



**Kennebec Valley
Community College**

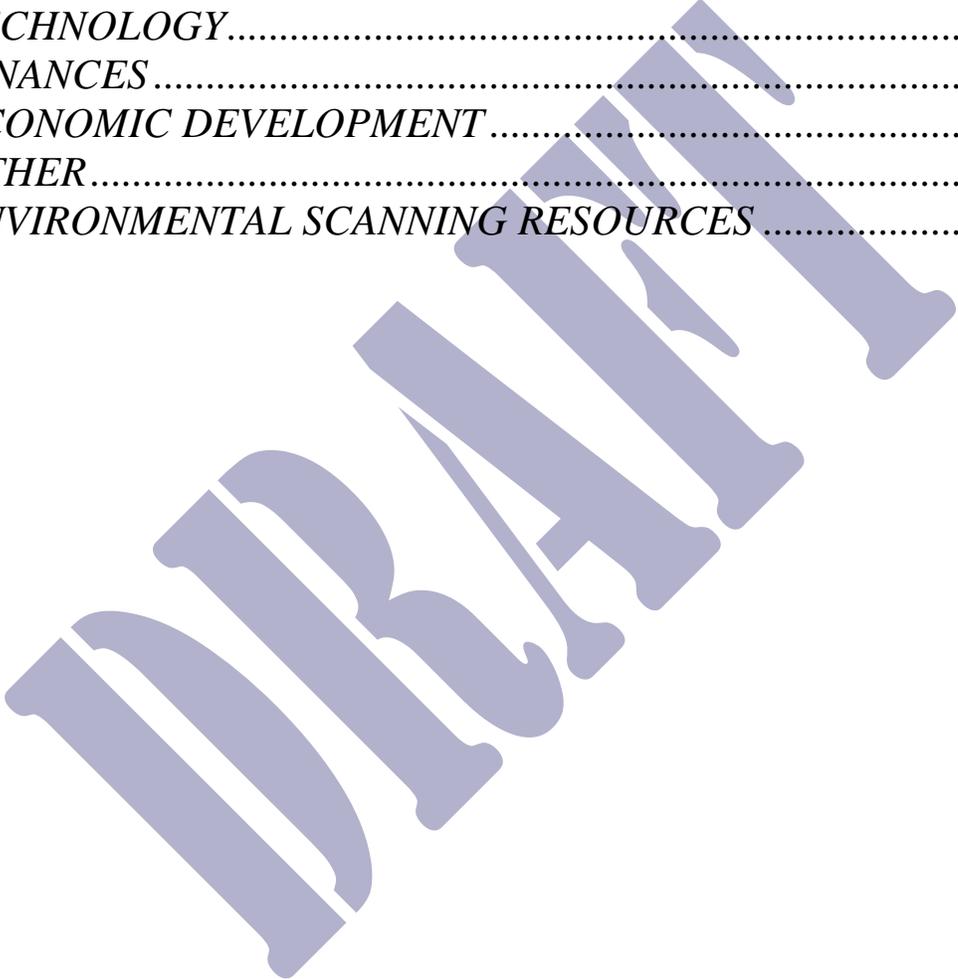
Envision

the

Future

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ENVIRONMENTAL SCAN

Population Issues

Although there has been a slight population growth for Kennebec and Somerset Counties, we expect there will be a declining pool of high school seniors in Kennebec and Somerset Counties.

There will be continued demand for satellite offerings in Rockland, Anson-Madison, Skowhegan, and the Augusta area, as well as high schools throughout the region.

KVCC will continue to be attractive to the first in families who attend college. We anticipate a continuing need to retrain the existing workforce.

Social / Cultural Considerations

The largest growing segment of the KVCC student population is under 21. Meeting the career and academic support needs of this applicant pool will continue to be a challenge. Under-prepared adults will continue to be a primary focus. It will be necessary to provide adequate resources to help them meet their work and family demands while attending college. Finding financial resources for students who work but need to upgrade their career skills is an especially tough challenge.

KVCC graduates are reluctant to move out of the immediate Central Maine area for jobs. This trend will likely continue over the next five to eight years.

Tight staffing at KVCC results in not enough time to adequately serve all students. There are too many foci. The College expects this situation will continue.

Maine Economy

Maine will continue to lag behind the nation in economic development. Additionally, employment in central Maine is thought of as “soft”.

While Governor Baldacci’s economic development program does not emphasize all of the careers paths in which KVCC has been historically strong, there is an increased demand for all health support functions. The College will continue to support these programs. In Maine, this trend should be stronger than the national average due to the projected increase in Maine’s aging population.

Employers are looking for better communication and critical thinking skills in their employees. This represents a change from a primary focus upon technical skills and technical knowledge.

Maine Community College System

We foresee that Maine Community College funding will continue to be more student enrollment driven.

There appears to be clear potential for KVCC, as well as our competitors, to expand online and other distance offerings.

Mandated institutional assessment is increasing. This may have an impact upon staffing resources and budget.

The Maine State Legislature may not be aware of the full financial and staffing needs of a community college. College budgets may continue to experience shortfalls.

University of Maine System Issues

The University of Maine System campuses are investing more resources in marketing and recruitment as the number of high school students dwindle, thus leading to an increasingly competitive environment.

The University of Maine at Augusta will develop more baccalaureate degree programs, which will provide opportunities for KVCC to transfer more students. The situation will also provide various partnership opportunities especially in curriculum coordination.

Technology

The need for up-to-date training and instructional equipment and related technology is progressing faster than KVCC's ability to keep pace. Additionally, the KVCC administrative software system is weak.

Employers are demanding increasingly technology proficient graduates.

There will be increased demand for the delivery of online courses and programs. KVCC will require the technological systems necessary to collaborate with sister community colleges for program delivery.

KVCC still has somewhat of an ongoing internal as well as external "Identity Crisis". To continue to upgrade KVCC's image in the community, marketing resources will need to be significantly expanded. Marketing efforts should extend to internal as well as external audiences.

KVCC will continue to maintain its strong business and industry connections. Alumni continue to be an untapped resource for KVCC. KVCC will need to better engage alumni to be active participants in the campus community.

ENROLLMENT

Enrollment Goal

The KVCC Strategic Plan has a goal of 1500 FTE's by 2010; 1750 by 2013. This equates to approximately 1000 new students during the eight year period.

Target Markets

On-line students will continue to grow in numbers with potential students busy lifestyles. This target group will be reached through normal marketing tools. The College will have to continue to make more courses accessible on-line or in other distance formats along with more slots in each course to avoid wait list situations as much as possible.

The traditional high school market will continue to grow as it has in previous years. The admissions office will continue to visit high schools, along with expanding campus visibility to this target market. To reach this market, more human resources along with more fiscal resources are required.

Dual Enrollment has potential to grow as more high schools start to offer the opportunity to qualified students. Dual enrollment is a strategy that better prepares students to attend college. Dual enrollment serves as a recruitment tool.

Underserved regions

The Mid-coast region has been underserved by the State's post-secondary institutions. KVCC has had a presence in the region, but has only targeted certain programs. The College will establish a center to meet the needs of residents and businesses in the Mid-Coast region. These program offerings will be well-researched to avoid wasting scarce marketing and instructional resources.

KVCC will continue to have a presence in the Augusta area. The College will adequately fund a satellite center. Students will be able to complete entire programs at the center.

Methods for achieving overall goals

KVCC will continue to strive to meet the College's mission of serving students through excellence in the classroom, advising, admissions, student services, along with financial aid. Word-of-mouth will continue to be our best marketing strategy.

KVCC will increase marketing efforts to target audiences through multiple media channels. The marketing budget will support these efforts.

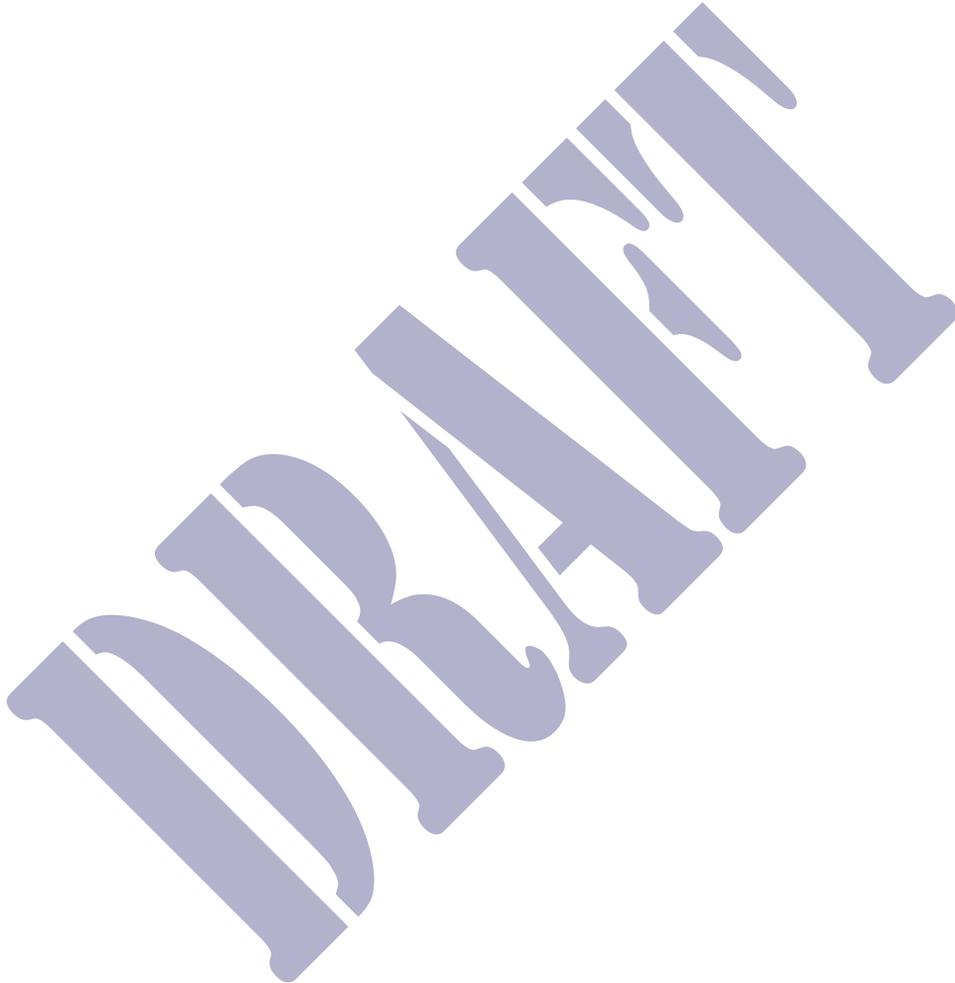
Admissions long-term needs

The Admission Department will purchase software that allows the department to work smarter and more efficiently. Currently the Admissions Department has software which does not support competitive enrollment management strategies.

With the addition of on-campus housing, the Admissions Office will add another recruiter to expand the current 50-mile target market.

KVCC will add a Welcome Center for prospective students who visit the campus. The Center will be an inviting area that will impact the visitor's first impression of the College. It will be stocked with literature that potential students will find useful along with computers so students can do their financial aid forms on-line. The Admissions and Welcome Center will be co-located with the Financial Aid, Cashier and Registrar offices to create a one-stop office arrangement.

The Admissions Office will add a placement test technician. This position will work to provide a bridge for high school transition programs.



EDUCATIONAL OFFERINGS AND DELIVERY

Academic Inventory

The College currently has 27 programs in its academic inventory, ten of which are in the Allied Health Department and seven in the Trades and Technology Department.

Looking to the future, the College will offer programming designed to attract more male students to the campus. The College receives inquiries regularly regarding an industrial/commercial construction program. An initial expenditure will be needed for renovation of space in the Trades and Technology area to provide lab space for such a program. In addition, the Trades & Technology Department will add courses related to topics in energy alternatives. The Computer Aided Drafting and Design Program will have a full-time coordinator.

Development and implementation of a program in Culinary Arts Management have long been of interest to the College. Graduates of this program will enhance the workforce of area restaurants and food service businesses, as well as the hospitality industry throughout Maine.

The Business Department will equip a laboratory as a simulated office environment, a “virtual” office. For example, a new concentration in financial services will be created. In addition, business offerings will be enhanced to reflect the economic needs of the area.

Advanced certificates in the allied health programs will be offered. The Respiratory Therapy Program will offer an advanced certificate in polysomography. An advanced certificate in Magnetic Resonance Imaging will be available to graduates of the Radiography Program. The Education Program and allied health programs will develop similar certificates for graduates.

The College will add full-time faculty to the Liberal Studies Department as well as depth to its course offerings by developing additional 200 level courses for the Associates in Arts degree. An Honors Program will also be available. The College will partner with several four-year institutions to offer courses on campus.

Program Delivery

The College’s distance education programming will be strengthened. Development and implementation of mandatory elements in these course offerings will give a common look to all courses, making navigation through WebCT more user friendly to students. The current instructor training program will be revised and required of all those teaching online for the first time or who have a WebCT component to a live class. The College will identify and modify an existing model for a WebCT exemplary course. Staff positions will be added: an instructional development position and a staff person for the help desk to assist students who are enrolled in online courses.

The college expects the trend of increasing numbers of part-time learners to continue. A schedule of a wide range of courses offered at a variety of times will be implemented to accommodate these students.

Resources will be required to create space for science labs now located in the Teague Biotechnology Park. KVCC currently enjoys a lease paid for by Jackson Laboratories which expires in 2011. Space will also be needed to locate the nursing faculty in one area.

At a recent meeting of representatives of the pulp and paper industry, participants expressed concern regarding their aging workforce and the need for better trained replacements. KVCC will revive its in-plant training program as well as re-establish its pathway programming with area technical centers and four-year institutions.

Off-Site Centers

The College will have an allocation to create off-campus centers in Augusta and Rockland. Programming in Rockland will focus on the needs of the marine trades industry and allied health.

Dual Enrollment

An assistant academic dean position will be established to implement the College's dual enrollment program, to create and maintain articulation agreements, and oversee off-campus scheduling. Adjunct training will be a continuing focus as the College grows and will be the responsibility of the Assistant Dean. Establishment of an Institutional Research position is essential in determining effectiveness of academic programs and student services. Information generated by this position will be valuable in decisions made regarding resource allocation. The College will designate a position to coordinate activities between academic affairs and student services related to the First Year Experience program.

Outreach Services

In an effort to reach out to the community, several programs will be available to area residents. A calendar of events of special interest to senior citizens will be offered each semester. Summer activities for area middle school students will be offered. A bridge program will be available to area high school students and under-prepared adults to assist in their transition to college coursework and the college environment.

These activities will assist the College in realizing its mission of assisting students to achieve their educational, professional and personal goals.

STUDENT SERVICES

Co-Location of Services

To provide the most effective and efficient services for students, several vital services will be functionally grouped together and co-located. The co-location of student support services will include the Marden Center for Student Success, the TRiO program, the Advising & Career Center, and the Student Development offices (Student Activities).

To accomplish this co-location, a reorganization of space will be necessary. These co-located services will provide a coordinated, comprehensive and easy-to-access system of educational and personal support for students. This student support services system will be coordinated by a full-time Assistant Dean of Students. There will be a need for an Administrative Assistant to support these co-located services.

A second grouping of co-located services will include Admissions and Financial Aid. We believe that students will be most effectively served by the co-location of the Financial Aid office, the Registrar, the Cashier's office, and the Admissions office. This grouping will allow maximum administrative efficiency for staff. This "one-stop" center will include a Welcome Center administered by the Admissions office, thus providing easy access for the general population as well as more coordinated administrative services for current students.

The co-location of the two groupings identified above will contribute to the goals of providing accessible services, increasing student satisfaction and engagement, and increasing student enrollment for both high school and adult students within a caring and inclusive environment.

Integrated Administrative Software

We strongly believe that the implementation of new administrative software will be critical for increasing enrollment and achieving an efficient student support system. An effectively integrated software system will be necessary to keep the College competitive and responsive to our constituents' needs.

Academic Affairs Partnerships

There will be a stronger coordination of activities between Student and Academic affairs. Two new vital areas are the areas of a first-year experience program and institutional research. Student Affairs will support and participate in a first-year program for new students as a way to increase student success.

For good program management, Student Affairs will become more dependent than ever on easily obtainable data upon which to make timely decisions. Therefore, there is a need for an Assessment and/or Institutional Resources function that can serve the whole campus.

In order to participate in the vision of educational excellence and innovation, especially as the College grows to 3,000 students over the next 5-8 years, we envision the following enhancements to student services functions and offices.

Developmental Advising/Career and Transfer Counseling

Services such as career counseling and transfer counseling for current matriculated and non-matriculated (i.e. undeclared) students, new student orientation, career decision-making classes, and peer advising will continue to be critical services to help students succeed. A full-time professional advisor will be employed to meet the needs of both on-campus and off-campus at-risk students. Advising services will also be provided via technology for off-campus students. To further enhance services to students, KVCC will add a full-time Social Services Coordinator (LCSW) to provide direct personal counseling services and to help students deal with complex lives and conflicting demands.

Learning Support Services

To meet the learning support needs of a student population that must master increasingly complex information, KVCC will enhance the space, staff and budget for the Marden Center for Student Success.

In addition to the current full-time Director, the College will add a tutor coordinator, a disability coordinator, and a professional Learning Specialist to serve the whole population in contrast to what is federally allowed through TRiO. A clerical support position will support these activities.

An enhanced tutoring budget will meet the needs of on-campus and distance students. KVCC will create an on-campus site large enough to meet the needs of a growing population as well as develop “Student Success” spaces at off-campus sites. The College will use distance technology to meet the learning support needs and reach distance learners more efficiently.

A Disability Coordinator will be funded by the College, allowing a second Learning Specialist to be funded through TRiO. This will allow the College to meet the legal obligations to all students with disabilities and also allow the TRiO program to better meet the intensive support needs of the most at-risk students.

Student Development/Activities

The primary responsibility of the Office of Student Development will be to assist students in obtaining maximum educational benefits from collegiate life outside of the classroom in conjunction with academic goals. A full-time Director of Student Development at KVCC will be involved in all phases of student life, with emphasis on fostering student interaction and involvement outside the formal classroom setting. Services will include advising and providing resources and services for student clubs and organizations. A full-time Student Activities Assistant position will be added to oversee student activities.

The Student Development Office will be separate from the student senate and student club office. Ideally, a student officer's lounge will be located in King Hall for student members and officers of the Student Senate, Phi Theta Kappa Honor Society, the Residence Council (when housing is developed), and student clubs and organizations. The Office of Student Development will then play a major role in creating a community environment where dialogue and conversation on important personal life and campus issues will take place in an atmosphere of friendship, trust, and respect.

The Office of Student Development will sponsor programs that encourage responsible decision-making, accountability, and will continue work on developing and enforcing community standards that create an environment conducive to the intellectual, psychological, social, physical, and spiritual growth of all its members. These activities will require adequate staff, space and resources.

The Athletics and Intramurals Program will be expanded as a direct result of a new campus residence hall and the increasing traditional student population. A men's basketball team to compete in the USCAA league and a hockey team in the CMCC (Central Maine College Conference) will also be added.

An outreach activity for student life will be created to develop strong relationships and to address the needs of any satellite sites, such as Augusta and/or Rockland.

Admissions

Enrollment at KVCC will grow to 1750 FTE over eight years with a benchmark of 1500 FTE in 2010. One thousand, seven hundred and fifty FTE equates to a headcount of 3,000 students, thus the college will grow by an additional 1,000 students over five to eight years.

KVCC will market to target audiences through multiple channels including the world-wide web, television, radio and through event sponsorships. Limited marketing resources will be expanded in order to achieve maximum exposure. Close working relationships with the marketing function will enhance recruitment activities.

KVCC will create partnerships with Department of Labor CareerCenters, adult education programs, Women, Work and Community, and other related agencies to support career goals of adults in transition.

The admissions department will purchase software that allows maximum efficiency and customer service. The admissions department will utilize software that allows the college to effectively compete in a challenging recruitment market.

Financial Aid

The Financial Aid Office will be co-located with the Cashier's Office, and Registrar's Office at the very least. If possible, the Admissions Office and Welcome Center will also be located in close proximity to create a "one-stop shop" at which students will obtain assistance with a wide variety of enrollment functions. There will be a separate computer area where students will enter Free Applications for Federal Student Aid. An additional part-time financial aid technician will assist students in entering their data.

The position of Loan Counselor in the Financial Aid Office will be increased to full-time so that more students will receive the in-person counseling they need to (a) understand the ramifications of their borrowing decisions, (b) explore options and strategies to finance their education and to decrease the amount they borrow, and (c) prevent default, which hurts both the students and KVCC.

The Financial Aid Office will continue to move toward less paper and more reliance on e-mail and the website. To achieve this, KVCC will need to educate and motivate students to use e-mail, the KVCC web site, and Net Partner in lieu of phone calls and paper documents.

As discussed above under general enhancements, the CMDS system will be upgraded or replaced to more easily integrate with the Financial Aid software, thus allowing for bills and statements to show both charges and aid. Charges from the Bookstore will also be integrated. Changes in student enrollment, such as adds, drops, or withdrawals will be done electronically and each transaction automatically will be e-mailed to the Financial Aid Office thus providing timely interventions and excellent service to students and their parents.

FACILITIES

Muriel Frye Building

The MFB administrative wing was acquired in 1982. This building was originally constructed in the 1960s and underwent minor renovations to enable occupancy in 1984. The space is sub-standard, the environmental systems are inadequate and the building envelope is in need of major repairs. Handicapped accessibility is limited.

The administrative wing of the Muriel Frye Building will be renovated to improve existing space, replace environmental systems and add a second story. The building will house administrative offices, four new life science laboratories and early childhood care/education facilities.

The College will renovate the Muriel Frye Building Whitney Wing (trades laboratories) to provide air conditioning and additional space to accommodate increasing enrollment. The former Electrical Lineworker laboratory and the shipping department space will be transformed into instructional laboratory space.

Electrical Lineworker Program and Shipping/Receiving Area

At present, these are located in the center of campus. The constant noise, diesel fumes and traffic from lineworker and delivery trucks is a major safety concern. When relocated, the current space will be available for additional instructional programming.

The College will add a new 10,000 square foot Electrical Lineworker Program and shipping/receiving building located away from the center of campus. The vacated space will be used to expand trades and technical programs resulting in increased enrollment. A new entrance to campus with an access road from the back of our campus to the Lunder Library roadway will be added to allow for access to the new building and to provide a “build-able spine” to further develop the campus property. The new entrance will address current traffic issues on Western Avenue.

Thomas M. Teague Building and Land

The College will explore the purchase of the Thomas M. Teague Building and land proximate to it comprising a total of 10 acres.

The building will be used for additional classroom and health laboratory space to accommodate increased enrollment. The College needs more program space. The Thomas M. Teague Building is a modern laboratory facility adjacent to our property and abuts land that the College already owns.

Student Housing

The College needs to build student housing in order to attract and retain students.

The housing stock in the greater Waterville area is too limited to meet the demand for student housing. The College will construct a 150-bed dormitory to meet student demand. Student housing will enable the College to attract and retain more students who

currently commute long distances in addition to those who wish to live on campus in order to benefit from a total “college experience”.

The College will explore the expansion of the college health and fitness center. With the addition of student housing, ancillary services will need to be expanded to meet student needs.

KVCC Master Plan

The College’s Master Plan, issued in 2003, identified a shortage of general classroom space that prevents the College from meeting current and future enrollment needs.

The College will construct a new 43,000 square foot classroom building. This building will allow us to add classroom space and to accomplish a consolidation of front-line services to students.

Off-Site Centers

The College is unable to meet the educational demands of the eastern and northern Somerset, southern Kennebec and Knox county areas of its service area.

The College will open two off-site centers – one in Augusta and one in Rockland. These centers provide a number of complete programs and all support services to the populations in these areas. Partnerships will be developed to deliver classes throughout Somerset County.

The College will enhance safety by installing additional emergency alarm systems (in addition to fire only) in all buildings, installing electronic locks on all exterior building doors, providing exterior emergency phones, and improving handicapped accessibility.

Significantly improved building exteriors, pedestrian traffic surfaces, landscaping, hiking trails and tree cover will enhance the attractiveness of the campus.

Energy Costs

Energy has become prohibitively expensive. The College will install photo-voltaic and/or wind-powered generation units to provide alternative energy to at least one major building on campus. The College will need to decrease its dependency on expensive energy generated principally by fossil fuels. These renovations and additional facilities are directly related to our mission of preparing students to achieve their educational, professional, and personal goals in a supportive environment.

Safety

Safety and security will continue to become significant issues as the College grows.

KVCC will establish a Safety Officer position to ensure compliance with Federal and State regulations. Student safety will be augmented through the implementation of an enhanced security system. Extra resources will be dedicated to security personnel and equipment.

TECHNOLOGY

KVCC Will Acquire a Comprehensive Administrative Software Package.

Working collaboratively with the other colleges in the MCCS, the College will identify a comprehensive administrative software package that meets the specific needs of a campus of this size. Once identified funding mechanisms will be explored in order to purchase the software including implementation and training costs. This will allow for real-time transactions for internal and external customers, as well as forecasting capabilities that are not inherent in the existing infrastructure.

KVCC Will Expand Current Technology Staffing.

In order to support the infrastructure of the College, in tandem with the WAN and PBX connections to the MCCS, additional staffing will be increasingly necessary in the technology department. A plan will be developed to ensure appropriate staffing for adequate administrative and academic programming; expanding online support for faculty and students in the later evening and early morning; web design and maintenance; and development of a virtual data center to support administrative and assessment needs through institutional research. (Three key positions will include: Web Master, Help Desk (Nights/Early Morning), and Computer Programmer.)

KVCC Will Support the Equipment Replacement and Expansion Plan.

KVCC will adopt a 12-quarter replacement and expansion plan that will include purchase, installation, training and operations of administrative, classroom, lab equipment, and videoconferencing and other distance education delivery systems. This plan will be a continuous one (as one quarter ends the next quarter is added to the plan) and any changes or carryover needed will be adjusted. The College will continue to explore grant opportunities to help finance emerging technologies.

KVCC Will Continue To Digitize Records.

The College is currently digitizing new records, and actively digitizing historical records, in order to reduce the space and resources required to remain compliant with federal regulations mandating document preservation. This process is in place and working in two of four buildings (Carter and Frye). It is currently being put in place in the third building (King), and the fourth will be scheduled in the near future.

KVCC Will Expand Library Resources.

The College has recently received grant monies to purchase materials to strengthen the expanded community college mission (liberal arts). Through careful study and analysis of interlibrary loan data, the college will work diligently to expand electronic and print resources. The College will target additional capital equipment funds to expand the current and future budget for acquisition of library materials.

FINANCES

Grants

The College and the Foundation will actively research and apply for available local, regional, state and federal grant sources and will submit applications for funding remedial services to students; professional development, instructional equipment and programs, and wellness and safety programs.

Donations

The College and the Foundation will continue to seek donations from individuals, foundations, corporations and other entities to support the mission of the College.

A \$2 million capital campaign will be undertaken to enable the construction of a 150-bed dormitory through the MCCS internal bonding mechanism.

Donations of current technology in all instructional areas will be solicited to maintain current technological edge in our instructional laboratories. The target audience will include our community partners, such as medical center sites, employers and suppliers.

Fundraising events (golf tournaments, auctions, dinners, and cultural performances) will be held to meet the financial goals for the annual campaign. Proceeds will be used for scholarships, service learning activities and to benefit the College in instructional delivery and academic support. Special projects will include an Energy Lab and Business Lab.

Alumni development will focus on the utilization of e-mail as the primary means of communication. The College will establish a “Friends of KVCC” network. An alumni campaign will raise \$100K for the purpose of funding upgrades in instructional technology. A part-time Alumni Coordinator will be employed to focus specifically on Alumni events and activities. An Alumni Advisory Council will be incorporated.

Program Partners

Employer-partners will participate in financing specific health education programs where there is an identified shortage of qualified workers. This model will be extrapolated to other much-needed programs.

Investments

KVCC’s investment philosophy will enhance the diversity of investment strategies within established risk levels and earnings goals for the KVCC Foundation’s portfolio. Scholarship endowments will continue to grow through enhanced individual gifts, foundation grants and proceeds from special events.

ECONOMIC DEVELOPMENT

The College's Role

Kennebec Valley Community College will continue to play a strong role in the economic development of the Central Maine region. To do so, KVCC will continue to focus on workforce development in addition to other activities that enhance the economic well-being of the region.

Economic development strategies will include continued participation in the Central Maine Economic Development Strategy group together with other community organizations. KVCC will serve with area colleges and secondary institutions to achieve the education goals of the regional five-year plan.

The College will continue to be represented on the various economic development agency boards and committees such as the Business Expansion and Retention Committee of the Mid-Maine Chamber of Commerce, the Central Maine Economic Growth Council, Kennebec Valley Council of Governments, Waterville Maine Street, and other related organizations.

Through the guidance of the Kennebec Valley Community College General Advisory Council and various program advisory committees, KVCC will provide programming to meet the changing needs of the business and industry community. The College will focus on preparing individuals for good employment opportunities in the region.

To better serve adults who have been displaced in the new economy, KVCC will create a flexible course schedule for part-time students to include evenings and weekends. The College will also expand online course offerings as well as courses available at off-site centers.

KVCC will expand partnerships with organizations that help Maine citizens develop the entrepreneurial skills that are so important to the state and regional economy. Small business development centers, Coastal Enterprises Incorporated, Women Work and Community, CareerCenters sponsor programs, funding, and activities that help Maine's citizens start their own businesses. KVCC will develop linkages with these types of agencies to assure that a full range of opportunities will be available in the KVCC region.

Customized training and education will be a priority to help new and expanding industries to meet the need for qualified employees. KVCC will continue to focus on Quality Center initiatives that have worked so well to bring and keep economic opportunities in the area.

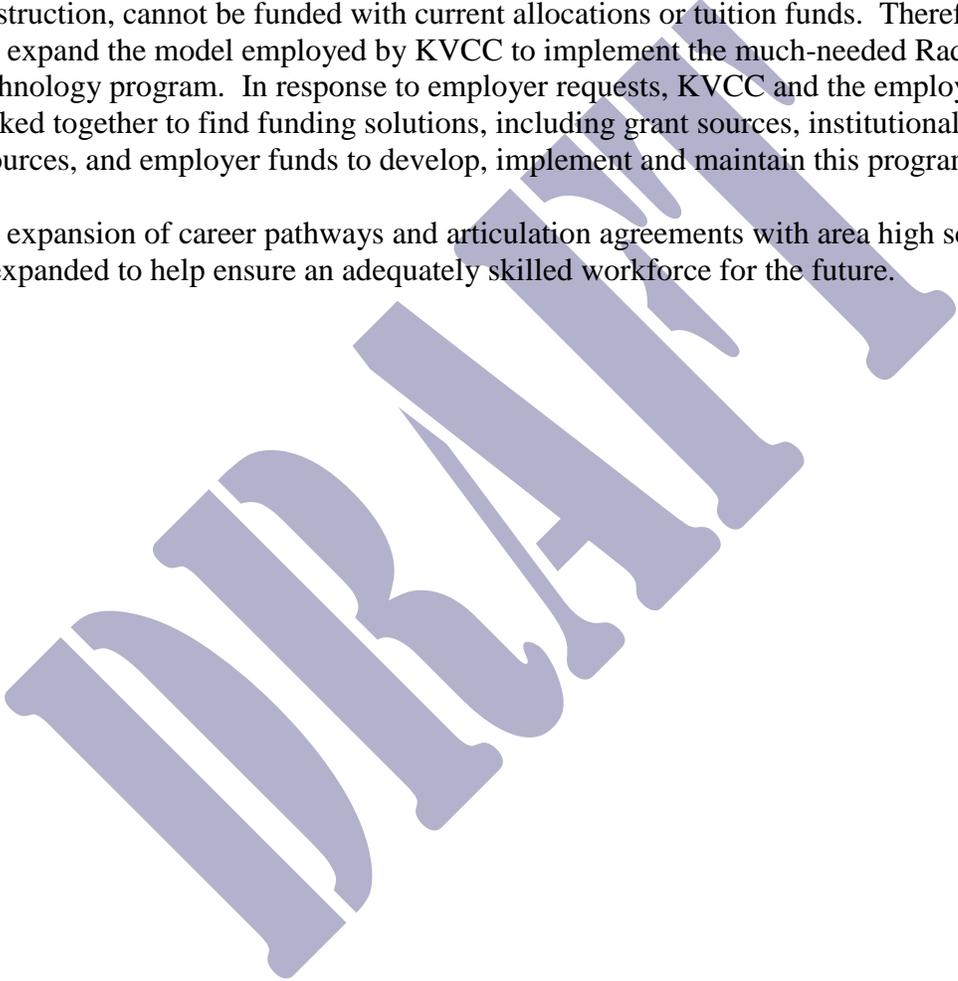
KVCC will expand partnerships with the University of Maine in research and development efforts to help industries find innovative solutions. As a community college with a strong focus on technical applications, especially in the areas of electronics, KVCC can assist with and support the University's efforts to help Maine develop a

cutting-edge technical economic climate. KVCC will develop programming that is responsive to an evolving global economic market.

Workforce development activities will be augmented and expanded. KVCC will continue to build strong partnerships with the Department of Labor agencies such as the CareerCenters and to maintain our participation on the Local Workforce Development Board.

Most importantly, our innovative partnerships with regional employers such as medical centers will continue to expand. Costly new programs, such as allied health and construction, cannot be funded with current allocations or tuition funds. Therefore, we will expand the model employed by KVCC to implement the much-needed Radiologic Technology program. In response to employer requests, KVCC and the employers worked together to find funding solutions, including grant sources, institutional resources, and employer funds to develop, implement and maintain this program.

The expansion of career pathways and articulation agreements with area high schools will be expanded to help ensure an adequately skilled workforce for the future.



OTHER

Transportation

KVCC will update and increase the number of transportation vehicles.

DRAFT

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