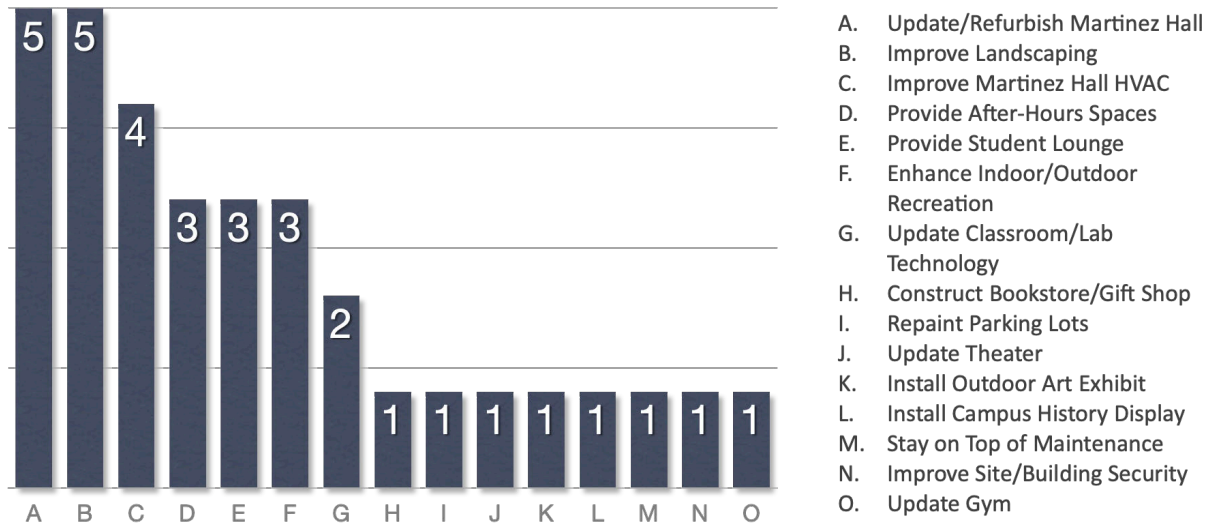
**INCLUDES CORRECTIONAL, MEDICAL, FILM, CULINARY, TECHNOLOGY/COMPUTER, BUILDING TRADES, ENGINEERING, CDL, AND JOURNEYMAN OFFERINGS.

Question 2 - What campus facilities or spaces do you like the most (for example, certain buildings, classrooms, offices, support spaces, theater, library, etc.)?*

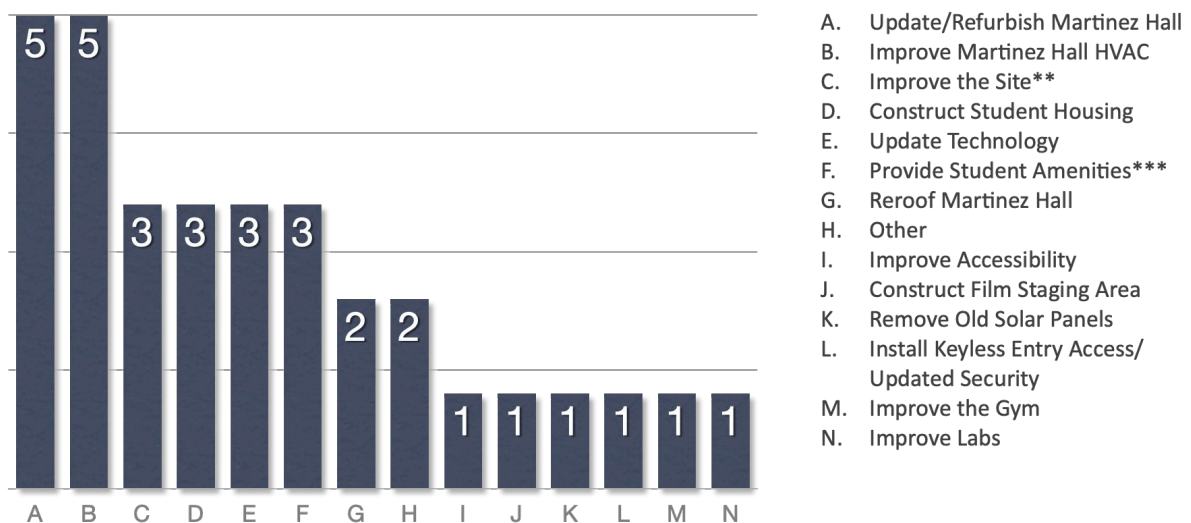


*MAY INCLUDE MULTIPLE IDEAS FROM A SINGLE RESPONDER. SOME RESPONDERS DID NOT ANSWER ALL QUESTIONS.

Question 3 - What physical building- or site-related changes do you recommend to improve the quality of life for students, staff, faculty, administration, visitors, and the community?*



Question 4 - What do you think is the one most important physical building- or site-related improvement for NMSU-Grants to complete over the next 10 years?*



*MAY INCLUDE MULTIPLE IDEAS FROM A SINGLE RESPONDER. SOME RESPONDERS DID NOT ANSWER ALL QUESTIONS. "NON-PHYSICAL" SINGLE RESPONSES IN "OTHER"

**INCLUDES LANDSCAPING, TRAILS, AND GRASS RECREATION FIELD.

***INCLUDES STUDENT LOUNGE, COMMUNAL SPACE, AND A CAFETERIA.

Question 5 - Please provide any other comments or thoughts you have that may impact the NMSU-Grants Long Range Master Plan.*



*MAY INCLUDE MULTIPLE IDEAS FROM A SINGLE RESPONDER. SOME RESPONDERS DID NOT ANSWER ALL QUESTIONS.

Survey Comments	
1	New carpet in rooms where it is worn, updated chairs and desks in classrooms where needed, Better front of the building landscaping and curb appeal, fresh and vibrant paint
2	Can't think of any at this time.
3	I think our campus is beautiful but does need some improvement.
4	The outside stucco needs repairing on Martinez Hall. Possibly continued maintenance of the area behind Martinez Hall such as the Earth Garden and around the Gazebo. Getting rid of the solar panels that are no longer used would be wonderful.
5	More academic buildings, open study areas, fitness gym open to students, housing/dorms for students.
6	NMSU is a great for our community. It has helped many people improve their life. Need to stay student focused and share the successes to attract more people. Customer service should be a priority.

Survey Comments	
7	<p>The enrollment will remain stable unless you are able to attract more of the GCCS and local area students. The ability to redesign facilities will depend on enrollment, attractive career offerings for two and four year programs. The high cost of living may induce students to attend NMSU Grants rather than traveling some distance.</p> <p>Work more in tandem with your feeder HS and Mid Schools, providing interesting programs so they become familiar with the campus.</p>
8	Work with the City of Grants and the New Mexico highway department to make it easier to turn left onto Roosevelt from University Boulevard.
9	There are some issues with HVAC in McClure. Those issues should also be addressed.
10	More academic buildings, open study areas, fitness gym open to students, housing/dorms for students.
11	Find more ways to utilize the theater and the public spaces for the community.
12	Advertising out of the county
13	Recreation activity will attract students to look into any kind of major, if you build it they will come.
14	I feel that Martinez needs a cosmetic face-lift so that it doesn't look so sad. I realize that this may be already on the current Master Plan.
15	Decline in population
16	to stay ahead of the changing technology
17	I graduated with my first degree, an Associate of Arts in criminal justice in 1996 from NMSU Grants. I went on to finish my Bachelor's at UNM, then my Masters from Highlands. NM is a great and affordable place to attend college.
18	keep up the good work

A.3 Facility Condition Assessment

ARC conducted a condition assessment of the 8 NMSU-G campus facilities, which total approximately 136,000 GSF.

Prior to the assessment, ARC collected and reviewed relevant information about the facilities, including: building and site plans, history of capital improvements, work order history, replacement cost data, and other relevant reports or studies available. The ARC planning team met with the facility managers to discuss facility or building system issues and integrated the results from mechanical and electrical system assessments conducted by Bridgers & Paxton Consulting Engineers (May 2022).

ARC conducted an on-site assessment that included visual inspection of all site features and building elements and spaces. The results of the assessment includes a web-based application and separate report that documents the condition for each building and site. Each report includes:

- An executive summary that describes repair, renovation and maintenance needs for site, building, HVAC and roof, as well as how well the building is supporting the assigned activities and programs.
- An ARC condition rating score which is a composite weighted scoring method that reflects the observed conditions for the site, building, and functional adequacy.
- Facility condition index (FCI) scores are based on a national scoring system that applies only to building condition. The FCI score is ratio of the cost of repairs to the building within the next five years divided by the replacement cost of the building (insurance) based on the age and condition of each building system with respect to its expected life cycle.
- A list of capital improvement projects (CIPs) and associated cost to rectify observed deficiencies coded by major, secondary, and tertiary categories. These classifications describe the nature of the project to assist in information searches and the prioritization process. CIP costs are based on national cost guides adjusted to Grants location conditions, and NMSU-G's construction experience.
- Digital photographs.
- Composite digital site plans showing the location of recommended capital improvements.

Ex-18: NMSU-G FCA Report Cover



More Detail Available from:



<https://arcforms.info/nmsu2021fca/login.php>
(login credentials required)

A.4 Instructional Space Utilization Data

Ex-19: Instructional Utilization Metrics Used for Instructional Space Analysis

Term		Metrics (Range)		
WSCH	Weekly Student Contact Hours The time in which the student is involved in direct face-to-face instructional contact.			
WRH	Weekly Room Hours Hours a classroom is scheduled for use. <i>Calculation: Days in Class x Time in Class</i>		70.0 Hours	14 hours per day / 5 days per week)
RUR	Room Utilization Rate Average number of hours per week a group of rooms is scheduled. <i>Calculation: WRH / Classrooms</i>	Classroom	30-45 Hours	60%-65% of available hours
		Lab	15-24 Hours	
SUR	Station Utilization Rate Average number of hours per week a station is scheduled. <i>Calculation: RUR x SOR</i>	Classroom	24-30 Hours	
		Lab	15-24 Hours	Depending on discipline
SOR	Station Occupancy Ratio Proportion of stations scheduled for use when the room is scheduled. <i>Calculation: (WSCH / Stations) / (WRH / Classrooms)</i>	Classroom	65-70%	
		Lab	80%	

Source: Architectural Research Consultants, Incorporated

Ex-20: NMSU-G Instructional Space Utilization Table

New Mexico State University - Grants Utilization Metrics - Fall 2019							
Select a semester: Fall 2019							
Click here to toggle on and off room type breakouts. Abbreviation* descriptions lie in the Calculations Key below.							
Campus	WRH*	WSCH*	Rooms Scheduled	Stations Available	SOR*	RUR*	SUR*
NMSU Grants	216.27	1,672.51	18	633	21.99%	12.02	2.64
Classrooms	114.65	1,014.34	11	436	22.32%	10.42	2.33
Labs	79.62	561.67	6	188	22.51%	13.27	2.99
Physical Education	22.00	96.50	1	9	48.74%	22.00	10.72
All Building Totals	216.27	1,672.51	18	633	21.99%	12.02	2.64

Building	WRH*	WSCH*	Rooms Scheduled	Stations Available	SOR*	RUR*	SUR*
GRANTS JOSEPH FIDEL GYMNASIUM	22.00	96.50	1	9	48.74%	22.00	10.72
Physical Education	22.00	96.50	1	9	48.74%	22.00	10.72
GRANTS MCCLURE EDUCATIONAL CENTER	14.84	109.83	4	89	33.26%	3.71	1.23
Classrooms	14.84	109.83	4	89	33.26%	3.71	1.23
GRANTS WALTER MARTINEZ BUILDING	146.18	1,153.01	11	436	19.90%	13.29	2.64
Classrooms	66.56	591.34	5	248	17.91%	13.31	2.38
Labs	79.62	561.67	6	188	22.51%	13.27	2.99
LUCY BELLE MA HALL	33.25	313.17	2	99	19.03%	16.63	3.16
Classrooms	33.25	313.17	2	99	19.03%	16.63	3.16
All Building Totals	216.27	1,672.51	18	633	21.99%	12.02	2.64

Room Type Notes

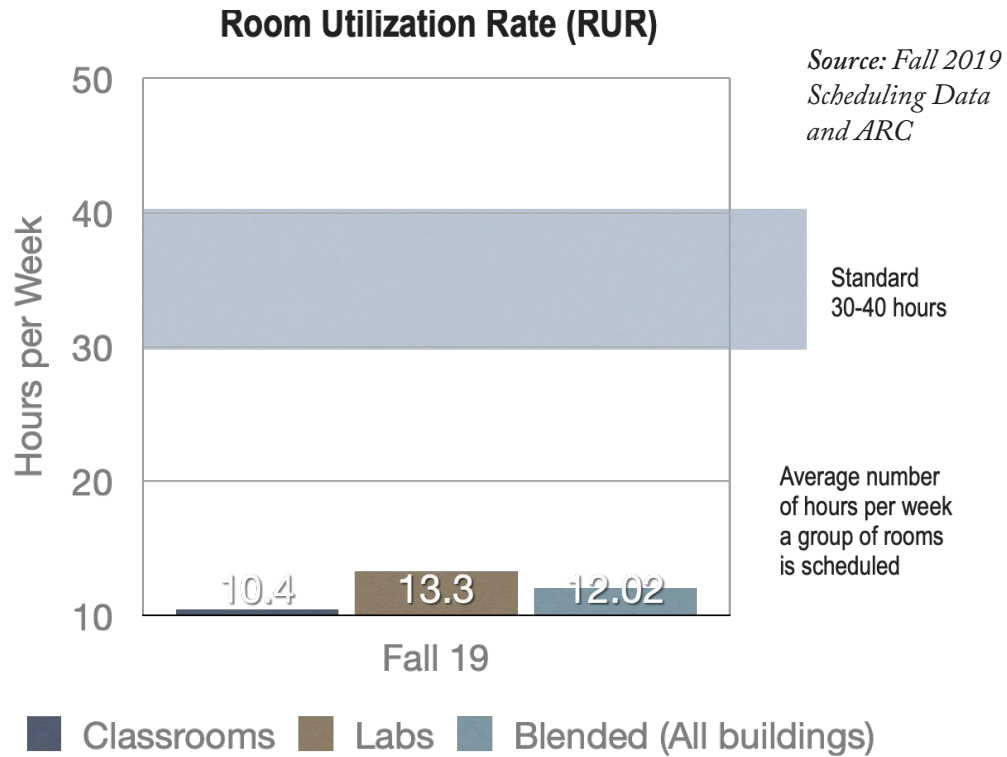
- Classrooms are composed of Assembly and Classroom room types
- Class Laboratories are composed of Shop and Class Laboratory room types
- Open Laboratories are composed of Open Lab Service and Open Laboratory room types
- Athletic or PE-Type Rooms are excluded from the breakout calculations above

*Any discrepancy between a facility's totaled Rooms Scheduled or totaled Stations Available amount and the sum of line items breakouts under that room type is due to courses being offered in non-Classroom and/or non-Lab room types (Office, Physical Education, or Assembly).

Source: ARC: https://www.arcforms.info/nmsualamo2022suite/use_analysis/campus_metrics.php

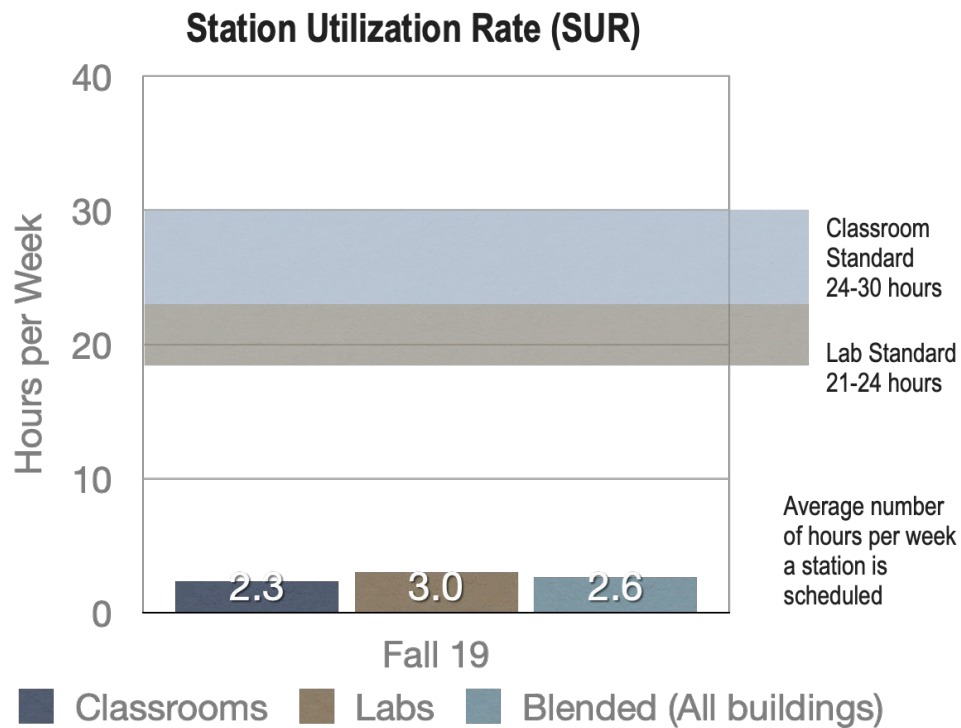
Ex-21: NMSU-G Instructional Utilization Metrics

Ex-21-01



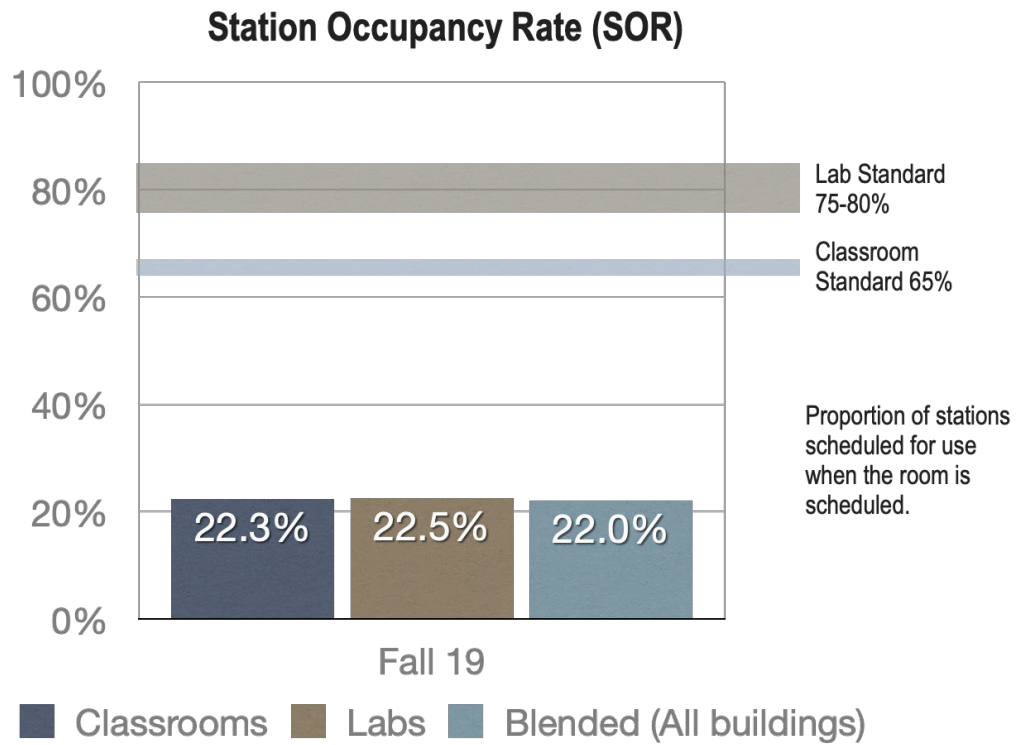
Ex-21-02

Source: Fall 2019 classroom scheduling data and ARC



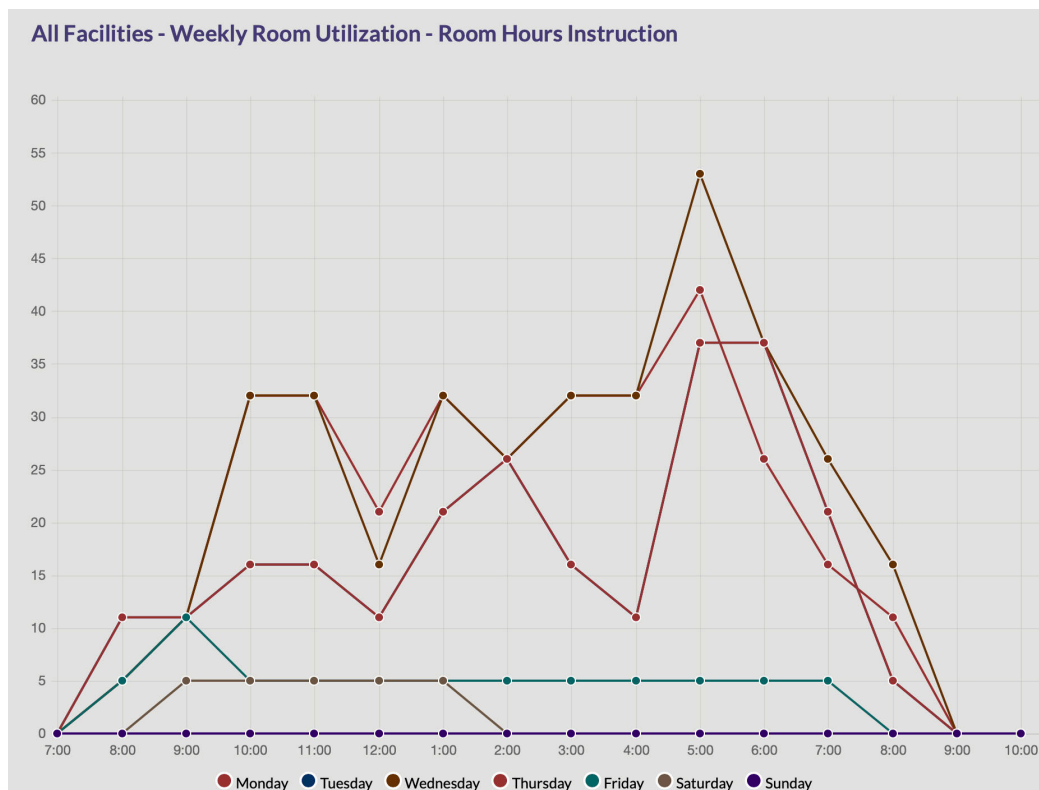
Source: Fall 2019 classroom scheduling data and ARC

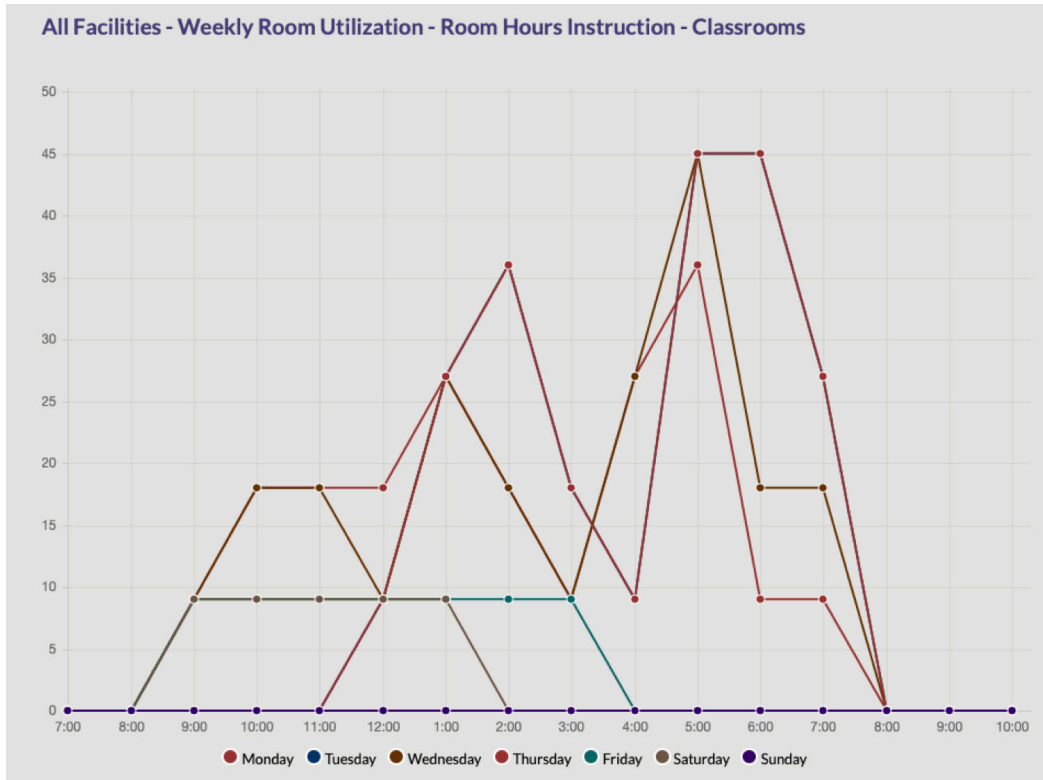
Ex-21-03



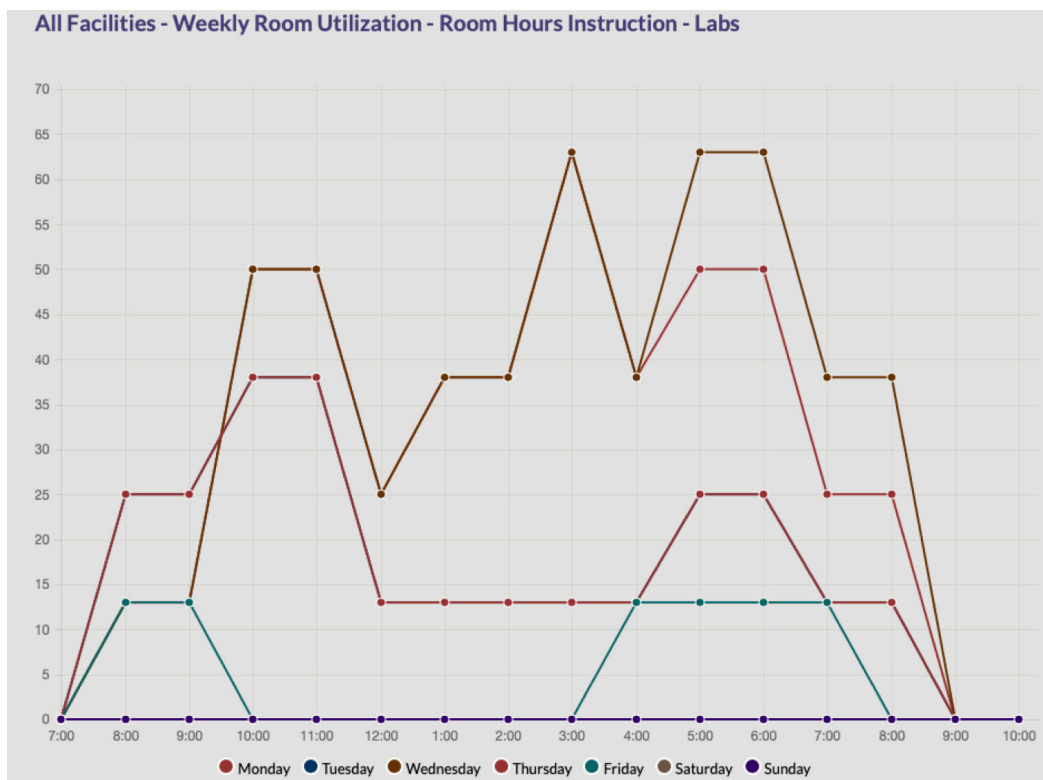
Source: Fall 2019 classroom scheduling data and ARC

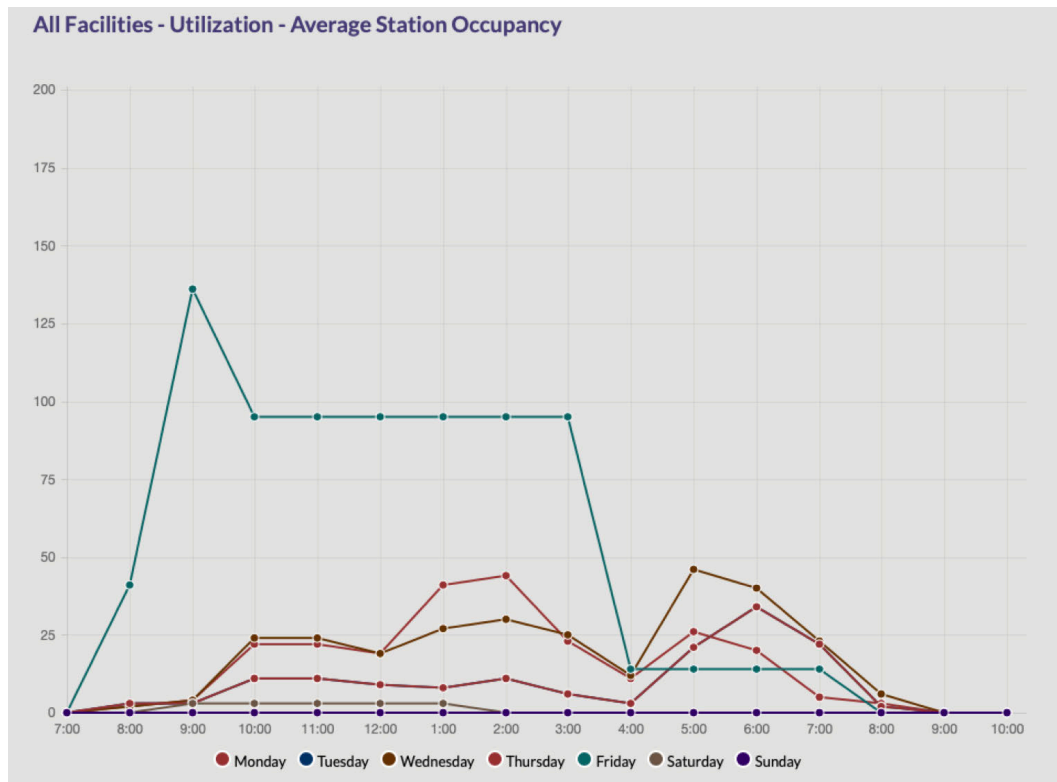
Ex-22: NMSU-G Weekly Room Utilization - All Instructional Spaces Source: Fall 2019 Scheduling Data and ARC



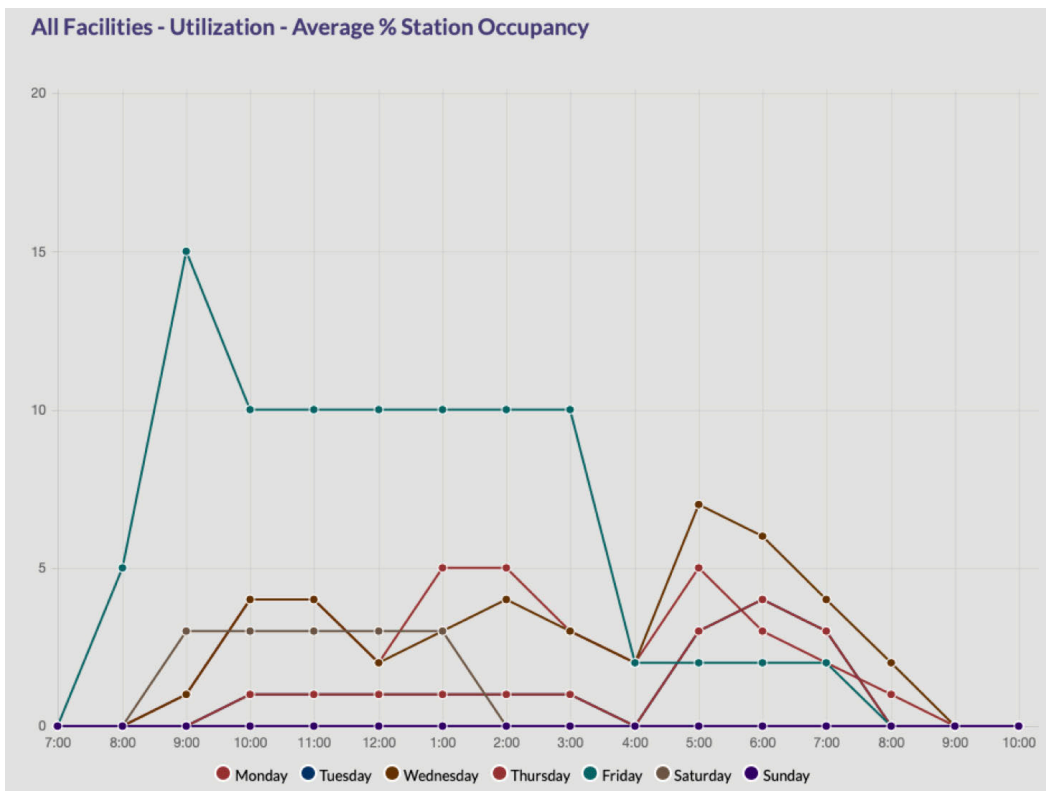


Ex-24: NMSU-G Weekly Room Utilization – Room Hours Instruction, Laboratories

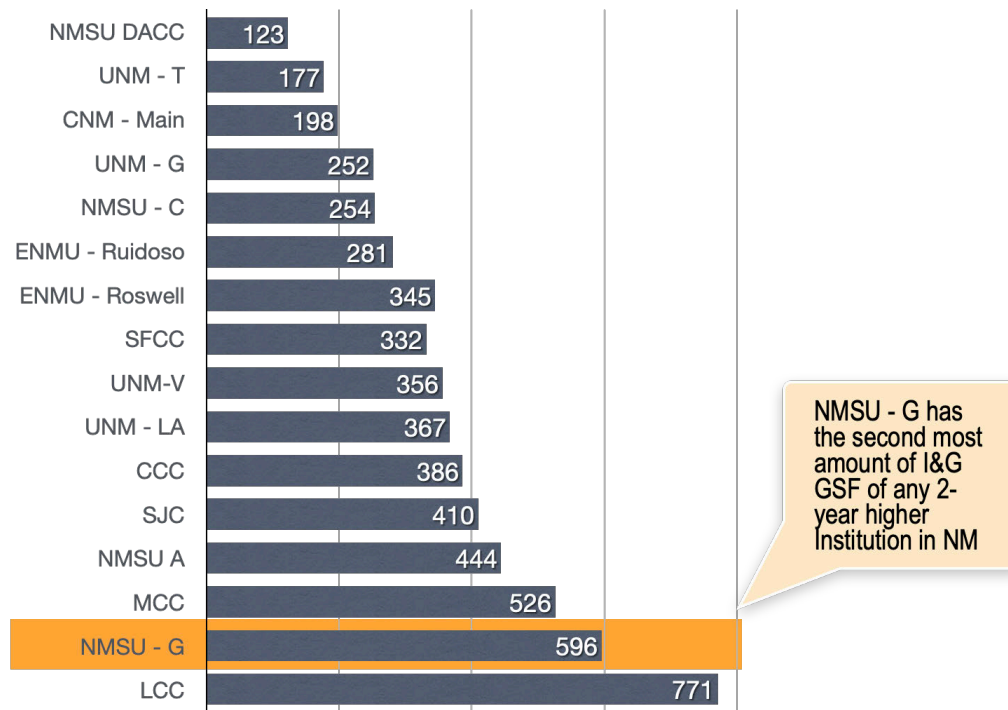




Ex-26: NMSU-G Average Percent Station Occupancy



Ex-27: I&G GSF / Student FTE of Selected NM Community Colleges



**Minus on-line FTE of Selected NM 2-Year Colleges, 2018*

Source: NM HED 2019 Summer Hearing Report

A.5 Service Area Demographic and Economic Scan

Ex-28: Economic and Demographic Scan Presentation

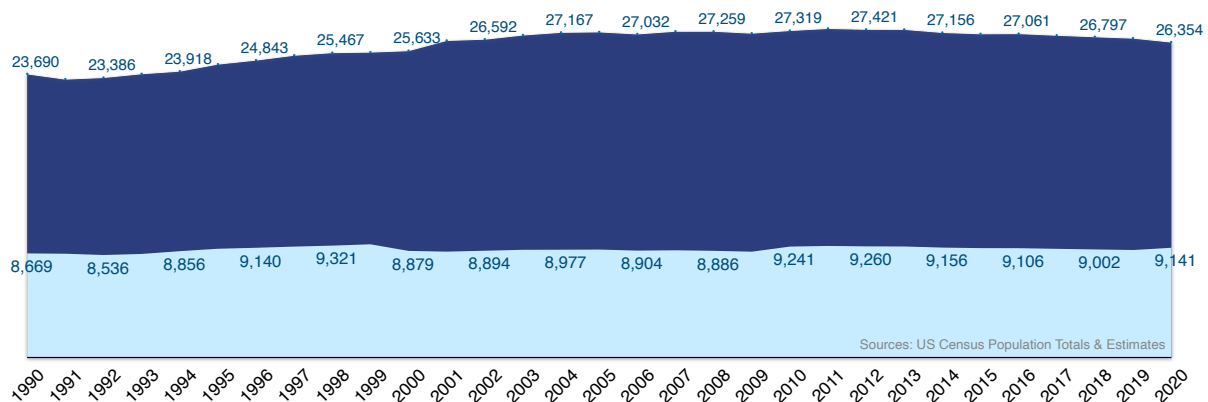
Ex-28-01

NMSU - GRANTS / DEMOGRAPHICS Cibola & Grants Population

Total population in Cibola County gained about 3,000 from 1990 to just after 2000 and has been relatively stable since.

The City of Grants population has been exceptionally steady for 30 years.

Cibola County & City of Grants Historic Population, 1990-2020



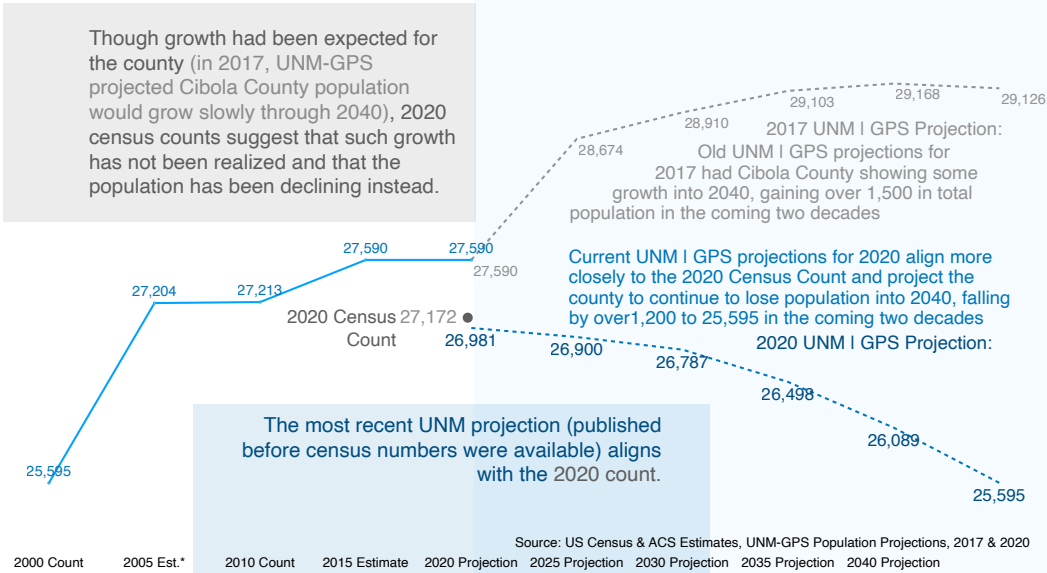
Slight county-wide trend down in population and similar until last year in Grants could indicate continued decline, but overall stability suggests if there is decline it will be very slow.

NMSU - GRANTS / DEMOGRAPHICS

Population Projections

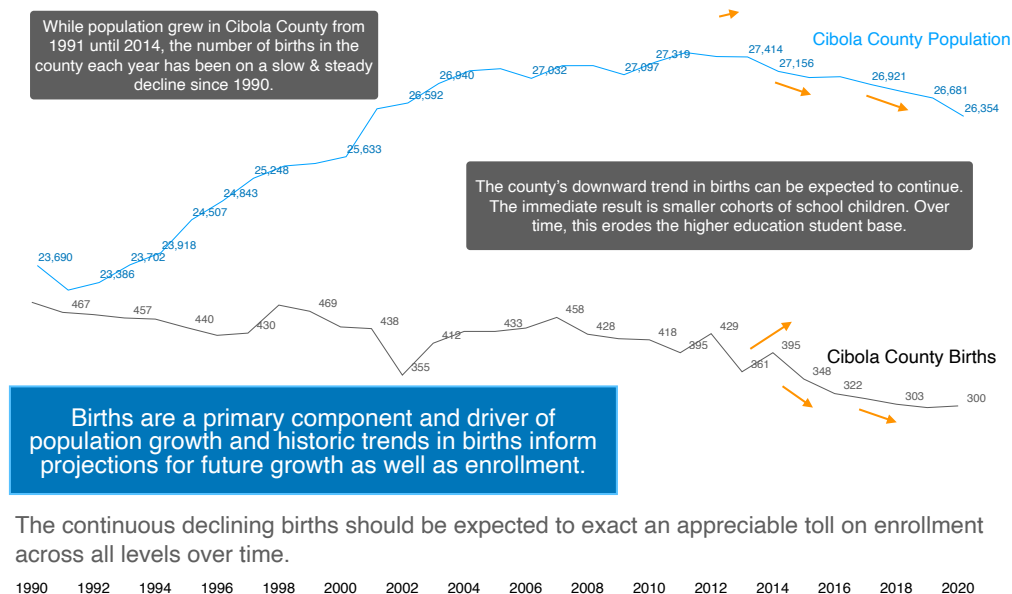
Cibola County Total Population Growth, Historic & Projected

UNM GPS provides population projections for each county in New Mexico every three years. These are considered the standard projections for the state.



NMSU - GRANTS / DEMOGRAPHICS

Cibola Population & Births



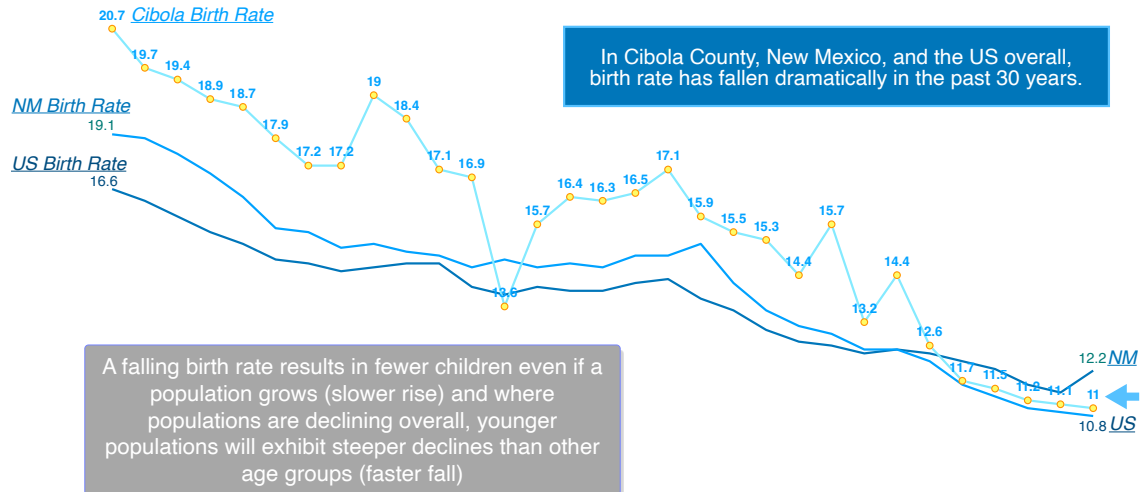
The continuous declining births should be expected to exact an appreciable toll on enrollment across all levels over time.

NMSU - GRANTS | DEMOGRAPHICS

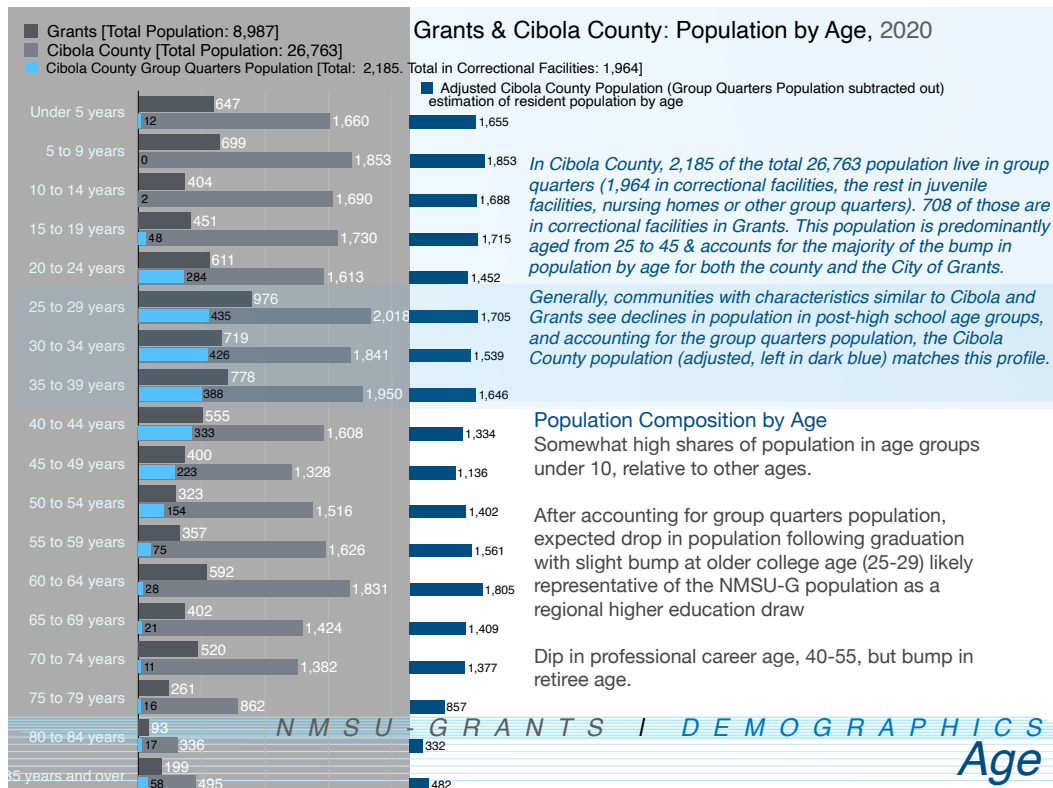
Cibola Birth Rate Birth Rate is the number of births per 1,000 total population annually

Birth rate is the underlying measure and predictor of births and the impacts of birth rate are significant, long-lasting, and key in understanding future enrollment.

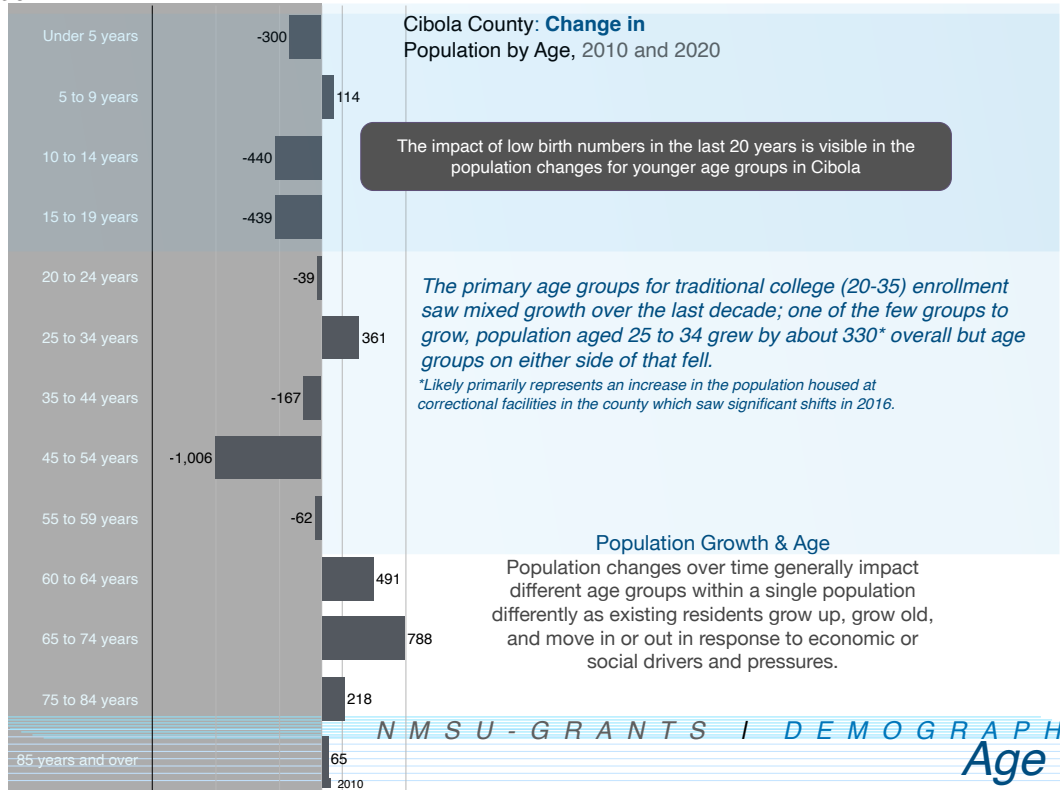
Though migration and morbidity also drive population growth, on average between 2010 and 2021 in Cibola County, all told births, deaths, in-migration, and out-migration accounted for a net loss of 33 in population each year.



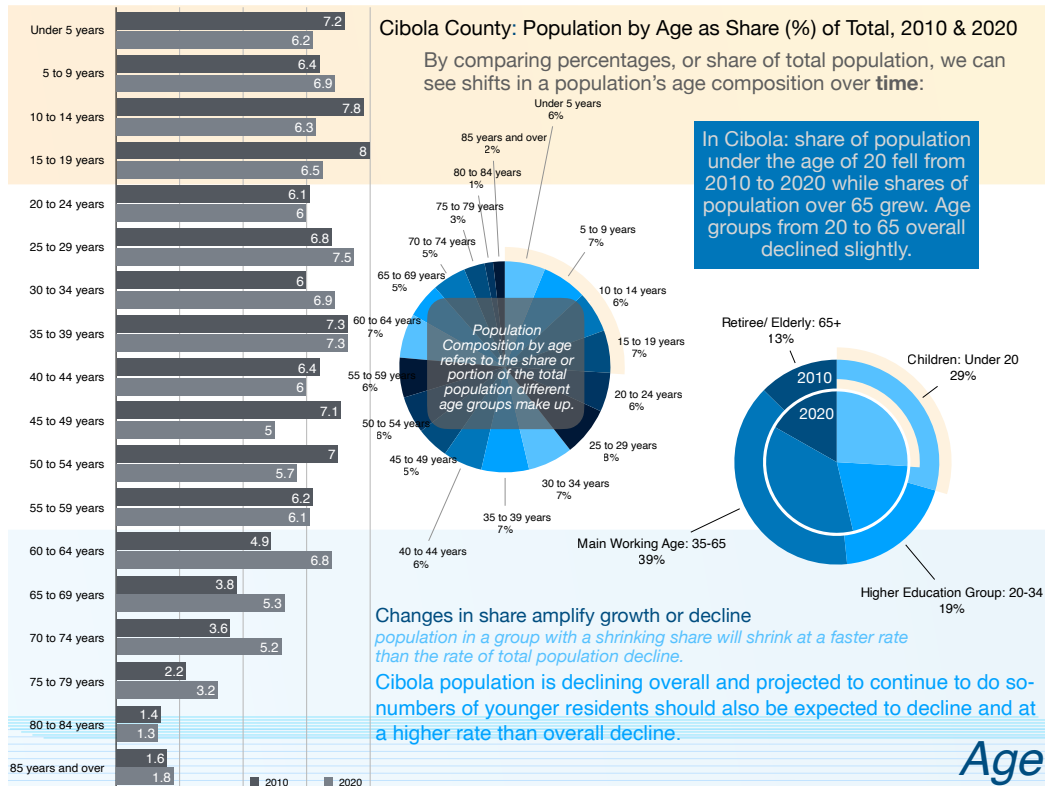
Ex-28-05



Ex-28-06



Ex-28-07



DEMOGRAPHICS

NMSU-Grants Service Area Target Population



“Geographic area of responsibility (GAR)” is an assigned geographic region encompassing one or more public school districts where a public postsecondary educational institution has the exclusive right to meet the lower division postsecondary educational needs of the area

What is the relationship between NMSU-Grants enrollment, population growth, and service area school enrollment?

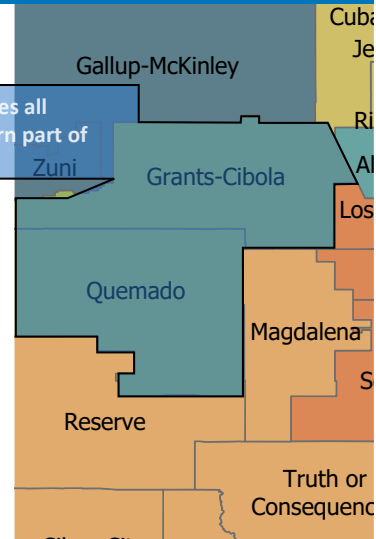
NMSU-G’s Geographic Area of Responsibility (GAR) includes all municipal and tribal communities in Cibola County and the northern part of Catron County

The region includes the Grants-Cibola & the Quemado School District as well as the Pine Hill School in Ramah Navajo; accounting all together for a total **5 high schools**:

- Grants High School,
- Laguna High School,
- Grants Early College High School,
- Pinehill High School, and
- Quemado High School

with a total combined student population in 2022 of **1,117**.

The estimated number of graduating seniors from these high school in the 2022/23 SY is about **228** students. This is the primary enrollment feeder source for NMSU-G.



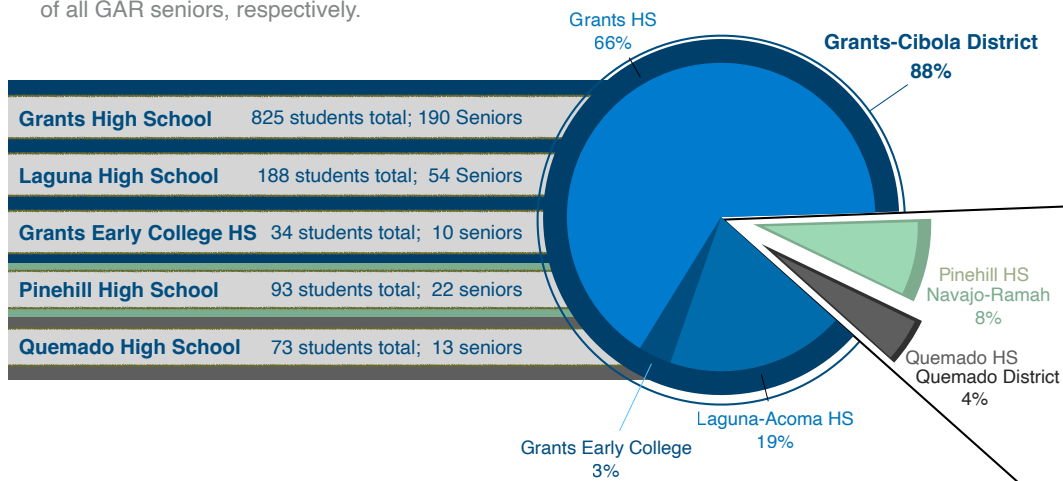
DEMOGRAPHICS

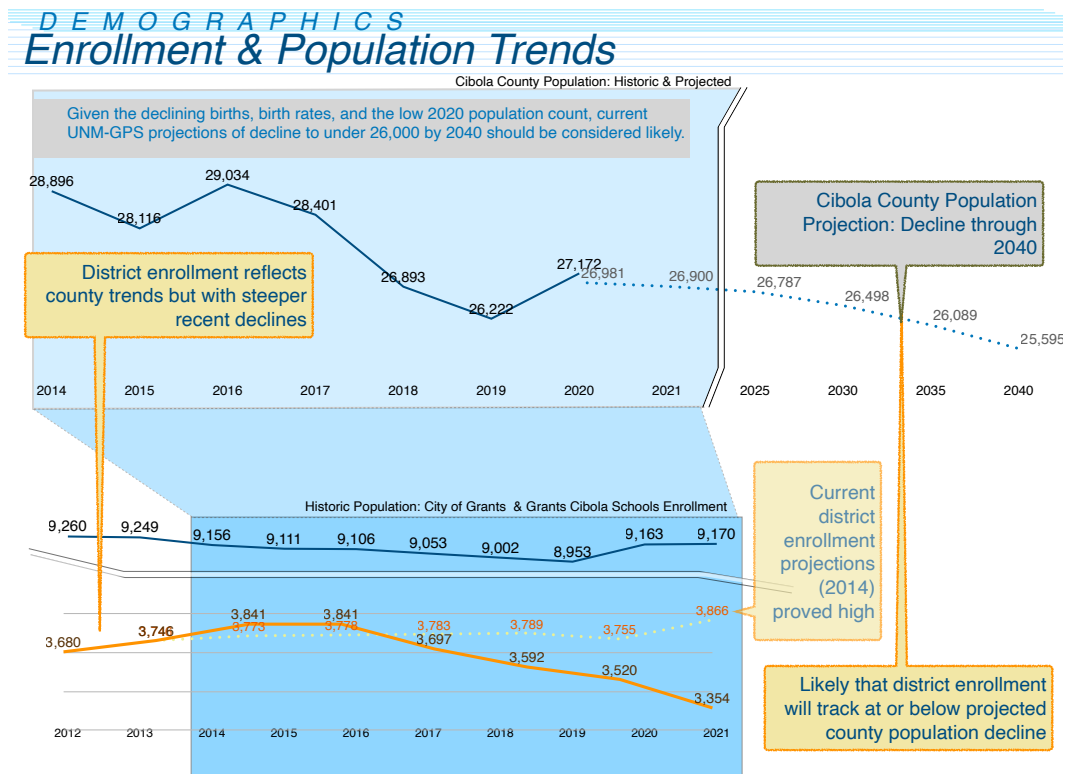
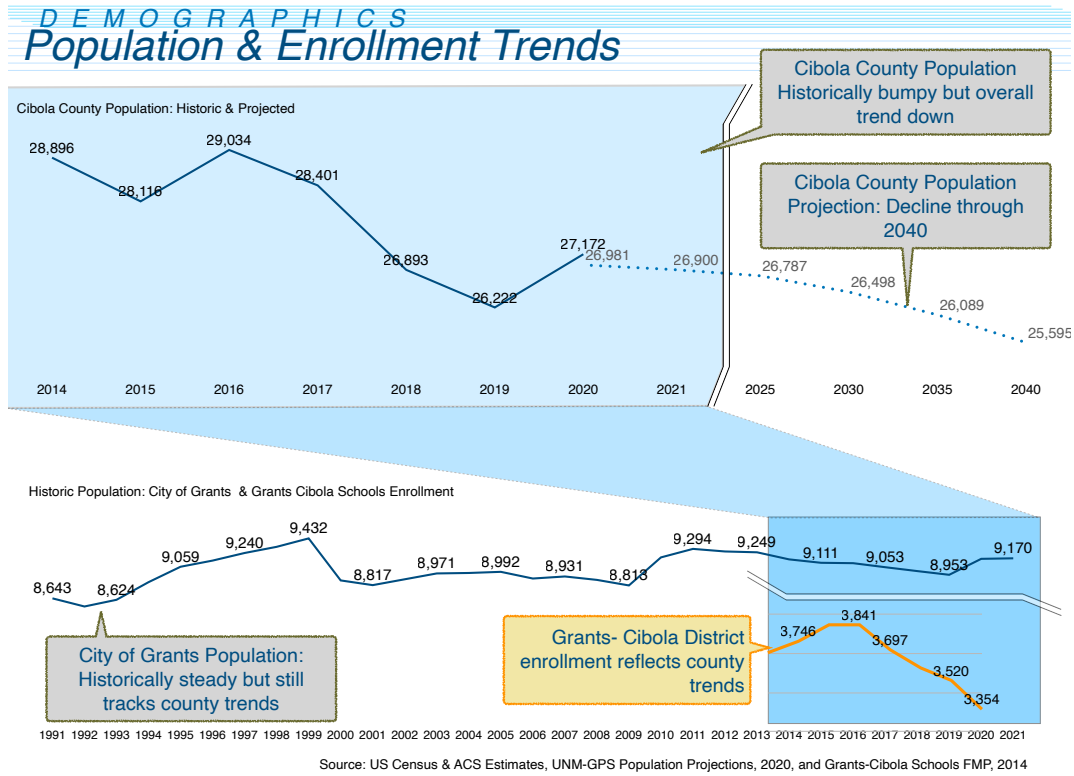
Cibola County Population Growth Drivers

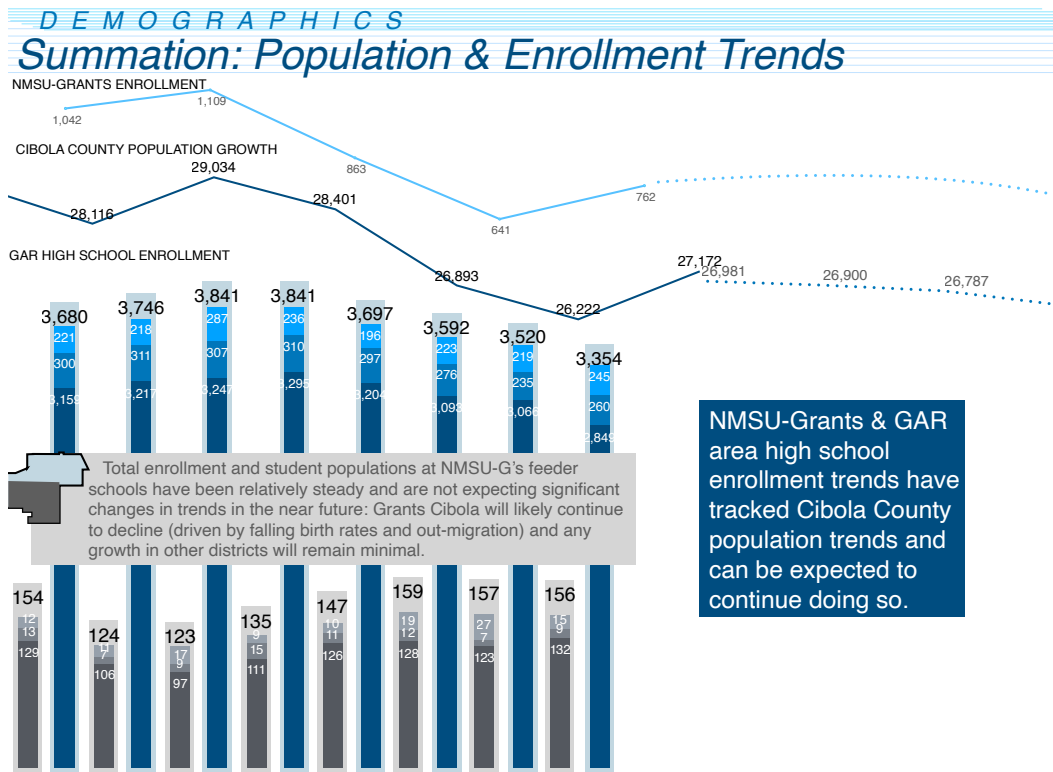
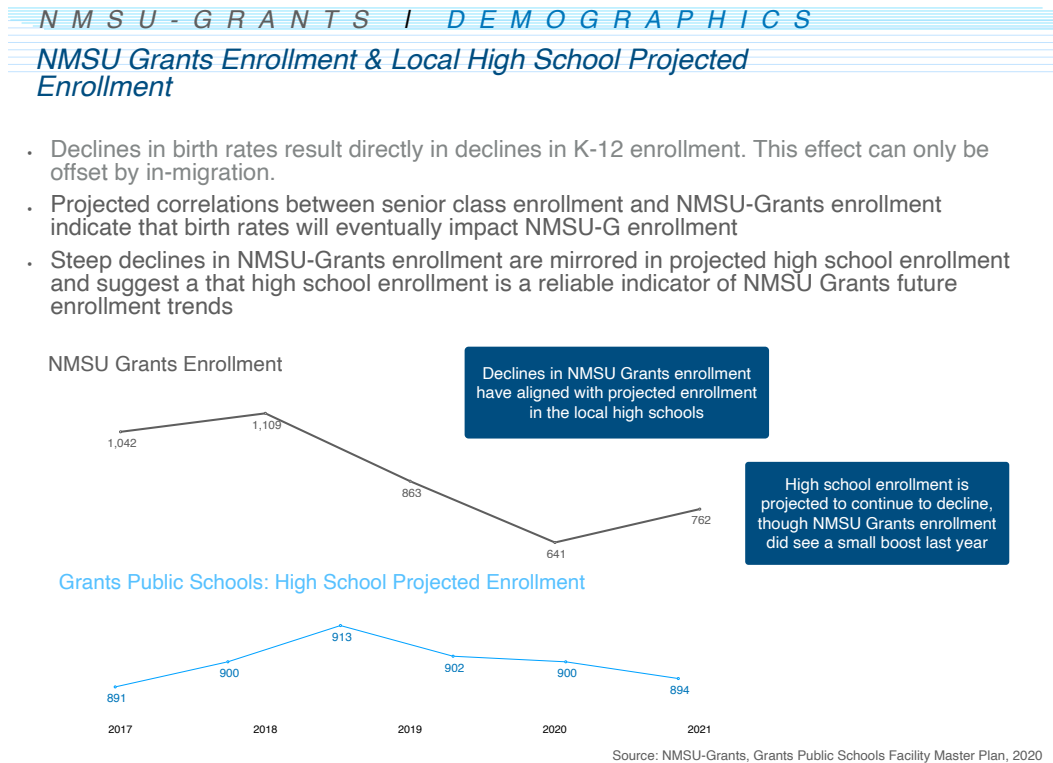


The vast majority of these students come from Grants and the Grants-Cibola school district.

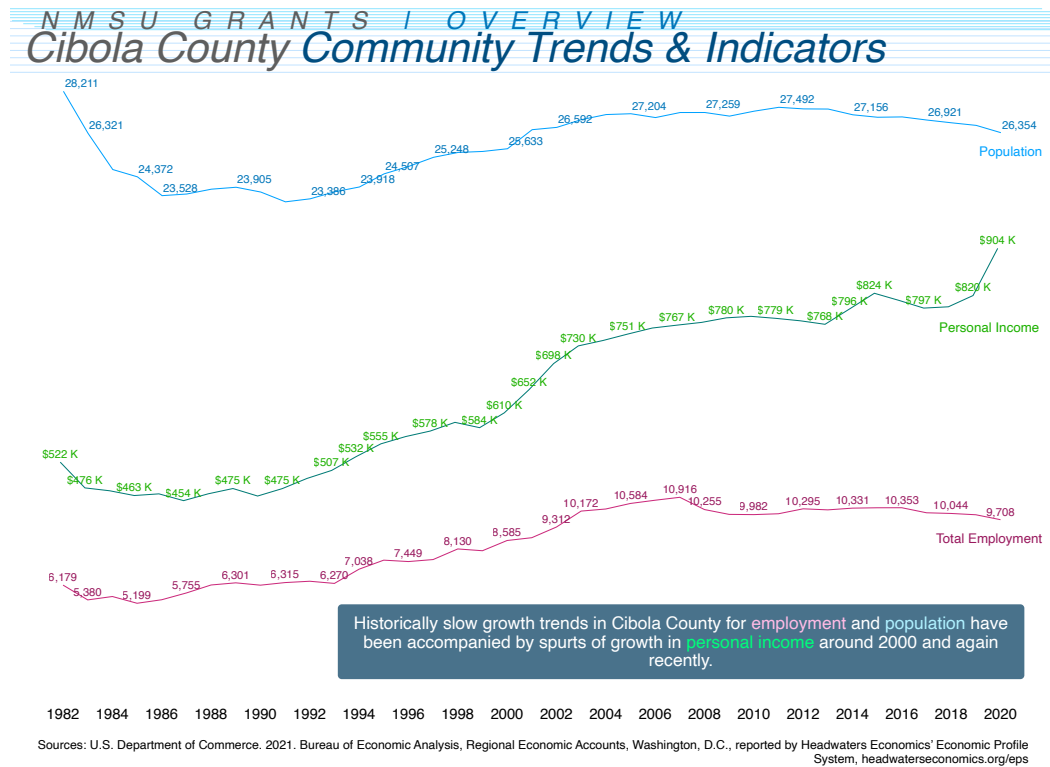
With three of those high schools (Grants High, Laguna High, & Grants Early College) and 88% of the high school seniors in the GAR, Grants-Cibola School District has by far the largest share of those prospective students. Pinehill, in Navajo Ramah and Quemado account for 8% and 4% of all GAR seniors, respectively.



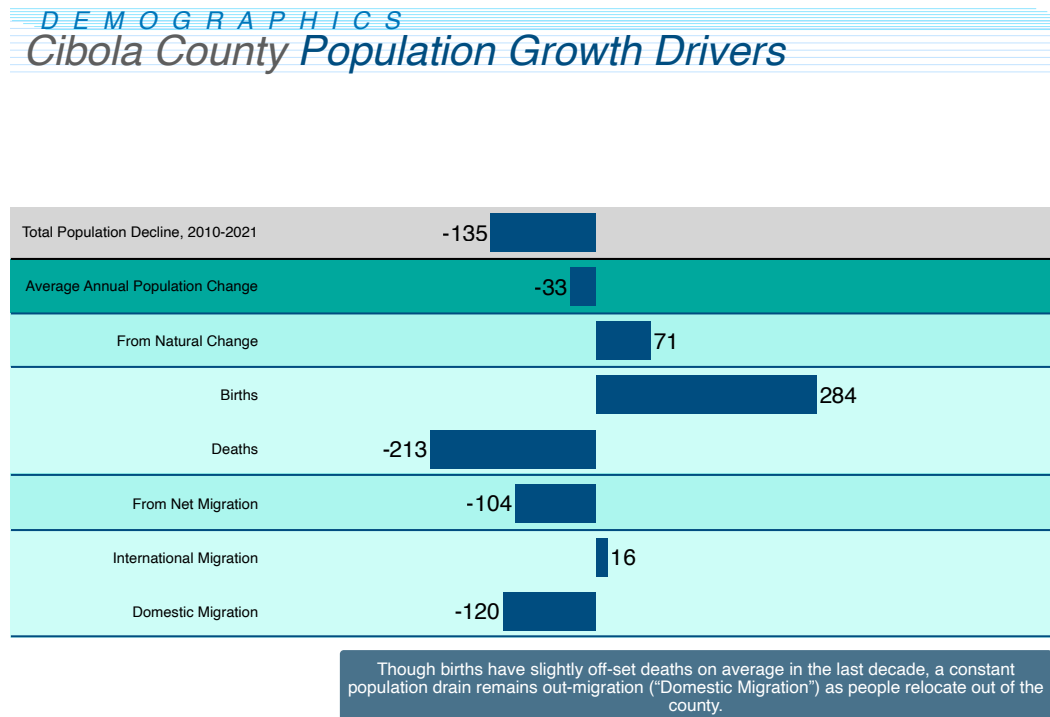


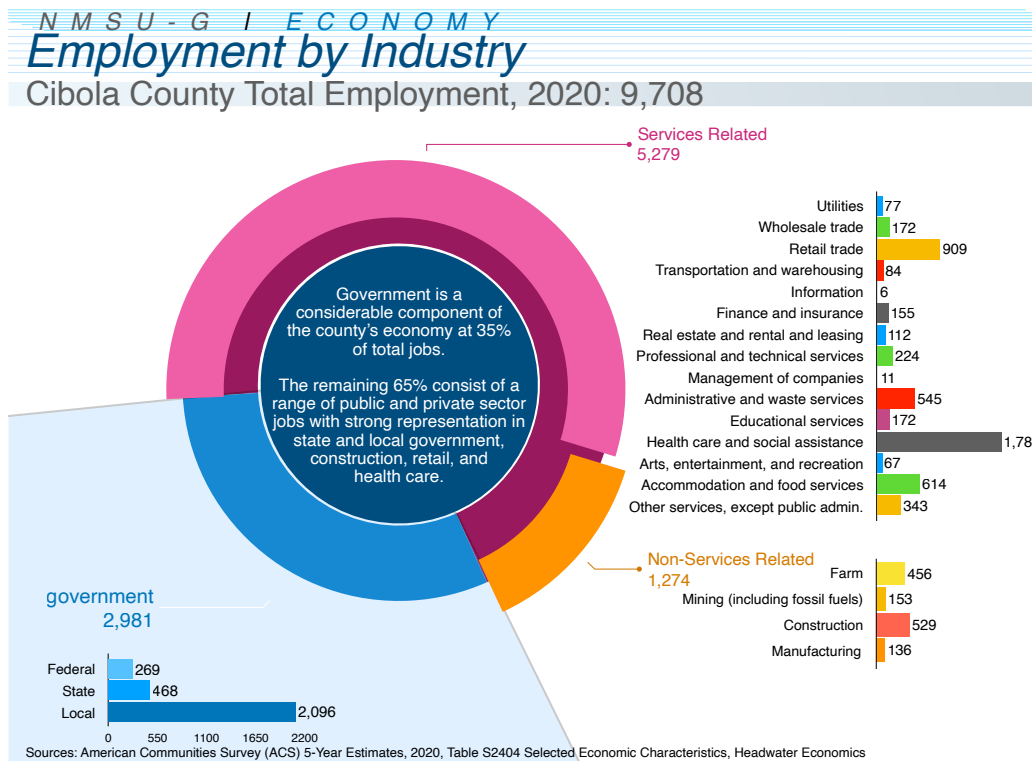
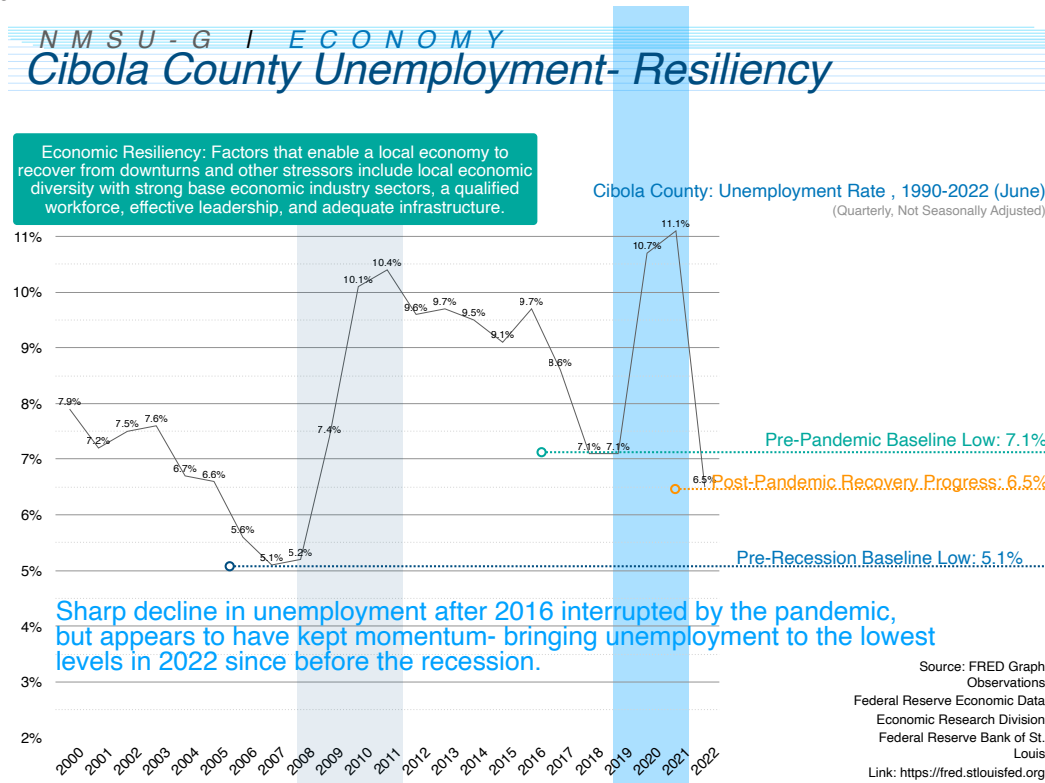


Ex-28-14



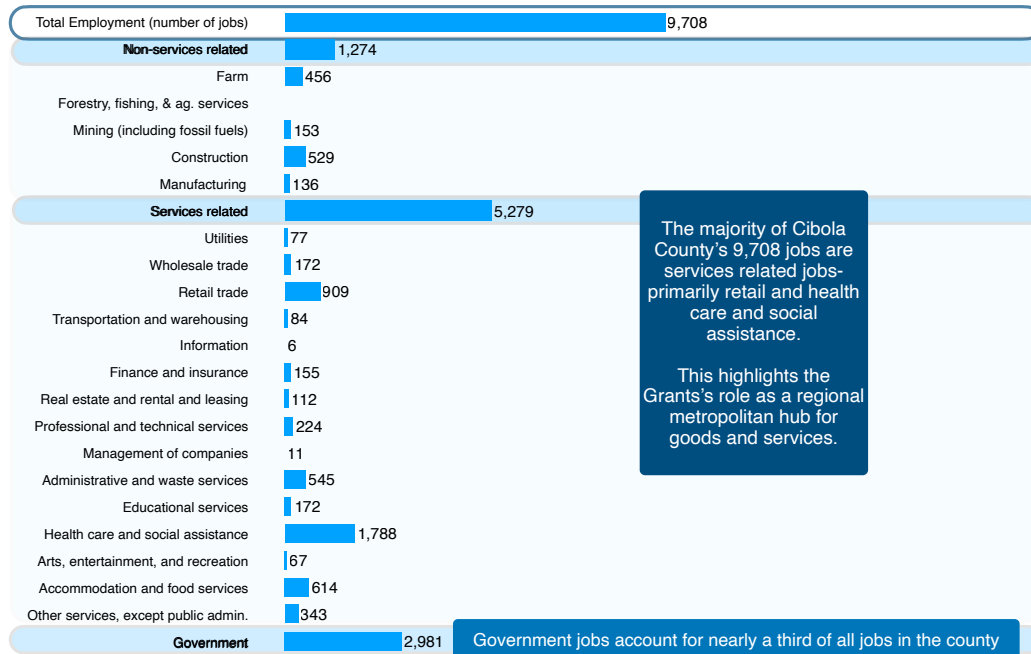
Ex-28-15





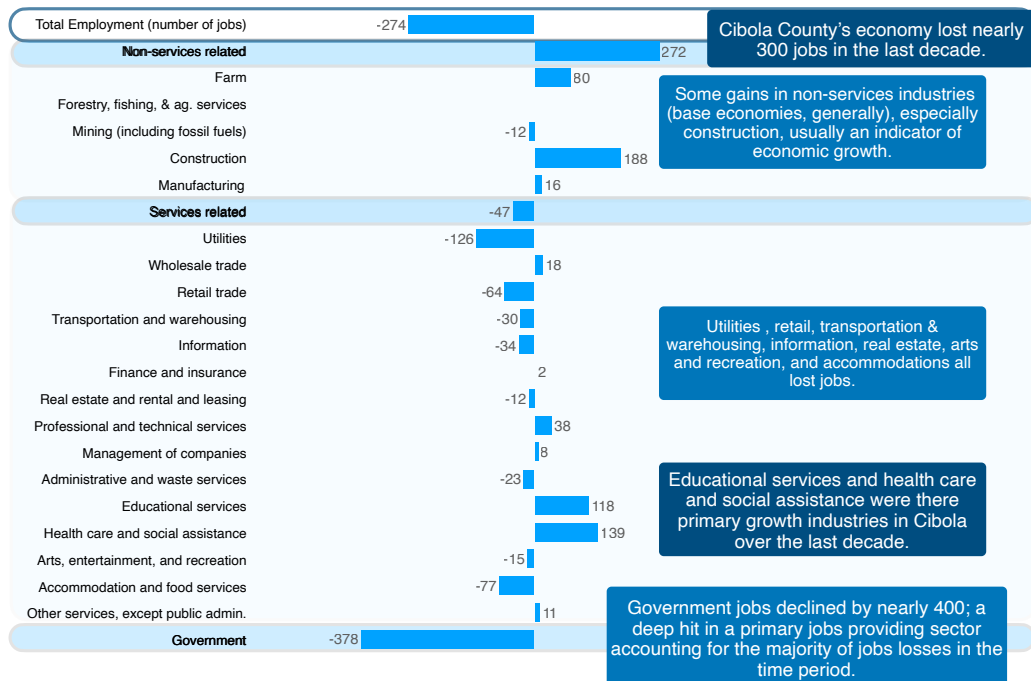
NMSU - G I ECONOMY

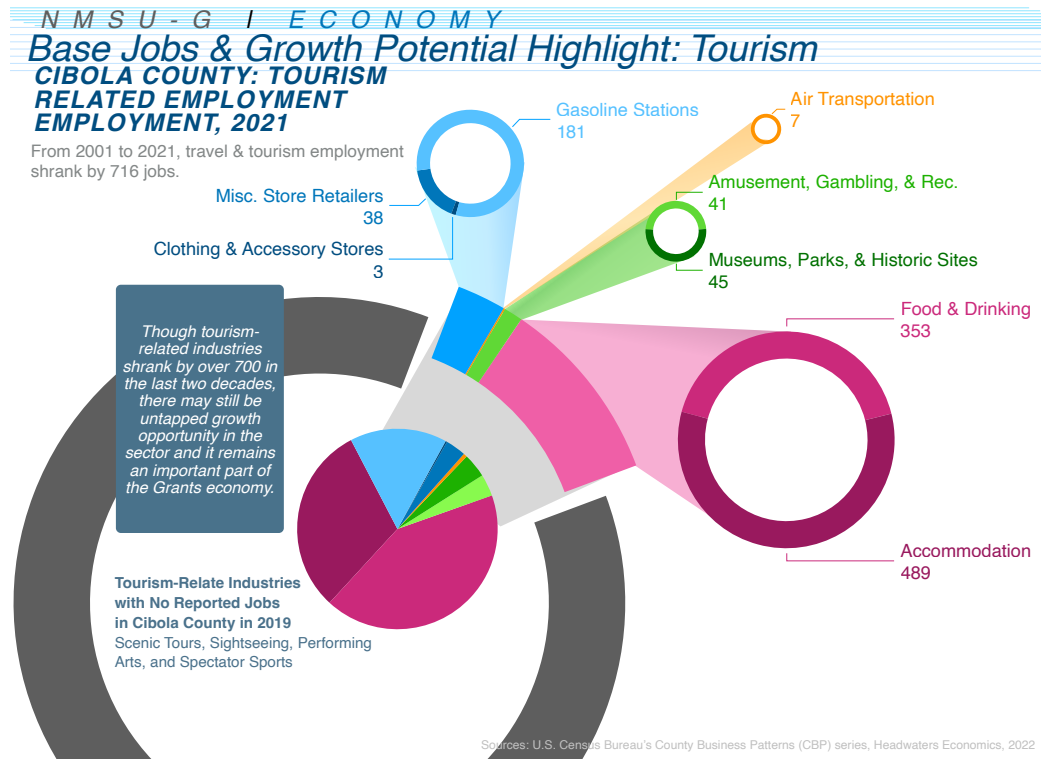
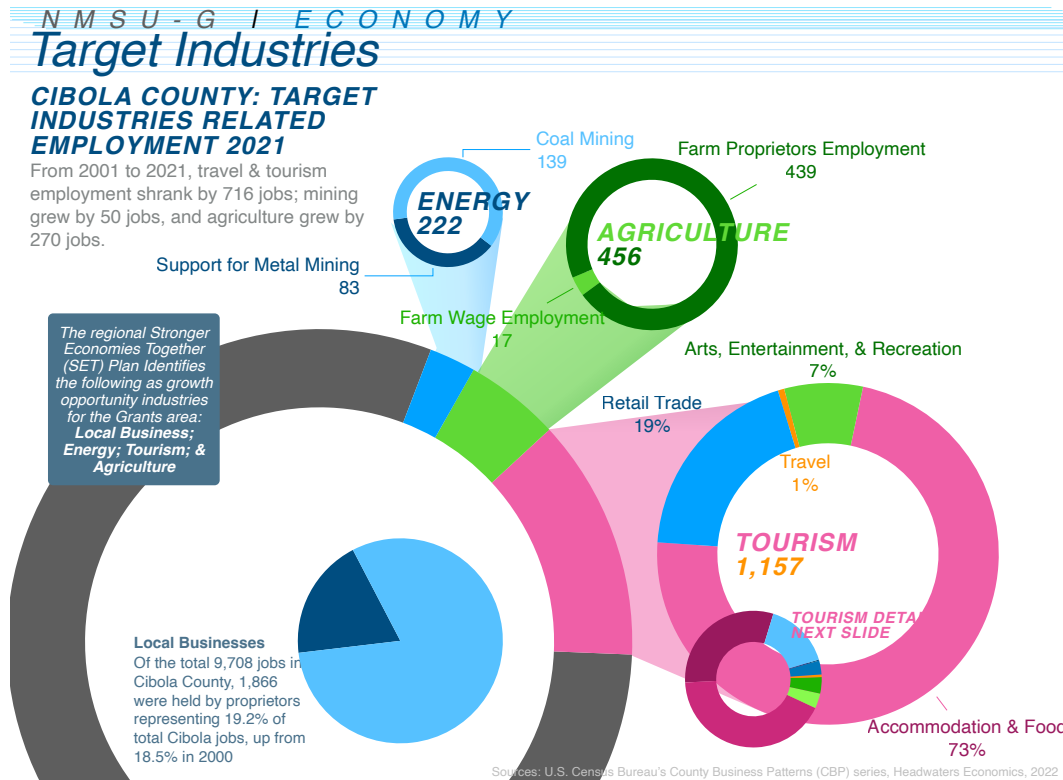
Cibola County Employment by Industry, 2020



NMSU - G I ECONOMY

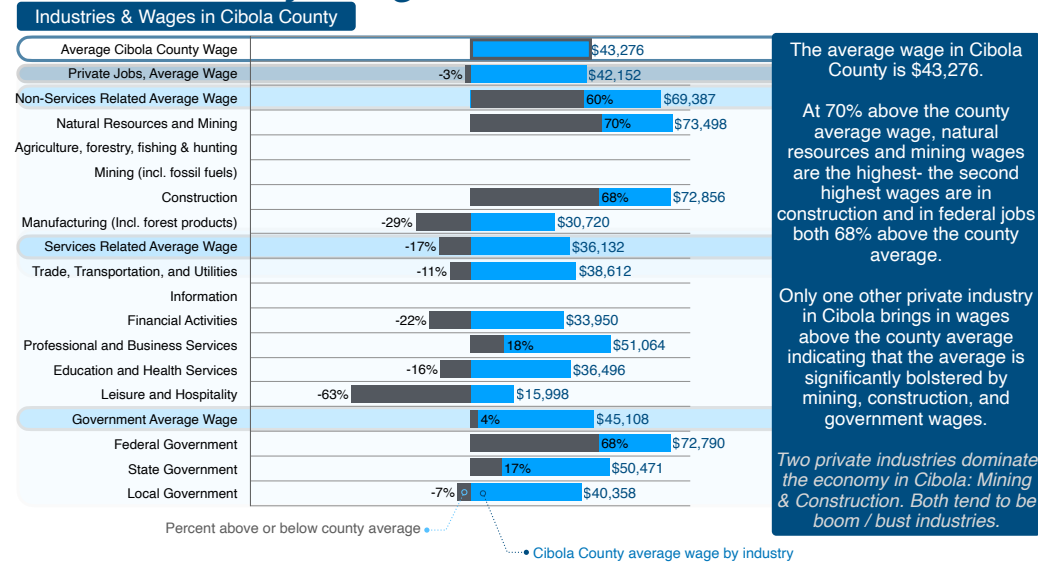
Cibola County Employment by Industry, Change: 2010-2020





NMSU - G I ADDITIONAL DRIVERS

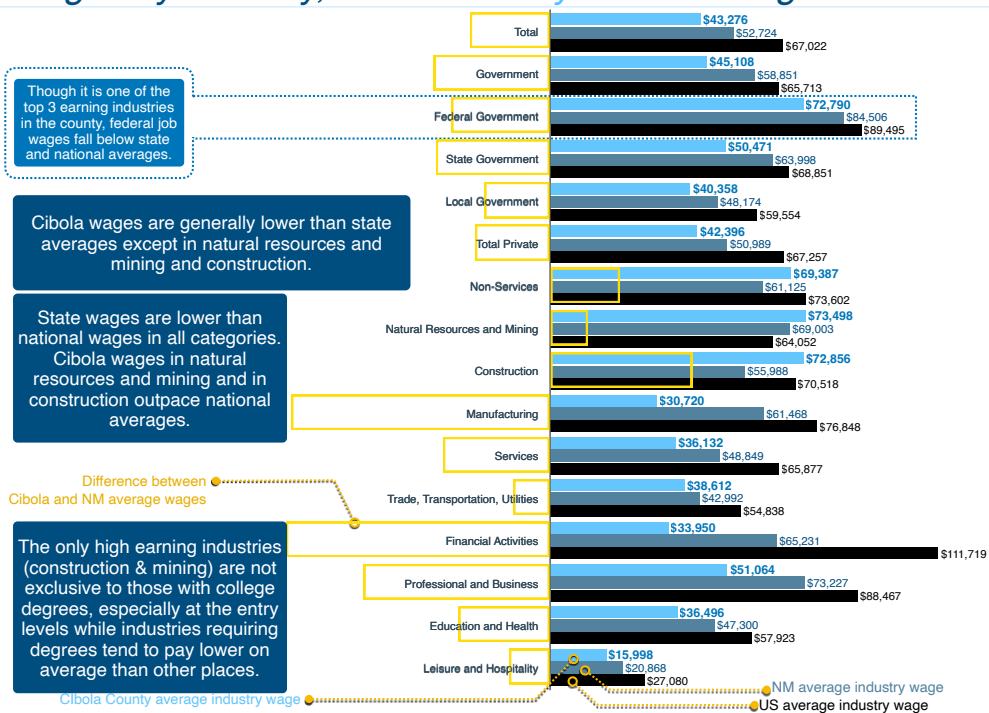
Cibola County Wages Profile, 2020



Even supported by locally higher mining, construction, and government wages, Cibola County's average wage of \$43,276 is still well below the national average of \$55,628

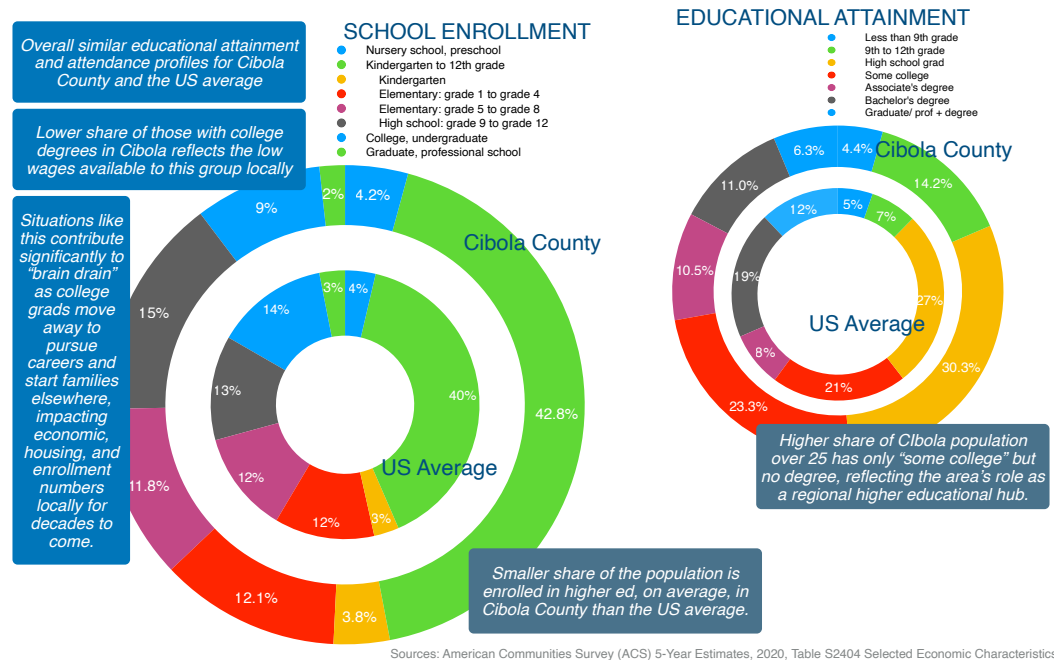
NMSU - G I ADDITIONAL DRIVERS

Wages by Industry, Cibola County & US Average

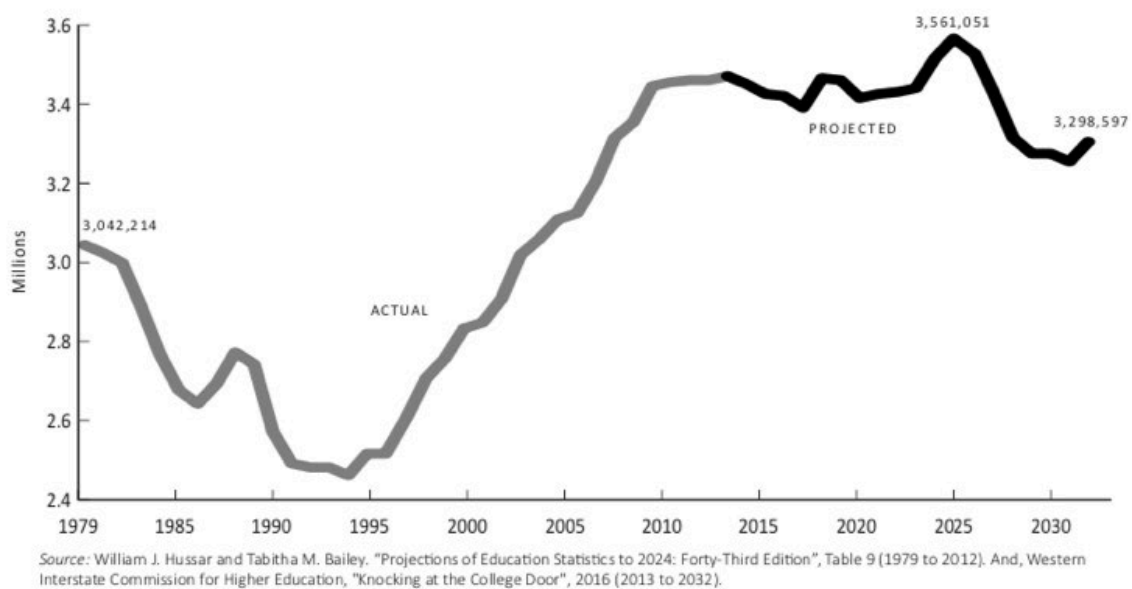


NMSU - G I ADDITIONAL DRIVERS

Educational Attainment



Ex-29: Total US Public and Private High School Graduates (Actual and Projected), 1979 to 2032



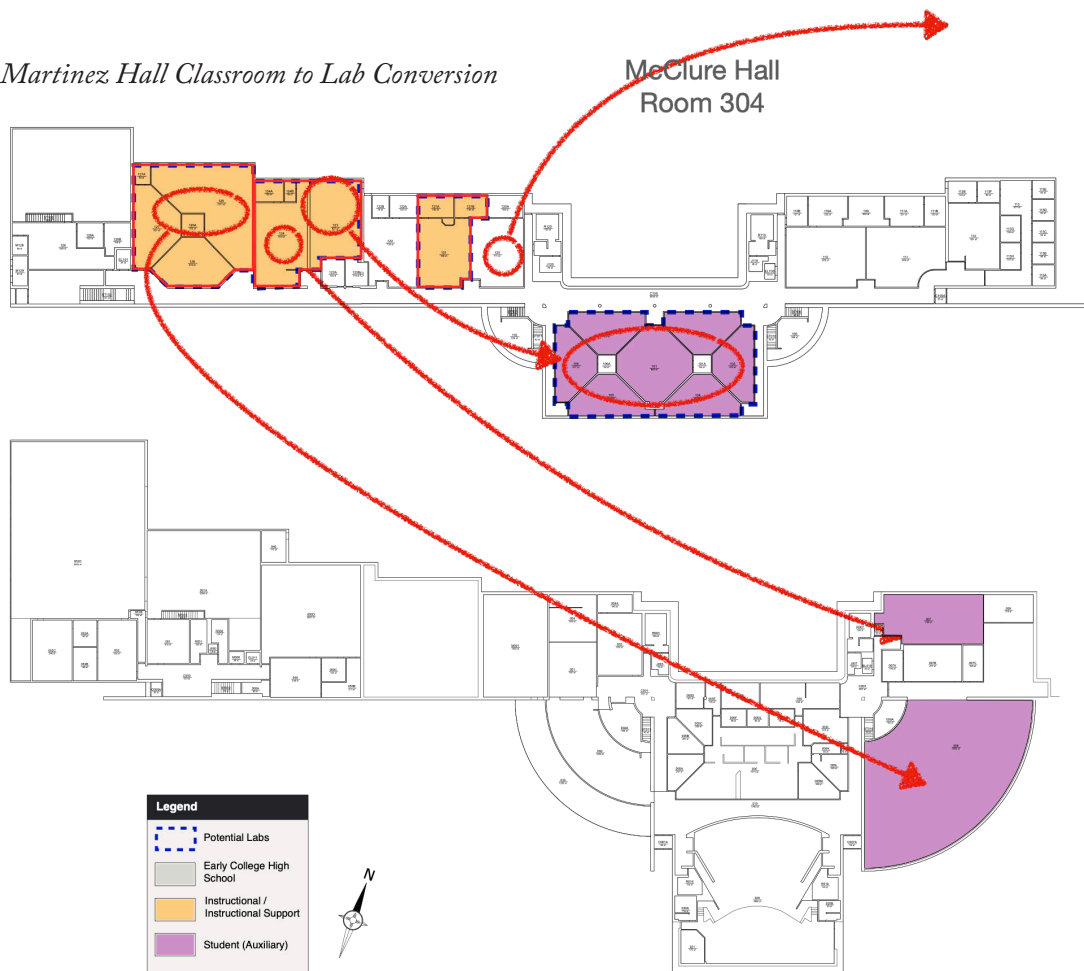
A.6 Proposed Classroom to Laboratory Conversion

Ex-30: McClure Hall Classroom to Lab Conversion



McClure Hall Classroom to Lab Conversion	
Two New Laboratories	
✓	Renovate rooms 301, 301A, and 301B into one lab
✓	Combine the computer lab in room 301 with the creative media lab in room 304
✓	Renovate rooms 303, 303A, 305, and 305A into one lab
✓	Rooms 305 and 305A are vacant
i	Room 303 is a virtual networking lab (the school is moving away from desktop computer labs)

Ex-31: Martinez Hall Classroom to Lab Conversion



Martinez Hall Classroom to Lab Conversion	
Three New Laboratories	
✓	Renovate rooms 125, 126, and 127 into one lab
i	These rooms currently serve as the Learning Suite (room 125 is the Student Success Center, room 126 is the Testing Center, and room 127 is the Viewing Room)
i	The library is used very little and the world is moving to digital. The library could be made smaller, then the Learning Suite functions could move into the library space
	Testing Center could move into Multipurpose Room 007
✓	Renovate rooms 123 and 124 into one lab
i	The math and English classes in these classrooms could be moved into classrooms 101 - 107
i	These rooms used to be labs
✓	Renovate room 121 into a lab
i	Room 121 is a drafting lab, but the school only offers one drafting class per semester
✓	The drafting lab could be consolidated with the computer labs in McClure

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