October 2015

2015 Facilities Masterplan
West Shore Community College

Scottville, Michigan
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Introduction

West Shore Community College commissioned Mathison Architects to update the Facilities Master Plan first developed in 2000, with additional updates in 2003, 2004, 2006, 2007, 2008, 2010, 2011, 2012, 2013, and 2014. This plan is intended to guide the physical development of the College in ways that respect the environment, maximize existing assets, and reflect its mission and vision for the future. It further reflects established priorities at WSCC as it strives toward excellence in educational opportunity for all.

We appreciate and acknowledge the assistance of WSCC Administration for their contributions to this update, including their time, interest, advice and constructive thoughts. In particular, the guidance and organization of Vice President Scott Ward were most appreciated during the entire process.

Mathison Architects

Thomas R. Mathison, FAIA, REFP, NCARB
Principal
Summary

The Summary for this Facilities Master Plan Update report includes the following:

A. Background / Purpose of Master Plan Update

B. Planning Goals

C. Planning Guidelines

D. Planning Process

E. Recommendations
A. Background / Purpose of Master Plan Update


Since that time, several major projects have been accomplished: a Science Wing Addition to the Arts & Sciences Center (2002); a new Ice Arena (2002); connection to the City of Ludington municipal sewer system (2004); a new Auto Repair Maintenance Building (2004); the Manistee County Center, which opened in 2007, the new Schoenherr Campus Center (2008), the renovation and expansion of the Arts & Sciences Center in September, 2010, improvements at the Administration Center in 2011, and reroofing and pool/locker room remodeling work at the Recreation Center in 2012, 2013, and 2014.

In 2014, glass was replaced at the Ice Arena, flooring was replaced at the Music rehearsal spaces, parking lot and walking lighting was replaced, and there is ongoing work toward total replacement of the existing dam.

Today, the College is comprised of seven major buildings, and several small outbuildings. The seven buildings total approximately 280,000 SF, with a total current replacement value estimated at over $60.4 million.

In order to continue to look forward in the interest of meeting the needs of students for course offerings and facilities, and to include updated data on deferred maintenance issues, WSCC commissioned this update to its Master Plan in 2015. It should be mentioned that the Deferred Maintenance Report, received in October, 2013, describes the current general condition of the facilities at WSCC as “good”, with buildings ranging in age from new to 40 years.
Summary

“Though the life expectancy of some building materials and systems has been reached, solid construction and good maintenance practices have helped to keep those materials (i.e., original windows, doors and HVAC systems) in as good condition as can be expected. Several original systems including roofs, windows, doors and HVAC system components are beginning to reach time for replacement and are being addressed by the College in a timely manner.”

The goal of this update is to provide West Shore Community College with a more comprehensive roadmap for meeting facilities and deferred maintenance issues over the next 5 years. It should be stated that the recommendations documented in this section (Section 2) are presented without prioritization for each building / facility at WSCC. Selected prioritized projects and accompanying costs are presented in Sections 5 and 6 of this Update.

Just as change has created the need for this facilities master plan, future changes will continue to make the planning process dynamic. While this master plan report makes recommendations to retain an attractive, serviceable physical environment that is responsive to the changing needs of WSCC, it is not rigid or static. To be an effective consensus-building and decision-making tool, this facilities master plan should be seen as a flexible document, able to be periodically evaluated and revised as new ideas emerge.
Summary

B. Planning Goals


1. Identify sites for new construction, or expansion on or off campus.

2. Identify and plan sites for possible additional parking facilities, including pedestrian and vehicular traffic patterns.

3. Recommend a plan to maximize the value of existing physical assets.

4. Recommend a plan for responding to emerging and changing physical needs as they relate to technology.

5. Maintain stewardship of the natural environment.

6. Assist in establishing priorities and cost estimates for a five-year Facilities Master Plan.

7. Consider design consistency, renovations, retrofits and maintenance.

8. Incorporate provisions within the Facilities Master Plan that will adhere to the necessary comprehensive 5-year planning documents for Capital Outlay, as required by the State of Michigan, State Budget Office.
C. Planning Guidelines

This update observes WSCC guidelines for shaping future facilities and environments:

- WSCC facilities, programs and services must be focused on the needs of students, creating the optimum environment for learning and growth.
- WSCC is committed to making educational services available to all, taking full advantage of emerging technologies, partnerships, and networks.
- Environmental quality and barrier-free issues must be considered in all facilities.
- Maintaining and enhancing the natural and built environment is important to the College.
- Facilities must be flexible and provide a variety of learning environments toward the enhancement of lifelong learning.
- WSCC is committed to being responsive to the changing needs of its component communities.
D. Planning Process

Following input, this document was created to be submitted to the Board for their consideration and approval, with the intent that it will become the College Facilities Master Plan.

Input included data gathered from a separate Space Needs Assessment Report, completed in 2015.

In addition to meetings, the planning effort also included a review of the 2013 “Facilities Inventory, Assessment and Deferred Maintenance Capital Planning Report”. The purpose of this updated study was to:

- Provide an inventory of the College’s facilities
- Determine the general condition of the buildings and grounds
- Determine a Facilities Condition Index (FCI) for each building and the College as a whole.
- Assist the College in meeting the goals of its Strategic Plan through timely maintenance of the campus buildings.
E. Recommendations

Based upon observations of site and building features, as well as an analysis of gathered information, several recommendations are presented in the following categories:

1. Site Recommendations
2. Administrative Building Recommendations
3. Recreation Center Recommendations
4. Ice Arena Recommendations
5. Technical Center Recommendations
6. Technology Recommendations
7. Schoenherr Student Center Recommendations
8. Arts & Science Center Recommendations
9. Environmental Recommendations

Renovation of the Technical Center is the top priority project.
1. Site Recommendations

A. Preserve unique WSCC sensitive outdoor environment.

Preservation of the unique and environmentally sensitive outdoor quality of West Shore Community College continues to be the first and guiding priority for all changes, improvements, expansion, and development within the College campus. It is a community asset for its beauty and environmental benefits to the College’s service area.

More specifically, WSCC should manage its natural resources for the sustained health of the environment, and for the benefit of WSCC course offerings, affiliated community programs, and collaborative efforts of local organizations and individuals by means of the following:

Planned landscaping and horticultural improvements, using native species and low maintenance plant materials;

- Monitoring existing campus flora to identify trees and shrubs to be removed and indigenous species to be enhanced;
- Identifying and enhancing wildlife habitats in the variety of environments found on campus;
- Developing and maintaining campus nature trails and interpretive programs, including the restoration of existing trails.

B. Upgrade the water system.

The college should pursue options to improve water quality and treatment for long-term best results and connection with a municipal water supply in the long term. As of August, 2015, solicitations have been prepared to design a water connector to the City of Ludington system, but have not yet been implemented.
C. Pond and dam repair.

The pond and its associated ecosystem are important components of the unique environment of the WSCC campus. The dam structure, however, at the North end of the pond needs to be repaired. As of August, 2015, the estimate cost of repair is $200,000 and the work is currently underway.

D. Development of a Campus-Wide Emergency Generator

There is an opportunity to sustain continuous operations in times of power outages and to reduce annual electrical operating costs through the development of this emergency generator.

E. Future Student Housing

Due to student interest and changing demographic factors the College is considering a feasibility study to determine the viability of developing student housing. The scope of this study may include an assessment of student characteristics; enrollment trends; an analysis of the housing market; focus group sessions; student housing demand projections; and recommendations for the mix, size and charges for student housing rental units along with suggestions for unit features and common-area amenities.
F. Future Agricultural Sciences Program

The College is currently in discussion with Michigan State University regarding the development of an agricultural sciences program. In the fall of 2015 the West Shore ESD started holding agricultural science programming on campus including the placement of a temporary chicken coop. With desired expansion by the ESD for their program and possible implementation of a WSCC/MSU program, additional space needs may be required for agricultural science including specialized classroom space and outdoor space(s) for hands-on learning.

G. New interior campus road and parking circulation system.

The new interior circulation road and parking system has been implemented as new facilities were added or expanded on campus. New parking and drives were completed in association with the new Schoenherr Campus Center, including a new entrance at Stiles Road. Also, parking and drive improvements were completed as part of the proposed expansion of the Arts & Sciences Center and at the Administrative & Conference Building.

Continued improvements should be made to clearly identify parking areas from driving lanes and walking paths. Supplemental wayfinding should be added to clarify directions for drivers to reach the Administrative and Conference Center. Consideration should be given to the designation of some parking areas for staff and faculty parking.

H. Development of Athletic Fields and associated improvements at the Recreation Center area of campus.

To develop greater coordination of athletic and recreational programming, the College should relocate and develop open fields near the Recreation Center for soccer, softball and other general
Summary - Recommendations

recreation and organized sports. Recently a frisbee golf course was installed. In addition, tennis courts and outdoor basketball capability should be provided. The cross-country trail should be redeveloped and enhanced with fitness stations and compatible recreation functions, suitable for use by students and the community. The cross-country pavilion should be retained. Parking capacity should be provided to accommodate more intense use of the new field areas and the Recreation Center.

I. Consider a new entrance from Sugar Grove Road to provide access to the Ice Arena / Recreation Center.

As programs and events grow at the Ice Arena and at the Recreation Center, and with the potential development of new athletic fields, greenhouse facility, and alternative energy sources, the vehicular traffic volume on campus will grow. A second, convenient access route to this part of campus should be considered to provide safe and uncongested travel.

2. Administrative & Conference Building

Formerly known as the Campus Center, this building is used for administration and office functions, classrooms, and kitchen/food service. It was built in 1969 as the first building on the WSCC campus. It currently includes 26,000 SF on one floor, with a partial basement for mechanical equipment.

The building has received several improvements:

- A vestibule was added on the parking lot side (west) of the building to allow direct access from the outside to the tech prep classroom.
- Floor settlement repair and tile repair near the kitchen was completed in 2005.
Summary - Recommendations

- Kitchen fire suppression and vent hoods were replaced.
- The ceiling at the fire pit area has been replaced. The stepped area at the fire pit has been covered with a new flooring system to create barrier-free access from one interior pavilion directly to the other.
- The outdoor patio and surrounding landscape, as well as the building boiler, was replaced in 2011.
- Exterior glass was replaced with a more energy-efficient glass system. Exterior doors have been replaced.

Recommendations

A. Remodel the Conference Spaces

The north section of the building houses classrooms and the former main dining room for the College. Renovation of these spaces would improve their utilization as innovation space, teaching spaces, conference break-out spaces and dining space by providing better acoustic separation from the kitchen and dishwashing areas.

B. Improve electrical distribution and technology infrastructure.

Currently the electrical distribution system is functioning at maximum capacity. Redevelopment of existing spaces and functions will require corresponding enhancement of the electrical distribution system to serve those needs in the short and long-term future. This includes upgrading data wiring.

C. Expand the foyer for greater flexibility and pre-function capability for improved traffic flow.
3. Recreation Center

The Recreation Center is currently used for classrooms, athletics, fitness center, and the natatorium. It also serves as the location for the Law Enforcement Program at WSCC. It is used by students, staff, and is available for community use. It was built in 1975 and includes 47,710 SF on two floors.

The building has received several improvements recently:

- A portion of the roof was replaced in 2009.
- The gymnasium floor was replaced in 2009.
- The natatorium whirlpool was replaced in 2009.
- All exterior doors and doors from the natatorium to adjacent corridors were replaced in 2007.
- The boiler system was replaced in 2010, as were most HVAC controls.
- The gymnasium and natatorium lighting was replaced with fluorescent fixtures in 2010.
- A relocated athletic office was implemented in 2011, as well as limited improvements to the women’s locker room and gymnasium.
- Following significant storm damage, the entire roof and associated trim and metal fascia panels were installed in 2013.
- Exhaust fans for the pool area were replaced in 2013.
- Structural investigation of the bowed gym wall in 2013 indicates that the wall is stable. Water infiltration has stopped.
- Pool locker rooms and the pool ceiling renovation were completed in 2014.
- New roofing and mansard metal roofing was installed in 2014.
Summary - Recommendations

Recommendations:

A. Renovate the office area at the building entrance on the upper level.

As WSCC continues to adapt to the changing needs of the community, this area could be well used as classroom space, conference space, administration space or expanded CTE programming. Currently the space is being used by the Law Enforcement program. The option also exists to capture the area below the roof at the entrance to increase the office area in the future.

B. New canopy at the north entrance.

This will enhance arrivals on the building’s north side with vestibule and canopy protection.

C. Expanded parking at the lower level.

The existing parking area at the lower level is small and ineffective in satisfying the demand for parking. Additional parking will alleviate this pressure and provide greater barrier-free access to lower level functions.

D. Miscellaneous

Several items require replacement or major repair, including replacement of the existing elevator for greater capacity and barrier-free access. A protective shelter is also needed for WSCC-owned vehicles.
Summary - Recommendations

3. Technical Center

The original Technical Center was built in 1969 as vocational / technical classroom and lab space. It includes 32,600 SF on one floor, and it received renovation in 2004. A major addition of 39,200 SF was completed in 1993, including space for classrooms and labs.

Recent improvements include:

- New roofing at the Welding Lab in 2009.
- Boilers were replaced and temperature controls were updated in 2010.
- Rooftop units were replaced in 2009.
- Carpeting was replaced in 2009.
- Lighting in the atrium was replaced with fluorescent lighting.
- Entry vestibules at the north entrances were added in 2005.
- A new welding lab makeup air unit was installed.
- In 2013, the domestic water heater for the entire building was replaced, and associated circulation pumps were added.

Recommendations:

A. Provide architectural improvements, including upgraded toilet rooms, remodeled offices and classroom spaces, common spaces, and information center

Because of its proximity to major parking areas and to the campus entrance, and because so many students occupy the
Summary - Recommendations

Technical Center, it is a natural location for an information station or kiosk for improved student and visitor orientation and service.

B. Electrical improvements. Improve electrical distribution.

Internal electrical distribution enhancements are essential to a growing curriculum and expanding technology base. This includes upgrading data wiring. The welding lab electrical system is at maximum distribution capacity.

C. Remodel spaces for larger class size capacity.

Larger spaces are needed for larger lectures and presentations, and for greater efficiency in scheduling. A number of programs will be served by available space for classes up to 85 students.

D. Expand high-bay welding lab capacity to support the growing welding program.

Additional high-bay space, connected directly to the existing high-bay space, will expand and enhance the capabilities of the welding program.

E. Identify spaces capable to establish collaborative faculty and adjunct office space within the building.

F. Remodel classrooms, corridors, offices, and toilet rooms in the original section of the building.

General remodeling of spaces in the original section of the building will improve space function, space utilization, and bring these areas up to the standard of the other buildings on campus.
4. Arts and Sciences Center

The original Arts and Sciences Center was built in 1970, with a science wing expansion in 2002 and an arts addition in 2010, bringing the total area to 35,000 SF. The building houses science and arts classrooms, studios, labs, gallery space, music classrooms and auditorium space.

In 2013, two chiller compressors were replaced at the science wing addition. Flooring was replaced in music studio in 2014-15. There are no reported problems at the arts addition since the completion of the 2010 project.

Recommendations:

A. None
5. Schoenherr Campus Center

The Schoenherr Campus Center was constructed in 2008, and includes 38,000 SF of space over two floor levels for library, bookstore, café, student activities, business office space, testing center, and counseling services.

Recommendations:

A. Improve acoustic quality of open, two-story space.

B. Reconfigure space at the upper level to accommodate changing needs for student services, testing requirements, counseling, and student gathering.

Summary - Recommendations
Summary - Recommendations

6. Ice Arena

The Ice Arena was constructed in 2002 and includes 34,600 SF of athletic space. The facility is owned by Mason County and operated on a 50-year lease/purchase agreement. Recently the ice rink lighting was replaced with fluorescent light fixtures, and repairs to the roof deck were complete. Ceiling fans were installed to provide additional air circulation.

Recommendations:

A. Add two locker rooms at the Ice Arena.

The existing facility has four locker rooms. With the reality of teams comprised of both males and females, as well as back-to-back games, additional locker space is required.

B. Add officials’ locker room.

C. Remodel existing officials’ locker room for women’s locker room.

D. Add multipurpose space.
Summary - Recommendations

7. Technology Recommendations
   A. Enhance technologies supporting distance learning.
   B. Provide scheduled annual replacement of computers, peripherals and network hardware.
   C. Continue the WSCC initiative to create a wireless campus.
8. Environmental Recommendations

A. Continue to evolve sustainable “green” building standards and culture for WSCC.

The awareness of the benefits and application of sustainable design principles has lead to campus-wide green building standards, which will result in improved energy efficiency and consistency across the entire campus.

The requirement for LEED-certified new construction and major remodeling to obtain capital funding from the State of Michigan adds to the College’s commitment to environmentally-conscious design, materials, and systems.

The Schoenherr Campus Center achieved a Silver LEED rating, and the recently completed Arts & Sciences Center achieved a Gold LEED rating.
History, Mission & Goals

It is important to recognize the heritage and history of West Shore Community College as it looks to the future. Stated below are statements from the WSCC Board of Trustees Statements of Vision, Customer Orientation Philosophy, Mission, and Core Values for the College which was adopted by the Board of Trustees in May 2002. The College adopted a new Strategic Plan in late 2014.

History of the College

The people of the area voted to establish West Shore Community College in 1967, and in 1968 the college began serving the needs of students. The college district includes all of Mason County, Manistee County, and parts of Lake, Newaygo, and Oceana counties. In the true spirit of a community college, West Shore’s instructional programs prepare students for immediate employment and/or provide a sound two-year base from which they can continue work towards a bachelor’s degree. A seven member board of trustees, elected at-large from the college district, provides leadership and direction for the college’s overall operation.

The campus lies on 360 acres of rolling timberland at the intersection of Stiles Road and Sugar Grove Road, near Scottville. The primary buildings that comprise the core of the College today are:

- Schoenherr Campus Center
- Arts and Sciences Center
- Recreation Center
- Technical Center
- Administrative & Conference Building
- Ice Arena
- Auto Repair/Maintenance Center

The Manistee County Center at the Manistee West Shore Medical Center opened in August, 2007.

In 1996, the community passed a ten-year millage to maintain and enhance college facilities. The proceeds from this millage provide a cause for evaluating and prioritizing facility improvements and expansion. This millage was renewed for another ten-year period in 2006.
History, Mission & Goals

Vision Statement of the College

“Our vision is to be one of the premier community colleges in America, driven by a passion for:

• assuring student success;
• serving our entire community, and
• pursuing greatness.”

Mission Statement of the College

“West Shore Community College’s Mission is to make our community a better place in which to learn, live, work and prosper.”

Motto

“Where Students Come First”
History, Mission & Goals

Core Values

“West Shore Community College values people first. As we pursue greatness we are guided by these values:

- **LEARNING:**
  Creating opportunities for gaining core abilities, workplace skills, and lifelong personal growth.

- **INTEGRITY:**
  Honoring our commitments and promises with openness and mutual respect.

- **EXCELLENCE:**
  Striving for greatness through a positive attitude and continuous improvement.

- **INCLUSIVENESS:**
  Building community through teamwork, collaboration and outreach.

- **CREATIVITY:**
  Opening our minds and the minds of our students to infinite possibilities.
History, Mission & Goals

Leadership Essence

The WSCC Leadership Essence:

- Inspire a shared vision: Create ownership and emotional connection.
- Challenge the status quo: Good is the enemy of great.
- Empower others to act: Build independence within the vision.
- Encourage the heart: What we believe is what is possible.
- Be the students’ advocate: They are the reason we exist.
- Model the way: Leaders create standards of excellence and set an example.
A. Site

The College occupies 360 acres of rolling timberland between Scottville, Manistee and Ludington. The site includes a portion of the Lincoln River, as well as a pond created by a dam structure at a tributary to the river.

The site varies from heavy wooded areas, with steep slopes along the river, to rolling grasslands and a pine tree farm.

The wooded land north and northwest of the Administrative & Conference Building and the Technical Center are important to the image of the College. This is a mix of hardwoods and pines, which protects the lower, northern slopes and streambed below.

Since the summer of 2000, WSCC has had a “Green Team”, working in cooperation with the Administration and the Facilities Maintenance Department on environmental issues affecting the campus. Through it, a campus-wide conversation about sustainability has produced tangible results in WSCC policy, including an inventory of indigenous species at WSCC, and the development of a rain garden. The Green Team was also instrumental in guiding sustainable features of the addition to and renovation of the Arts & Sciences Center.

Utilities

The site is served by a private water well system. The quality of the water is consistently questioned and tested. Following a professional study to evaluate the current water system and to offer optional long-term solutions, the College upsized the existing well serving the main campus and added an additional well in order to meet the water usage needs expected with the completion of the new Campus Center. In addition, the College installed a second well to provide redundancy and back-up for the current well along with providing for the future expansion of campus facilities.

There have been discussions in the past of linking the campus to a municipal water system from the City of Ludington. Currently, a solicitation has been prepared for the design of a connector to the
City of Ludington water system. Ultimately, a public water system would enhance the quality of the water service to the campus, including potable water and fire suppression capability.

Sanitary sewerage is handled by a direct connection to the municipal sewer system of Ludington.

Electrical capacity to the campus is adequate, and was improved with an electrical loop system throughout the campus. However, electrical distribution within each building remains a concern. The College is host to a major power substation at the entrance to the campus on Stiles Road. This is visually screened by maturing landscaping surrounding the station.

Consumers Energy Company has proposed to enter into an agreement with WSCC to construct a campus-wide emergency generator, transformer, and transfer switch that will allow the campus to go off the grids in times of emergency. Reduced electrical rates to the College as a result of this improvement would substantially reduce the annual operating cost of electrical energy for the College going forward.

Storm water runoff and management is not a major problem on campus, though there is erosion in some areas (i.e., near the Recreation Center). Also, the elimination of the few remaining storm water ditches along internal walks and drives via underground storm water piping leading to a retention basin would make a smoother and safer transition across lawns and paved surfaces for pedestrians. Eliminating the ditches would also reduce maintenance.

The College is currently underway with a dam repair project at the North end of the existing pond.

Telephone and cable service extends from Sugar Grove Road to the center of campus. Gas service is buried from Stiles Road and extends to the center of campus.
Facility Overview

Drives and Parking

Inadequate definition of driveway lanes and parking areas have consistently been mentioned by stakeholders as a drawback to the parking area west of the Technical Center. Wayfinding to the Administrative and Conference Building is also regularly cited.

The central location of the parking lot at the Schoenherr Center makes it a parking lot of choice for staff and students – it fills quickly and remains full. Parking on grass areas is common. Identification of a separate area for staff parking has been discussed as a potential remedy to ease this pressure.

In terms of traffic flow through the campus, the primary concern is the dead-end road access to the Recreation Center and Ice Arena. The drive is defined, along the Arts and Sciences Center parking lot, by the planting of small trees. This separation has been effective; however, transition from that parking lot to the roadway is still a concern.

Traffic often moves too fast along the road near the Recreation Center where slopes are steep. Adjacent pedestrian walks to this road add to the safety problem. Also, the vehicle drop-off area at the Recreation Center entrance is too small for busses to be serviced adequately. The drive along the west side of the Recreation Center is narrow, too close to the building, and was repaved in 2002, as was the road to the Recreation Center and the Ice Arena. The parking area on the east side of the Recreation Center is in good condition.

Parking and general access to the Administrative & Conference Building is limited, though it was improved and expanded for better access by service vehicles and parking for the public.

Parking at the Arts and Sciences Center is adequate, and it serves as an overflow for events at the Recreation Center.

Parking at the Recreation Center and Ice Arena is adequate for most uses. The upper level handles most of the load, while the lower level allows for handicap parking and access to the Recreation Building.
Facility Overview

Handicap access from the upper parking lot to the front entrance is difficult. The lower lot can accommodate expansion.

Parking at the Technical Center is adequate (west and north of the building), and the addition of the new Campus Center, as well as the adjacent parking and drive improvements has made a significant improvement from the campus entry at Stiles Road to the Arts & Science Center parking lot.

With the installation of solar arrays at the Technical Center, a charging station for electric vehicles located here could augment alternative energy programming at WSCC and serve the needs of electric vehicle drivers.

Many of the walks around the Technical Center are asphalt. They are often difficult to distinguish from drive surfaces. There are no curb separations between drives and walks at any location.

Walks

The campus is generally pedestrian-friendly. However, there is significant pedestrian traffic on roadbeds between classes, particularly between the Arts and Sciences Center and the Recreation Center. Additional walks are needed here to provide adequate safety. The potential of a pedestrian bridge across the creek between the Administrative and Conference Center and the Recreation Center has been mentioned.

In general, there is a need for supplemental exterior building signage for pedestrians to identify individual buildings at the center of campus.
Facility Overview

Outdoor Recreation

At the center of campus, with increased density of buildings and foot traffic, the College should consider the addition of outdoor site amenities to enhance the full utilization of the site.

Outside the periphery of the area of main campus buildings, there are three main nature trail systems along the creek bed and extending into the upland grass and open spaces. These are often used by biology students. Portions of the trails are also used for cross-country running events. Requests have been made to create cross-country ski trails, as well as an outdoor fitness trail.

There are several bridges at various locations along the creek trail, which require minimum maintenance. However, the trails are not handicap accessible and the walks and bridges are in need of repair or replacement.

A softball diamond exists near the Sugar Grove entrance. Touch football, soccer, and other recreational sports occur in the upland grass areas of the campus. The level area west of the Recreation Center could be developed into an open recreation area for field sports.

Softball, tennis facilities and outdoor basketball facilities could also be added near the Recreation Center for greater student, faculty, and community use.

The pavilion along the creek near the Recreation Center is used extensively by families in the community for picnics and other events. The pavilion in the upland area east of the Recreation Center is used for athletic and other events.
Future Land Use Considerations

Due to student interest and changing demographic factors the College is considering a feasibility study to determine the viability of developing student housing. The scope of this study may include an assessment of student characteristics; enrollment trends; an analysis of the housing market; focus group sessions; student housing demand projections; and recommendations for the mix, size and charges for student housing rental units along with suggestions for unit features and common-area amenities.

The College is currently in discussion with Michigan State University regarding the development of an agricultural sciences program. In the fall of 2015 the West Shore ESD started holding agricultural science programming on campus including the placement of a temporary chicken coop. With desired expansion by the ESD for their program and possible implementation of a WSCC/MSU program, additional space needs may be required for agricultural science including specialized classroom space and outdoor space(s) for hands-on learning.
B. Administrative & Conference Building

The Administrative & Conference Building was the first building on the campus of West Shore Community College, built in 1970. The building exists on two levels. The main level is approximately 26,000 SF. A small lower level includes a mechanical room and storage facilities.

The existing building is organized in three basic sections:

1. The center section is comprised of two large, hexagonal shaped gathering spaces for conference activities;

2. An eastern wing for administration, business office, IT, and Human Resources functions;

3. And a north wing for kitchen and dining space, as well as classrooms/conference rooms.

From a site perspective, the Administrative & Conference Building is the most remote building from major parking areas, though the College expanded parking area to roughly 50 spaces in 2008. It, nevertheless, is perceived as a remote building, requiring extra effort for students to reach and utilize.

The building exterior is comprised of brick and glass walls, with standing-seam metal, sloped roof areas over the lounges and mechanical equipment serving the kitchen, and mansard roof areas at the building perimeter. The brick appears to be in good condition, and the glass panels, replaced in 2011, allow clear views through the lounge spaces to the wooded environment along the creek. Roofing systems were replaced in 2002.

Upgrades have been made recently to the HVAC and electrical systems, and the data center was relocated. It should be noted that there is a natural water spring under the existing boiler room, which may be the cause of some drainage problems existing at the lower back side of the building.
Facility Overview

The electrical service equipment appears to be in good condition. However, additional receptacle panels are required, as the present panels are full. With increased use of computers and other technology, more panels are required. The existing fire alarm system appears to be in adequate condition.

Generally, the lighting is satisfactory. However, lighting should be upgraded in office areas to better serve computer use.

The patio area (hardscape and landscape) between the building and the creek was replaced in 2011. This is now an attractive and useful extension of the building functions.

Center Section

On the interior, the entrance to the building opens to a semi-private foyer which directs visitors right or left. This is a key orientation point. However, this is a point of constriction functionally. From here, one must pass through the gathering spaces to get to the east (administrative) wing or north (conference) wing. The large gathering spaces are among the best architectural spaces on campus and are attractive in their own right. However, because they are also circulation spaces, their use as conference space is limited.

The ceiling and upper walls and lighting are in good condition and are attractive, except in the area of the fireplace “pit”, which needs to be remodeled. Flooring in all areas has been replaced recently.

East Wing

The east wing houses Administrative Offices, Business Offices, Human Resources Offices, and IT staff.

The Business Office has been upgraded recently with new furnishings and finishes, creating a more professional environment.

The College Administrative Offices, including the Board Room are
organized along the north wall of the east wing. This area has been gradually upgraded over recent years. The IT department has added 50 wireless access points across campus.

North Wing

The existing north wing houses the kitchen, two classrooms, the MBT room and public toilet rooms. The conference/gathering space (formerly the College cafeteria) has excellent views from two sides to the natural environment toward the creek and is a popular location for small meetings.

The kitchen produces a significant amount of food for regular food service and special functions across the entire campus. With the modest new food service function at the Schoenherr Campus Center, the existing kitchen plays a dual role to produce food items, as well as serve as education/training space for Tech Prep programs. Remodeling in this area should include better traffic flow between the kitchen and banquet spaces, acoustic treatment to reduce noise transfer from the kitchen to adjacent spaces, better climate control, storage space for records and computer equipment, as well as office and storage space for Tech Prep programs.

The MBT Room serves as a large gathering/conference area to better serve banquet functions and conference needs. The finishes, furnishings and lighting were updated recently. The Tech Prep Room (formerly the MBT Room) is well-used and has been updated with new windows, finishes, furnishings, lighting, comfort control, and A/V capabilities. A new exterior vestibule was added to allow direct access from the outside adjacent parking area.
Facility Overview

C. Arts and Sciences Center

The Arts and Sciences Center was the third building on the campus of WSCC, built in 1971. The building is on one level and contains approximately 35,000 SF. In 1997, Room 315 was remodeled, and in 1999, the Theater and Rooms 301 and 303 were remodeled. In 2002, a 17,700 SF Science Wing Addition was completed. In 2010, a major expansion and remodeling of existing space consolidated the arts programs to this location and provided new space for faculty offices, new general classrooms, new art studios, new music rehearsal spaces, and an expanded theatre and back-of-house spaces to support the theatre arts. This addition received a LEED-Gold rating.

This building is organized in four basic sections:

1. The north end is the location for the theater, theater support spaces, and music rehearsal spaces.
2. The center section is the location for the fine arts and gallery spaces.
3. The south end is the location of classrooms and faculty offices.
4. West side is the science wing addition.

From a site perspective, the Arts and Sciences Center lies adjacent to a major parking lot and to the drive leading to the Recreation Center. A geo-thermal heating/cooling system was installed north of the new faculty offices as part of the recent remodeling / expansion project.

Also, the south entrance is closest to the parking lot, and as a result of the recent remodeling project, it is easily identified as a major entry to the building.

The building exterior is comprised of brick and glass walls, with metal mansard roof areas over the theater and distance learning rooms and metal mansard roof areas at the building perimeter. The roof was replaced in 2002 and as part of the 2010 remodeling project for the arts remodeling and expansion. The brick exterior appears to be in good condition.
Theater
On the interior, the north end of the building houses the theater and support spaces. The theater proper was remodeled with new seating and floor finish in 1999. The space is a comfortable, intimate venue for a variety of productions. Over the years, the theater has been creatively modified from a recital format to full stage production capability.

The remodeling in 2010 provided additional stage space, additional access to backstage areas, fly space for scenery, expanded scene shop and storage spaces, new dressing rooms and expanded storage space. There is direct access between the music rehearsal spaces and the backstage areas.

Fine Arts and Gallery
The center of the building includes the newly relocated art programs, including graphic design, two-dimensional art, and three-dimensional art instruction spaces. In addition, a new gallery space located on the main corridor provides greater visibility and access to the public for art shows and travelling exhibits.

As the gallery matures and grows, there is increasing need for secure, organized, and climate-controlled storage of art collections.

Classrooms and Faculty Offices
The south end of the building includes the distance-learning room, two expanded classrooms, two new classrooms and new faculty offices.

The corridor outside the former faculty offices was widened as part of the 2010 remodeling and expansion project, and this widened corridor now serves as the primary link to the south parking lot, so the entrance at the south end of the building is heavily used. An enhanced vestibule and entrance element provides better climate control and a more clear definition of a major entry point.

There is an ongoing need for additional office space for adjunct faculty members.
Facility Overview

D. Recreation Center

The Recreation Center was built in 1976 and consists of two levels. The upper level includes about 12,200 SF, and the lower level includes about 35,510 SF.

The building is organized in two basic areas:

1. The upper level includes open spaces formerly used for the music and visual arts programs prior to the completion of the Arts & Sciences Center expansion and remodeling in 2010. Today, this level is used primarily by the Law Enforcement Program.

2. The lower level includes physical education space, such as the arena, wellness center, racquetball court, swimming pool, locker rooms, and storage facilities.

From a site perspective, the Recreation Center is located across the creek, up the hill from the Arts and Sciences Center and the Administrative & Conference Building. It lies at the end of a dead-end drive and parking area. The Ice Arena is located opposite the upper parking area.

Outside the lobby to the Recreation Center, outdoor seating area should be considered for student and patron waiting and gathering.

Two parking lots serve this building, including the primary parking lot to the east (upper lot) and a secondary lot to the north (lower lot). There is a need for a carport structure in the north lot for protection of WSCC vehicles and a canopy at the north entrance to the building. The north lot and building entrance are barrier-free.

To the west is a large, open level area of grass that could be used for future fields, parking, tennis courts, etc. To the north is a large, grassy area where two former sewage lagoons were removed in 2005, as a result of connection to the municipal sewer system.

The building exterior is comprised of brick and glass walls, with laminated wood beams at the building entrance, and a slightly sloping roof with perimeter parapet. The brick appears to be in good condition, and the glass is effective in bringing in natural light to areas such as the Wellness Center.
In 2013, the entire roof and mansard sections were replaced with materials and finishes to match the other buildings on campus. Other items mentioned in the Deferred Maintenance Report include the need for possible replacement of the humidity control and piping valves for the pool, as well as replacement of the main HVAC system control boards. Rusting hollow metal doors and frames at entries were replaced with aluminum storefront systems in 2007.

Upper Level

On the interior, the main entrance includes a lobby space, stair and elevator to the lower level, and offices for the Law Enforcement Program.

This upper level also includes open classroom space. Some interior walls were added to create separation of internal spaces for the Law Enforcement Program.

The former music rooms at the upper level are in good condition and had been used for community choir, community instrument ensemble, collegiate show choir, and the college music program. These rooms now house the Law Enforcement program.

Lower Level

At the lower level are the arena, the wellness center, weight room, racquetball court, pool, lockers rooms and storage. The interior arena walls have recently been painted, lighting has been improved, and the arena flooring has been replaced. A recent study indicated that the east wall (below grade) is bowing inward somewhat, but is stable and not a concern.

A portable stage is available for concerts and special events in the arena, though the existing sound system and acoustics are poor. For the types of athletic and cultural performance events held in the arena, acoustical treatments should be added.

The Wellness Center continues to increase in use and popularity with college students and the greater community, and it has been recently
expanded as a result of converting one of the racquetball courts into a new weight room in 2005. The former weight room was remodeled for expanded wellness center equipment. Exercise equipment is replaced in accordance with the College’s planned equipment replacement cycle.

In 2014, the pool area was renovated to include new acoustical ceiling treatment. Locker rooms and toilet rooms were renovated. The whirlpool was previously renovated as a separate project. The Recreation Office was relocated in 2011 near the intersection of the two corridors at the lower level for maximum control and exposure to corridor traffic. New windows were added between the corridor and area spaces, allowing observation of arena activities from the new Recreation Office.

In general, the following represent possible new programs or activities anticipated in a remodeled, upgraded, or expanded Recreation Center:

- Climbing wall
- Day spa in conjunction with therapeutic massage program and/or spa management program (steam room or sauna would need to be added)
- Activity pool, with water slide and play pool
- Concessions area (for use during tournaments)
Facility Overview

E. Technical Center

The Technical Center was built in three phases, and it currently includes about 75,400 SF on one level. Originally built in 1970, it received additions in 1990 and 1992, with additional renovations to sections in 1999 and 2004. Vestibules on the north side of the building were added in 2005.

This building is organized in two basic sections:

1. The south half, which houses the original portion of the building, including tech prep classes, welding lab, and technology offices

2. The north half, built in 1990 and 1992, which houses computer labs, nursing classrooms, general classrooms, and secretarial studies, as well as administrative offices and conference space.

From a site perspective, this building is in view of the campus entrance on Stiles Road. It is also a primary destination of many WSCC students and is a heavily utilized building. It is the single largest building on campus, and it hosts the largest parking areas and a major bus pickup and drop-off area. The building contains a main atrium space at its center to draw students from the parking lot, through the building, to the center of campus beyond.

The building exterior is consistent with the materials of other buildings on campus: brick and glass. The roof atrium material here is standing-seam metal, similar to the other buildings on campus, and is in good condition. Remaining roof areas should be replaced in the next five years.

A new welding lab makeup air unit was recently installed, and in 2013, the domestic water heater for the entire building was replaced, and associated circulation pumps were added.

HVAC improvements are needed in the area of DDC controls and the economizer system on one AHU.

Electrical distribution panels are at capacity.
The College has a 15-year agreement, beginning July 1, 2006 and ending June 30, 2021, with the Mason-Lake Intermediate School District (ISD) for its Technical Preparation Partnership (Tech Prep). The majority of the classes are held in the Technical Center. Under this agreement, the ISD shares costs with the College for its presence on campus. Any future planned changes in College facilities should include consideration of the Tech Prep needs and programs, particularly in the Tech Center where the program administration resides.

To meet the ongoing need for larger lecture spaces to hold up to 85 students, remodeling of rooms such as #213/215 should be considered. Rooms #228 and #230 could also be modified to meet the joint needs of WSCC and the ISD electronics program.

In general, as other buildings on campus have been updated, there is a need for general updating of finishes in the Technical Center, particularly in the older south half of the building, as well as the creation of better spaces for student gathering, informal study, and formal group study space. Reorganizing existing faculty offices to create student study space and enclaves could help meet this demand.

Some improvements have been made recently by furnishing the central atrium with some seating and tables for students to meet and work together. Better lighting and acoustical treatment in this area would improve it further.
F. Maintenance Building

The existing maintenance building is a pre-engineered-type structure of approximately 4,000 SF, first built in 1975. It has been expanded several times with similar construction. It houses a variety of heated and cold storage areas, from building supplies to vehicles and large equipment.

In general, the building is in questionable condition. The building is not insulated. Also, the remaining areas are in marginal condition and appear to be suitable only for storing items not requiring climate control.

Because of the lack of storage within each campus building, most of the supplies and deliveries for the campus are made to this building and stored, at least temporarily, until they can be delivered, in smaller parcels, to their destination buildings and departments. The lack of climate control is a concern for storing materials for any length of time.
G. Auto Repair / Maintenance Center

The Auto Repair Maintenance Center was completed in 2005, and it currently includes 8,700 SF on one level. The building, a pre-engineered building, was built through a cooperative venture between the Mason-Lake Intermediate School District (ISD) and the College. The College and the ISD have entered into a 15-year lease agreement for 7,000 SF of this facility and the ISD shares costs with the College for its occupancy of 75% of the building. Any future planned changes in this facility should include consideration of the Tech Prep needs and programs.

This building is separated by a hallway and is organized in two basic sections:

1. The west portion, which houses the ISD Tech Prep auto repair program, faculty office, and one classroom along with one other ISD classroom;

2. The east portion, which houses the College maintenance department, including two administrative offices, a large meeting room, and document storage room.

There is a need to supplement this facility with storage, in the form of a flexible storage building that can be used for the Auto Repair program, for the Theatre program, and for general College storage. Area is available on the south side of the existing parking lot for such a building. The building would be approximately 2,400 SF.

There is also a need to expand one of the classrooms by removing an existing corridor wall to capture the corridor space.
Facility Overview

H. Ice Arena

The West Shore Community Ice Arena, completed in 2002, is a pre-engineered building containing four locker rooms, a pro-shop, concession area, a skate rental area, and a National Hockey League-size ice surface, with bleacher seating capacity for 320 spectators. Total area is 34,600 SF on one level.

The facility, which is owned by Mason County and operated by West Shore Community College on a 50-year lease, was funded by donations from the West Shore Community College foundation, along with funds from West Shore Community College, Mason County, Manistee County, and a grant from the State of Michigan. The regional facility provides figure skating, hockey, and open skating opportunities for all the citizens of the area. The College maintains the building and recently completed some humidity control and interior ceiling improvements.

There is a need to add a multi-use space adjacent to the office area for use as classroom space and community space.

With the growth of women’s hockey, there is a need for a referee locker room, as well as women’s team locker rooms. Proposed expansion of the ice arena would accommodate this.
I. Schoenherr Campus Center

The Schoenherr Campus Center was completed and occupied in 2008 as the philosophical and literal center of campus and campus life. It contains approximately 38,000 SF of space over two floors. The east end of the building includes a new campus library. The west end of the building is a two-story area including a new bookstore, food service capability, and student service offices and functions. The open atrium area is used for multiple functions, including dining, informal gathering, and studying. In the center of the atrium is a two-story element with recreation area on the ground level, and study space on the upper level. The remainder of the upper level includes classrooms, offices, counseling services and professional development space.

The Schoenherr Campus Center received a LEED-Gold rating.

By its nature, the Campus Center is an active place, with attendant noise levels that are high during peak periods. Modifications should be made at the cashier windows during peak periods to attenuate the noise infiltration from the common area to the Student Services office area.

Also, there is a need to expand the capacity and reconfigure the layout of the Testing and Learning Center on the upper level. The Faculty Innovation Center was recently reconfigured and repurposed.
J. Other Buildings

There are several other buildings on campus:

**Diesel Building**

The Diesel Building is at the far east end of the campus property and is used primarily for storage of miscellaneous maintenance equipment. It gets its name from its original use as a location for teaching diesel technology.

An adjacent former portable classroom structure houses theatre-related scenery, props, and costumes. It is scheduled to be demolished following the removal and relocation of its contents.

**Barn**

The barn is an original fixture to the site before the property was a college campus. It is a traditional wood timber frame structure with vertical wood siding, and it is used for storage of miscellaneous items.

**Two Security Houses**

The campus includes two houses, original to the campus, which are being used as housing for security personnel. Both are two-story wood-framed dwellings, in good condition, and maintained annually. Both houses have been remodeled recently including new roofs and full kitchen remodeling.
For each WSCC building, the following pages contain cost information related to the specific recommendations identified in Section 2. The first spreadsheet summarizes the construction costs and project costs for each building, as well as the overall campus site. They are listed in the order of priority. Connection to the municipal water source is listed as a separate cost based on previous studies obtained by the College.

The Construction Cost is the cost one would expect to receive when soliciting competitive bids for construction from general contractors or construction managers. It includes the cost of materials and labor to install the materials, as well as a reasonable factor for contractor overhead and profit.

The Project Cost includes the Construction Cost and other costs required to complete the project for use by the College. These include budgets for professional design fees and reimbursable expenses, plan review fees, material and construction testing services, movable furniture, moveable equipment, technology systems and a contingency. For fiscal planning by WSCC, the Project Costs should be used.

It should be stated that the costs for on-campus technology systems are presented as a component of each building / facility budget.

In addition, the Project costs include a figure for completing deferred maintenance projects.
## Cost Summary - All Projects

West Shore Community College  
October, 2015

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<thead>
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<th>Project</th>
<th>Priority</th>
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<th>Project Cost</th>
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<td>Student Center</td>
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<td>Recreation Center</td>
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### Technical Center
West Shore Community College
October, 2015

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# Student Center

West Shore Community College  
October, 2015

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**Administrative & Conference Building**  
*West Shore Community College*  
*October, 2015*

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## Ice Arena

West Shore Community College  
October, 2015

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<th>Budget ($)</th>
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<td>New team locker rooms</td>
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<td>New multipurpose room</td>
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<td>New officials' locker room</td>
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<td>Furniture, Fixtures, and Equipment (by Owner)*</td>
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<td>Technology Equipment (by Owner @ 8%)</td>
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<tr>
<td><strong>TOTAL for Ice Arena</strong></td>
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## Site Improvements - Recreation Fields/Courts, Road Extension

### West Shore Community College

October, 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>Area (SF)</th>
<th>$/SF</th>
<th>Budget ($)</th>
<th>Total for Item ($)</th>
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<tr>
<td>New road access to Ice Arena</td>
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<td>Athletic fields at Recreation Center</td>
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<td>Tennis courts (4)</td>
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<td>Solar greenhouse</td>
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<td><strong>TOTAL for Site Improvements</strong></td>
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</table>
Implementation Strategy

Since the completion of the 2000 Plan, the College has completed a new Science Wing Addition to the Arts & Sciences Center, new campus signage, connection to the local municipal sanitary sewer system, remodeling of a portion of the Tech Center, a new Ice Arena, an education center in partnership with West Shore Medical Center in Manistee, a new Auto Repair Maintenance Building, a new Campus Center, an expanded and remodeling Arts & Sciences Center, replacement and enhancement of the outdoor patio area at the Administrative and Conference Center, renovation of the Recreation Center, and multiple small additions and remodeling projects across campus.

Moving forward, based upon the recommendations and the information gathered during this update of the College master plan, we believe the following represents an appropriate implementation strategy for West Shore Community College. It should be stated that, though these are listed in prioritized order, the actual implementation of a specific priority may occur in a different order, depending on funding opportunities and programs not yet known.

Priority 1:
Remodel the Technical Center
Remodel to include roofing, HVAC, toilet rooms, and classrooms. Provide general upgrade of finishes throughout the building.

Cost: $4,925,048

Priority 2:
Remodel upper level of Student Center
Remodel the upper level to expand and reconfigure the testing center and create new student study space.

Cost: $507,706
Implementation Strategy

Priority 3:
Connect to the City of Ludington municipal system.

Cost: $3,000,000

Priority 4:
Campus-Wide Emergency Generator

Add equipment and capacity to the existing electrical system to allow WSCC to act as an emergency shelter and to operate successfully in the event of a power outage. Improved energy rates will reduce annual energy operating costs for the College.

Cost: $850,000

Priority 5:
Remodel the Administrative & Conference Building

Remodel north wing spaces for Tech Prep classroom, as well as conference and community use. Remodel all toilet rooms. Add new foyer.

Cost: $2,778,424

Priority 6:
Renovation of the Recreation Center.

Remodel the Recreation Center to upgrade the upper level offices to provide expanded programming opportunities.

Cost: $1,625,533
Implementation Strategy

Priority 7:
New Storage Building

Development of a new storage building, approximately 2,400 SF to be located at the site of the Auto Repair / Maintenance Center.

Cost: $ 401,356

Priority 8:
Expansion and Renovation of Ice Arena

Development of two new locker rooms, a multipurpose space, and a new officials locker room, as well as renovation of the existing officials’ room for a women’s locker room.

Cost: $2,007,519

Priority 9:
Site improvements

Development of outdoor learning space, athletic fields, recreational fields, tennis courts, outdoor basketball courts, cross-country trail, and fitness trail at the Recreation Center, with complementary features for College and public use. Provide parking area.

Road extension from Ice Arena to Sugar Grove Road

Dam repair.

Cost: $2,038,895