MUSKEGON COMMUNITY COLLEGE

Comprehensive Five-Year Capital Outlay Plan

FY 2028

Submitted October 28, 2026

Plan Overview

The FY2028 comprehensive five-year plan reflects advancements to projects and adjustments to estimated project costs and program priorities outlined in the FY 2027 plan.

Muskegon Community College has a Facilities Plan and a Strategic Plan that are used to guide future funding requests. Those documents can be found on the websites below.

https://www.muskegoncc.edu/mcc-facilities-plan/

https://www.muskegoncc.edu/wp-content/uploads/2025/01/00_MCC-FINAL-CAMPUS-PLAN-REPORT-SECURED.pdf

https://www.muskegoncc.edu/missionstatement/

Since 1929, Muskegon Community College has been accredited by the Higher Learning Commission (HLC). Muskegon Community College looks forward to its continued and successful partnership with the State of Michigan and to meeting the needs of its students and community members.

I. Mission Statement

The Mission Statement was adopted by the Muskegon Community College Board of Trustees on January 18, 2017:

Muskegon Community College, dedicated to excellence, prepares students, builds communities, and improves lives.

II. Instructional Programming

A. Existing Academic Programs and Projected Programming Changes

Muskegon Community College (MCC) offers a wide array of programs to students for a well-rounded education. The academic departments provide students with the tools, incentives, and knowledge required to get a great start on their career path and to build critical job skills. Programs are reviewed on a regular basis and changes are made to keep programs current and increase student success. A number of program changes through our Instructional Affairs Council are being projected in the next five years.

1. Associate in Science and Arts Degree

The Associate in Science and Arts (ASA) degree is designed for students preparing for transfer to a four-year college to complete a bachelor's degree. Students graduating from Muskegon Community College with the ASA are generally admitted to bachelor's degree-granting institutions with junior year standing. This degree includes the general education requirements of the Michigan Transfer Agreement, which cover most or all the general education requirements at four-year Michigan colleges, and specific classes students may take to fulfill major requirements. This degree is scheduled for review as part of the 26-27 academic year.

MCC has developed ten ASA pathway degrees in cooperation with statewide efforts to improve the experience of community college students transferring for bachelor's degrees. The ten statewide pathway degrees are: Business, Psychology, Communications, Biology, Mechanical Engineering, Social Work, Art, Criminal Justice, Exercise Science, and Public Health. In the 25/26 academic year, MCC began participating with the MCCA to investigate ten new pathway programs, as identified by the MCCA. Work is continuing into the 26/27 academic year to implement these pathway programs.

2. Associate in Applied Science Degree

The Associate in Applied Science (AAS) programs (in areas of business,computer information systems, criminal justice, early childhood education, nursing, respiratory therapy, graphic design, and applied technologies) are designed in conjunction with active advisory committees so that a student may reasonably expect employment upon successful degree completion. Nursing, Respiratory Therapy, and Early Childhood Education are also accredited by the accrediting agencies related to those professions.

AAS degrees may also be used as a transfer degree to a limited number of baccalaureate programs, although the primary intent of the degree is to prepare students for employment. Recognizing that higher education has become more necessary for employees in career programs, MCC is working with other community colleges and universities in Michigan to develop transfer agreements for the AAS degrees to facilitate bachelor's degree attainment, and recently signed three 2 plus 2 articulation agreements for Computer Information Systems (CIS) with Grand Valley State University (GVSU).

3. Associate in Science

MCC offers an Associate in Science in Pre-Engineering and Education. These programs are designed to transfer to the specific major areas.

4. Associate in General Studies

The Associate in General Studies Degree is designed for students who pursue a variety of interests and take a variety of classes. The degree consists of a general education core and electives of the student's choice to meet individual goals. Flexibility is provided so that the required 60 credit hours can be met as individually appropriate. Because transferability of credits varies with colleges and universities along with programs and departmental majors, students are urged to discuss their program plans with a counselor and the transfer institution.

5. Certificates

Certificates are shorter than degrees and are offered in many of the same occupationally oriented programs as the Associate in Applied Science Degrees. The certificate programs were developed with the assistance of advisory committees, and students may reasonably expect employment upon completion of these programs. Many of the certificates are stackable so students may easily build on a certificate

and complete a degree.

6. **Projected Programming Changes for the next five years**
With the new workforce Pell program, the college is working to implement current short-term credentials that are entered into Michigan Talent Connect. Eventually these will be eligible for workforce Pell and the college is researching additional, industry recognized, stackable credentials to add to current certificates and degrees that could be workforce Pell eligible. MCC plans to re-instate our Commercial Driver's License (CDL) program.

MCC is continually scanning the environment and meeting with local employers to determine potential programs that would be needed, are viable, and prepare students for employment with livable wages. Healthcare is a high growth area, and MCC is exploring other programs we can develop on our own or as a part of a consortium. MCC regularly communicates and meets with the leadership of several health care agencies and has strong partnerships to determine the specific programming needed. Since 2024, MCC has collaborated with GVSU on the Associates Degree in Nursing (ADN) to Bachelors of Science in Nursing (BSN) program that has 42 students enrolled for the fall of 2025.

In 2024, MCC received a grant through Grand Rapids Community College and the Department of Labor to continue developing a for-credit certificate in data science, a field with a wide variety of opportunities for graduates. This program launched in Fall 2026, with four new CIS classes, and with almost a dozen students declared into it.

As part of recent grant opportunities, MCC plans to scale up the resources students can receive from earning credit for prior learning. The College Success Grant (CSG) - Credit for Prior Learning (CPL) subcommittee continues to work on marketing and other methods, including eliminating the Lifetime Experience assessment fee, to make this a viable option for more students. The college has a license for Credit Predictor Pro to help students gain additional prior learning credit. MCC anticipates granting more credits to give students a jumpstart on college when they have relevant prior learning. Total credits awarded for CPL increased 44% from the 24/25 academic year to the 25/26 academic year. In addition to Advanced Placement and College Examination Program,

International Baccalaureate and Defense Activity for Non-Traditional Support (DANTES) for veterans have been added as prior learning credit options.

B. Unique Characteristics of MCC's Academic Mission Include:

1. Two-year degree and certificate technical/vocational training

MCC has 55 degrees across all academic departments. MCC also has 23 certificate programs, with many of them being stackable, which means students may continue and complete degrees using all the credits in the certificates.

The college has developed many more opportunities for hands-on learning and real-world application of knowledge and skills. Examples include physics, geography, engineering, and graphic design students using the college's Lakeshore Fab Lab. The Fab Lab allows students to apply theory to practical problems using high-tech equipment such as 3D printers, laser etchers, and digital scanners. Graphic design students also work with area organizations, through a capstone class called Studio M, to design marketing and branding campaigns. Our healthcare simulation labs also provide a wide variety of experiences for our healthcare students, including conditions programmed into the manikins that students are not likely to see in our local hospital.

Many of MCC's programs are unique to our region, such as Materials Technology, which includes Foundry (the only community college in Michigan to offer this training). All workforce programs have local advisory board members that keep content relevant to local employers and the local labor market. MCC continues to work on a Department of Labor Strengthening Community Colleges - #4 grant that is leading to changes in our programs related to Computer Information Systems, including implementation of the new Data Science certificate.

MCC also has unique partnerships to serve the educational needs of a wide variety of students and employer needs for skilled workers. MCC has a consortium agreement with Michigan State University (MSU) to offer associate degrees in agriculture, food processing, and urban forestry. In nursing, we have two consortium agreements, one with MSU and one with GVSU for bachelor's degree completion programs. MCC has developed an ADN to BSN program, in partnership with GVSU with a portion of the BSN program activities taking place on MCC's campus. As part of this, there is an

articulation and a concurrent enrollment agreement that facilitates students accelerating their progress to a BSN. GVSU has an office on campus and regular meetings are held to promote discussions between academic programs in common at both institutions. Our Respiratory Therapy (RT) program has partnered with Northwestern Michigan College and Munson Medical Center to offer an Associate in Applied Science in RT to students on our main campus in Muskegon and at a satellite location in Traverse City. An agreement with GVSU has created a bachelor's degree in Allied Health Sciences with an emphasis in Respiratory Care with all respiratory care classes taken at MCC. In addition, MCC has entered into an agreement for concurrent enrollment with Central Michigan University, as part of a partnership called Central Bound, where students would receive shared advising and participate in streamlined transfer programs.

2. Workforce Development

The Workforce Development Department (WFD) provides customized instruction in every area for local business and industry through workshops, seminars, college classes and consulting services. Training may be held on campus or at the workplace, depending on the needs of the company. Instructors and trainers are selected from the College faculty, area working professionals and specialty consultants. Training may be for either college credit or on a non-credit basis. Staff members from the WFD are available to help design specialized courses and provide resources and materials for business needs. Staff will ensure that the training is effective and deliver follow-up training if necessary. As a result of demand in the workforce, employers are developing their own skilled workers.

WFD training allows for customized training that can focus on businesses' specific needs and desired outputs. Training topics can be flexible to address the needs of entry level, skilled trades specific, or advanced topics for engineers and management.

MCC continues to work with local partners and economic development agencies, including West Michigan Works! and Michigan Works! West Central, and the Chambers of Commerce, as well as the economic development agencies in the communities MCC serves. MCC's president, Dr. John Selmon, is on the Talent First Board of Directors as well as their CEO Leadership Council and Higher Education Committee. Dr. Selmon also serves on the board of Lakeshore Advantage, and Greater Muskegon Economic Development, the economic development agencies for our local counties. MCC participates in the publication of TalentFirst's annual

Talent Demand publication. MCC participates in the creation and the promotion of the Hot Jobs report, published by West Michigan Works!

3. **Adult Education focus**
   As an open-door institution, MCC helps students and potential students access the services best designed to help them meet their educational and career goals. Over the last number of years, MCC has received several grants including the Innovation Investment Award, the Reconnect with Momentum grant and CSG, that have allowed for the hiring of adult navigators and a CPL coordinator to improve our outreach and interaction with adult learners. MCC partners with local adult education providers such as White Lake and Orchard View to connect adult education students with college opportunities.

4. **Continuing Education**
   Continuing Education (CE) provides non-credit lifelong learning opportunities to enrich and extend the student's knowledge and experiences. CE collaborates with MCC faculty for extracurricular activities such as band ensembles and college singers, and other enrichment classes such as yoga and Pilates. State Continuing Education Clock Hours (SCECHs) may be offered for professions that require regular upgrading for certification.

5. **Partnerships with Intermediate School Districts (ISD's)**
   MCC partners with regional ISDs on a broad range of initiatives. MCC works to promote an educated workforce by improving college access, which can take different forms in each county with each county's initiatives. For example, Newaygo and Muskegon counties have developed Promise Zones to provide free college to eligible high school graduates. MCC is a Promise partner, providing student support services, college classes, and certificate and degree programs.

   MCC works on many levels to provide college credit for high school students. MCC has numerous articulation agreements with the Career Tech Centers in Muskegon, Ottawa, and Newaygo counties, among others, ensuring students are granted credit for comparable classes they completed in high school.Direct credit opportunities are available for many courses at the career tech centers and high schools where MCC has articulation agreements.

   MCC has early college (EC) programs with the Muskegon Area Intermediate School District (MAISD), the Ottawa Intermediate School District (OAISD) and the Newaygo Regional Education

Service Agency (NCRESA).

The total number of EC students for 2025-26 is 302 students. In the last year, the Muskegon early college program launched the Teaching Academy / CTE Early College at Muskegon High School (MHS). Students can earn the Education A.S. degree at Muskegon Community College (MCC) and transfer all credits to Michigan State University (MSU) toward a bachelor's degree. In addition, the Health Science Academy/CTE Early College was launched. Currently, EC Muskegon and MHS are developing a pathway for students to earn a Medical Assisting Certificate during Early College.

6. Community Activities

The college facilities are widely used by community members, business and industry groups, and the local pre-K through 12th grade schools for special programs or events. These events are tracked by the campus Conference Services staff. Thousands of community members visit the college annually. MCC is a member of the Muskegon Arts and Culture Coalition. The coalition is comprised of local arts and culture leaders working together to promote and celebrate the county's dynamic arts and culture community.

a) **Frauenthal Foundation Arts Center** hosts a variety of events at the Overbrook Theater, Overbrook Lobby, and Overbrook Gallery. Musical concerts, theatrical productions, dance performances, lectures, films, interactive presentations and more fill the Theater's schedule. The Gallery presents a year-round rotation of professional and student exhibits, featuring Michigan and regional artists and is open daily. Many of these presentations are open to the college community and the public; many are free, and if there is a cost to the patron, student tickets are usually offered at a reduced rate.

b) **The Arts and Humanities Department** is comprised of a variety of disciplines and is one of the college's most diverse departments, reflecting a strong mix of technology and liberal education. The college offers classes in theatre, music, visual arts, design, film, television, improvisation, mass media, dance, philosophy, humanities, journalism, radio, and audio production that feed our growing creative economy in West Michigan. Recently, there has been a re-birth of the dance program and more classes and performances have been offered.

c) **The Hendrik Meijer Library/Information Technology Center**, according to its mission statement, "extends its services to the

community and serves as a catalyst in the lifelong learning goals of the citizens of Muskegon County and the greater West Michigan area." Since its opening in January 2006, the library has issued thousands of guest library cards to area patrons, public school students, as well as students at the university extension centers at the college. Recently, the library began to offer Saturday hours to better serve adult students. Online services have increased and improved in response to student needs as more students are learning remotely and require access 24 hours/day.

d) **The Kasey Hartz Natural Area** provides a nature trail for simple enjoyment and people learn firsthand the interrelationships between the physical and biological aspects of the environment in which they live. It is visited yearly by numerous community groups for scheduled guided tours, as well as families and individuals for an enjoyable nature walk. Part of the area is wheelchair accessible, and handicapped parking is available.

e) **The John Bartley Science Museum** is free and open to the public.The museum honors the legacy of former MCC instructor Dr. John Bartley and offers visitors a new and unique hands-on facility located directly across from MCC's popular planetarium. The museum engages children and adults alike in science education, with exhibits that change annually that are fun and interesting.

f) **The Muskegon Community Golf Course** is a public golf course owned by Muskegon Community College and used by physical education classes, cross country teams, and the MCC golf team. It has its own driving range, green, golf pro, and golf shop. The public course is used by the community for golf leagues and tournaments, as well as for scheduled fundraising events.

g) **The Carr-Fles Planetarium** was remodeled in 2012 and was completely updated. It is used for classroom instruction and features free public shows two evenings each week and offers different special shows for organized groups and schools.

h) **The Muskegon Community College Observatory** is located off campus and, while it was created to complement the College's astronomy program, it also serves as a resource for area recreational stargazers.

i) **Entrepreneurship** programming is important for the college and the community. Elementary students, community members, high school, and college students have participated in college activities

and events focused on entrepreneurship over the last few years. Several years ago, the college was donated a building in downtown Muskegon - the Rooks Sarnicola Entrepreneur Institute - and an additional endowed fund provides for a total of $10,000 to be awarded each year as part of a pitch competition for MCC students. The center includes the MCC Lakeshore Fab Lab with facilities and resources for aspiring inventors, entrepreneurs, and local businesses.

j) **College Access Events** include Application Days and Decision Days held in area high schools. College Visit Days and Senior Visit Days allow prospective students to see the college in motion while learning about the opportunities they can access. On Senior Visit Days, students complete several MCC registration steps on the spot. College Night allows high school students an opportunity to gather information from many colleges and universities from across Michigan as well as other states. MCC also holds financial aid events informing parents about ways to fund their child's education. The MCC Open House is our annual signature event for prospective students and families. We showcase MCC programs and career pathways to provide opportunities to talk with college faculty and people who work in various fields, and award one two-year scholarship.

k) **The Sturrus Technology Center** houses several applied technology programs including Electronics, Welding, Machining, and Computer Aided Design. These programs are set up in the remodeled Muskegon Chronicle building, which is contributing to the City of Muskegon urban renewal, environmental stewardship, technical training, and community programs for residents of the city and surrounding areas.

7. **Geographic Service Delivery Areas**

MCC offers classes and services at several locations throughout Muskegon,Newaygo, Oceana, and Ottawa counties: Newaygo County Regional Educational Service Agency (NCRESA), Coopersville Community Center, and the MCC Ottawa Center in Grand Haven. MCC continues to offer high-quality college courses in surrounding communities where there are very few post-secondary options. There is a range of course delivery formats including traditional face-to-face, synchronous online, asynchronous online, and hybrid which combines online and face-to-face delivery. Services such as counseling, advising, tutoring, writing center, and financial aid assistance are also offered virtually.

MCC has also partnered with Munson Hospital and Northwestern Michigan College in Traverse City to provide a respiratory care program to students in northern Michigan. The college's healthcare programs are engaged in clinical work at settings across western and northern Michigan, and early childhood education students are in practicums at childcare and school settings across the region.

8. Articulated Agreements

"Articulation" is the process by which classes and/or programs will be approved and accepted for credit from one educational institution to another. Muskegon Community College has many articulation agreements with area high school Career TechCenters (CTC) and colleges. Articulating credit from the CTC's enables high school students to obtain college credit in advanced technology, business, information systems, early childhood education, and health science at Muskegon Community College. Students are granted equivalent college credits for skills and competencies achieved in secondary programs.

MCC has signed Articulated Agreements with several higher education partners to give our students the ability to seamlessly transfer to four-year programs.

C. Other initiatives which may impact facility usage:

1. Healthcare Programming

The demand for healthcare professionals has increased the need for life science classes, and new space may be needed for the sciences over the next few years. The statewide transfer pathways in Exercise Science and Public Health, both growing fields, may also contribute to the need for more life science classes as well as space in the Health and Wellness Center. MCC is also exploring a Medical Lab Technician program, in partnership with Trinity Health that could involve facility needs such as a place to house Medical Lab analyzers, a necessity of the program.

2. Medical Simulation Labs

MCC medical programs were included in the Health and Wellness Center that opened in January 2019. MCC's Medical Assistant program is housed in the Health and Wellness Center. Advanced simulation labs and conferencing spaces are outfitted to provide education and training for students in our Nursing, Respiratory Therapy, and Medical Assistant programs. We anticipate growth in

our health programs due to labor market needs.

Limited spaces for some of the clinical experiences in actual healthcare settings has increased the demand for space and technology in the Simulation Lab. Further development of health science classrooms and labs in the vicinity of the Health and Wellness Center is needed.

3. HVAC/Construction Lab

MCC is scaling back our Wind and Solar Alternative Energy certificate. The lab that is used for these specialized classes also hosts our residential electricity lab. There may be an opportunity to expand our construction offerings in this lab by adding a beginning HVAC or an electrician component to this room. This possibility will be studied by the Applied Technology department and pursued if deemed to be a good direction to pursue by local employers and educational partners.

D. Economic Development Impact of Current and Future Programs

Muskegon Community College has an important economic impact through its current operations. The most recent economic impact study by EMSI, released by MCC in 2025, put the economic activity of MCC and related impact at $249.9 million.The largest portion of MCC's impact stems from the $214.5 million that MCC alumni earn due to their education provided by the college. In addition, $33.5 million (461 jobs) can be traced to spending for MCC operations. Finally, student spending accounts for $1.9 million (37 jobs).

The study concluded that MCC graduates will earn $7.30 in future income for every $1 they invested in their MCC education. For every dollar of state and local tax revenue that supported MCC, taxpayers receive a benefit of $1.50 in the reduced costs to society associated with college students and the added tax revenue from those students' higher earnings.

III. Staffing and Enrollment

A. MCC has many classes available online and at several satellite locations. The primary location for each program is in the table below, but it is common for students to take a combination of on-campus, online, and off-campus classes.

Enrollment by Selected Program, Fall 2025

Academic Program Area (Un-DuplicatedHead Count)	Total Students	Programs Accessed
Accounting/Office Management	46	Main campus
Agriculture	16	Main campus
Associate in Sciences and Arts	1,364	Main campus, satellite centers, online
Automotive Technology	45	Main campus
Broadcasting & Multimedia and Performance Tech	18	Main campus
Computer Aided Draft-Design	32	Sturrus Technology Ctr
Computer Networking Technology	43	Main campus
Criminal Justice	87	Main campus
Early Childhood Education	90	Main campus, online
Electronics Technology	61	Sturrus Technology Ctr
Graphic Design	63	Main campus
Healthcare Science	471	Main campus
Industrial/Manufacturing Technology	74	Sturrus Technology Ctr
Machining Technology	63	Sturrus Technology Ctr
Management/Marketing	69	Main campus
Medical Office Programs	34	Main campus
Nursing	164	Main campus, clinical locations
Respiratory Therapy	55	Main campus, clinical locations
Guest students (Consortium, College and High school)	1,243	Main campus, satellite centers, online

B. Enrollment has experienced a modest increase over the last five years.

Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
3878	3,446	3,842	3,932	4,026

MCC's fall 2025 enrollment was 4,026 total students. There were 2,339 in-district students and 1,677 out-of-district students, and 10 out-of-state or international students. New students to MCC numbered 1,630, which was a 2% increase from fall 2024. Approximately 29% of the fall 2025 term students attended full-time (12 or more credits).

C. Enrollment will likely be relatively flat over the next five years.

Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030
4,149	4,149	4,149	4,149	4,149

With low unemployment rates and the shrinking population of high school graduates impacting enrollment at most community colleges across the State and country, MCC's Fall 2026 enrollment as of October 2026 increased about 3.1 percent from Fall 2025 (assuming the number of direct credit sections submitted by high schools will remain the same) and recovered to the Fall 2018 level. This is consistent with the current enrollment trends experienced by most other Michigan community colleges during the past year. With these external factors currently impacting community college enrollment, we are not certain what to expect but are anticipating enrollment to remain steady during the next few years.

There are many initiatives underway that will support MCC's enrollment in the coming years and help the College offset the external factors leading to declining enrollment. The objectives of the 2026-2029 Strategic Plan's Access and Completion focus areas have identified many tactics to increase our student numbers as well as improve retention and completion. These objectives include 1) Enhance access to early student support by implementing a proactive outreach process by Summer 2027, 2) Increase enrollment from selected zip codes in the Muskegon area that are less proportionately represented at MCC from 12 students per 1,000 residents in the 2024-2025 academic year to 18 students in 2028-2029, 3) Increase the graduation rate for fall first-time, full-time students from 30% of students that entered in fall 2025 semester to 35% of students entering in fall 2026, 4) Increase the percentage of students who earn a C or better in 100% of their attempted credits from 54% in the 2024-2025 academic year to 58% by the end of summer 2029. There are action plans assigned to each of these strategic objectives that will be implemented over the three-year plan period.

Beginning with the Fall 2025 semester, the College added two new sports to its athletic programs: women's wrestling and men's volleyball. With these additions, MCC now offers a total of 18 collegiate sports reinforcing its position as the community college with the most athletic programs in the state.

MCC also developed more well-rounded course offerings during the COVID-19 pandemic and now offers a more diverse selection of delivery methods to support enrollment with both traditional college students as well as working adult students. MCC is adding many seven and eight-week courses which allow students to start mid-semester.

In addition, new initiatives at the State and regional levels have positively impacted MCC's enrollment by providing new funding sources for students. These initiatives include a new Michigan Achievement Scholarship which started with the high school class of 2023; a new Community College Guarantee started with the class of 2024; an expansion of the age requirement for the Michigan Reconnect tuition assistance program; and recent expansions in eligibility criteria for local Promise Zone scholarships. These programs continue to positively impact enrollment trends.

D. The instruction FTE staff/FTE student ratio is 1/19.0 and the administrative FTE staff/FTE student ratio is 1/25 as of fall 2025.

E. In the fall of 2025, there were 86 full-time faculty, including 6 counselors, 1 faculty coordinator of the Center for Teaching & Learning, and 1 librarian, and 194 adjunct instructors teaching for the college.

Overall, staffing needs are projected to remain constant over the next five years. New staff and faculty are hired to fill vacancies, to begin a new program, or to add faculty to a growing program.

F. The average class size for the 2025-26 academic year was 18.1 students /class. It is expected this class size will remain unchanged.

IV. Facility Assessment

A professionally developed comprehensive facilities assessment was performed by Tower Pinkster and completed in November of 2024 as part of the 2024 Facilities Plan. The entire 2024 Facilities Plan is appended to this Comprehensive 5-Year Capital Outlay Plan. Tower Pinkster was selected in January 2024 through an RFP process to update the Facilities Plan as well as conduct a facilities condition and ADA assessment.

A. A summary description of each facility (administrative, classroom, biology, hospital, etc.) can be found in the Appendix under section 6.1 of the 2024 Facilities Plan.

B. Building and classroom utilization rates can be found in the Section 03 Campus Planning – Existing Utilization of the 2024 Facilities Plan as

well as in the Appendix in section 6.3 Utilization Maps.

C. Mandated facility requirements for programs that require them would be met.

D. The Appendix section 6.1 of the 2024 Facilities Plan describes the functionality ofexisting structures and space allocation to program areas served.

E. The replacement value of existing facilities is based on the insured value of the structure.

Building/Structure	Year Occupied	Gross Square Feet	Replacement Value
Main Building	1967	231,055	91,740,000
Art & Music Building	1967	41,957	17,740,000
Bartels-Rode Gymnasium	1968	19,782	7,150,000
Health & Wellness Center	2018	52,347	14,920,000
JL Stevenson Center	1995	112,000	41,310,000
Creative Performing Arts (OBT)	1969	6,954	1,450,000
Automotive/Grounds	1972	13,116	2,300,000
Golf Course Pro Shop	1972	719	139,000
Golf Course Maintenance	1972	2,400	255,000
Golf Course Pump House	1998	1,250	233,000
Library	2006	42,000	17,280,000
Life Science Center	2015	17,680	7,150,000
Observatory	2000	484	98,500
Sturrus Technology Center	2017	104,943	44,910,000
Sturrus Technology Center storage	2017	1,700	256,000
Ottawa Center	2019	6,550	1,840,000
Totals		654,937	$248,771,500

F. Utility system condition (i.e., heating, ventilation, and air conditioning (HVAC), water and sewage, electrical, etc.) of existing facilities can be found in Appendix section 6.1 of the 2024 Facilities Plan.

G. Facility infrastructure condition (i.e., roads, bridges, parking structures,lots, etc.) can be found in the Appendix section 6.1 of the 2024 Facilities Plan.

H. The adequacy of existing utilities and infrastructure systems to current and 5-year projected programmatic needs is described in the Appendix section 6 and 6.1 of the 2024 Facilities Plan.

I. MCC conducted a campus wide Siemens energy audit in 2011 and implemented an energy plan in 2012 that included controls and lighting energy improvements.

From 2021 – 2023, MCC completed a Higher Education Emergency Relief Fund (HEERF) Grant funded Direct Digital Control upgrade project that resulted in the following improvements to the system:

1) Upgraded approximately 700 unitary devices with sensors and controllers.
2) Documented and resolved outside air damper deficiencies.
3) Replaced all heating and cooling water actuators on secondary Equipment.
4) Replaced approximately 70% of primary air handler valves.
5) Replaced Java Application Control Engine with Building Automation and Control net routers, increasing network speed
6) Eliminated a physical workstation, as the system supervisor is housed on a virtual server maintained by MCC IT staff.

The building management system upgrade completed in 2023 successfully addressed the need to monitor CO2 in relationship to Indoor Air Quality (IAQ) as well as manage energy consumption in the most responsible way possible. The retro commissioning process was the key to identifying preexisting mechanical deficiencies that would contribute to lower IAQ throughout the building. The College now has an up to date fully functional building management system that will help manage building performance and routine maintenance.

Information gathered from continued system monitoring will allow MCC to plan for future equipment deferred maintenance and funding needs.

After the 2023 controls and Building Management System upgrade, MCC expanded the project in 2025. The College moved the platform to a secure, cloud-based environment. This modernized the system's infrastructure and enabled real-time data analytics, remote access, and predictive maintenance. Cloud migration improves energy monitoring, allows for integration with future smart-building technologies and reduces on-site

server needs. Using these new capabilities, MCC can better track energy trends, improve response, and align facility data with sustainability goals.

J. The 2024 Facility Plan Section 6 describes land owned by Muskegon Community College and determinations on which capital projects could be carried out on land currently owned by the institution.

K. On December 1, 2009, MCC entered into a lease with the State of Michigan and the State Building Authority for Phase II of the Student One Stop Center.On August 1, 2016, MCC entered a lease with the State of Michigan and the State of Michigan Building Authority for the Life Science Center. On July 1, 2019, MCC entered a lease with the State of Michigan and State of Michigan Building Authority for the Health and Wellness Center. All the leases with the State continue for a period not to exceed 35 years from the date of the agreement.

Muskegon Community College Facilities Plan
https://www.muskegoncc.edu/mcc-facilities-plan/

V. Implementation Plan

A. Prioritized major capital projects requested from the State

Arts and Humanities Renovation – Theater

This project will continue and complete the renovation of existing spaces to allow programs in the Arts & Humanities to be transformational for students and open to every member of the community. The newly renovated spaces will allow students and members of the community to have more and better facilities. In 2018-19, the college extensively renovated the former applied technology building, a separate facility on the main campus, transforming it into the Art and Music Building. Minor renovations were made to the over 50-year-old theater space in the Frauenthal Foundation Arts Center, but much work remains to modernize the theater. The previously estimated project cost was $3,200,000. A separate Capital Outlay Major Project Request was submitted with our FY2023 Plan and was not funded. We did not resubmit this project request with our FY2024, FY2025, FY2026 or FY2027 Plan. Our 2024 Facilities Plan provided an updated cost estimate of $5,652,000 for renovations and a new addition that primarily focuses on improving accessibility and functionality of the theater. As a follow up to the 2024 Facilities Plan, the College contracted with an architect and engineering firm to work with internal staff to develop new design concepts for the theater which have increased the cost estimate to between $8-$9 million. While it remains to be a high-priority project, the College needs to solidify the sources of funding for the current 50% local match requirement which includes fundraising as well a possible second attempt at a millage restoration ballot

proposal.

B. Deferred Maintenance

The institution's current deferred maintenance backlog is estimated to consist of projects totaling over $20,067,000. This backlog is not expected to have an immediate programmatic impact and is expected to be dealt with over the next ten years. Estimated Project Cost: $20,067,000.

C. Status of ongoing projects financed by the State building authority and how completion coincides with the overall five-year Capital Outlay Plan

As described above, the Health and Wellness Center was financed by the State Building Authority and was opened for classes in January 2019.

D. Identify, to the extent possible, a rate of return on planned expenditures, express as operational savings

The College entered into a partnership with Trinity Health in February 2019 to lease space in the Health and Wellness Center, which provided income for operational savings. That lease expired in February 2024. The College approached other health care providers to take over that space to continue to provide that income stream that will help to cover some of the operational costs of the facility. The previous lease income was approximately $80,000 annually.

While no other providers were interested in leasing that particular space, MCC did secured a partnership for a portion of the space with a medical organization to operate a clinic for MCC's employees and their dependents. This organization collaborates with forward-thinking companies to prioritize employee health and well-being by delivering personalized, high-quality healthcare directly to the workplace for a monthly fee. They customize solutions to meet employee healthcare needs, improve wellness, and help lower healthcare costs, while also supporting recruitment and retention efforts through easily accessible primary care services. Partners with this organization typically experience an ROI of 1.5 or greater in healthcare cost savings. The clinic opened in January 2026 and operates 3 days a week for a total of 20 hours per week. It is still in its infancy stage. MCC is working with the clinic partner to find other organizations that would want to subscribe to the clinic for their employees and share in the monthly fee costs. This would allow the clinic to expand their hours and capacity with the ultimate goal of being able to provide services to MCC's students.

E. Where applicable, consider alternatives to new infrastructure such as distance education.

MCC has a robust distance education program that promotes high-quality

online and hybrid classes. The growth and development of such programs are considered when building new facilities and infrastructure. Due to the pandemic, an increased number of classes have been approved to offer online and the number of students taking online classes has increased. Although we have no plans to become an "online school," we have increased the number of degrees that students can earn entirely online. In the future, we anticipate that online offerings will remain above pre-pandemic levels and will be considered as alternatives to new infrastructure. MCC consistently considers repurposing infrastructure that no longer serves the need it was designed for, such as computer labs. MCC is using more high-flex classrooms to combine in-person and virtual students into the same class.

F. Identify a maintenance schedule for major maintenance items in excess of $1,000,000 for fiscal year 2028 through 2032.

The 2024 Facilities Plan included several large facility condition issues that should be addressed in the next 5 years. This includes a roof replacement at the downtown Sturrus Technology Center estimated to cost approximately $1,200,000. Additionally, the original HVAC systems in several of the main campus buildings built between 1967 and 1969 are recommended to be replaced as they have outlived their useful life. The estimated cost for this is approximately $11,200,000. A Facilities Plan Committee (FPC) was created from representatives across the College to review the nearly $50 million in recommendations of the 2024 Facilities Plan and identify funding sources as well as timing for budgeting purposes. The FPC will recommend each year a list of projects from the Plan as part of the annual budget to the Board for approval.

G. Identify the amount of non-routine maintenance the institution has budgeted for in the current fiscal year and relevant sources of financing.

In FY2025-2026, the institution budgeted $4,578,000 for non-routine maintenance with the general operating fund being the source of these funds. This amount included funding for upgrades to restrooms, HVAC systems, lighting, parking lots, furniture for student spaces, and various other projects from the Plan. The largest project was a chiller consolidation project that began the design phase, however the construction is scheduled to take place during FY2026-2027. The FY2026-2027 budget included an additional $800,000 for this chiller project for a total estimated budget cost of $3,300,000. The College did not budget any other significant non-routine maintenance in the current fiscal year. MCC asked the voters on August 4, 2026 to approve a millage restoration proposal that would bring the total operating millage rate back to the 2.4 mills originally approved by the voters in 1993. If approved the additional property tax revenues of approximately

$2.1 million annually would have been used to pay the debt service on bonds to be issued to complete some of the non-routine maintenance items identified in the Facilities Plan. The proposal was not approved by the voters by a margin of 3.2%. The College is reviewing the election results and considering future opportunities to seek voter support for additional millage funding to address these important campus improvements.

Facilities Plan Budget Summary

	Comments	Facilities Plan Estimated Cost	2026	2027-2035 Revised Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	Facilities Plan Page
ADA Upgrades														
Rooms 1076 and 1010		800,000		800,000						400,000	400,000			38-40
1st Floor Door Renovations		540,000		540,000			180,000	180,000	180,000					38-40
Rooms 1058 and 1060 restrooms		240,000		240,000		240,000								38-40
Rooms 2106 and 2002 restrooms		310,000		310,000			310,000							38-40
Rooms 2062 and 2064 restrooms	Not included in original summary			240,000		240,000								38-40
Rooms 2090 and 2012		800,000		800,000								400,000	400,000	38-40
2nd floor door renovations		405,000		405,000				135,000	135,000	135,000				38-40
Rooms 2058 and 2038 restrooms		470,000		470,000					470,000					38-40
3rd floor door renovations		315,000		315,000							112,500	112,500	90,000	38-40
Rooms 3066 and 3064 restrooms		240,000		240,000		240,000								38-40
Rooms 3046 and 3054 restrooms		150,000		150,000				150,000						38-40
		4,270,000	-	4,510,000	-	720,000	490,000	465,000	785,000	535,000	512,500	512,500	490,000	
Improvements includes some ADA upgrades														
Overbrook Theater renovation		5,652,000	50,000	5,602,000			5,602,000							41
Jayhawk Café finish upgrades	Researching alternative solutions	864,000		200,000	200,000									29
New lobby experience renovation		1,366,200		1,366,200	200,000	1,166,200								27-28
Student collaboration areas new furniture		96,000		96,000	96,000									27-28
Gerber Lounge renovation		942,200		942,200		942,200								27-28
Collegiate Hall finish upgrades		1,072,500		1,072,500				1,072,500						29
Golf Course new clubhouse and infrastructure		660,000		660,000					660,000					35, 1 of FCA
Student Services/One-Stop renovation		4,727,000		4,727,000		4,727,000								27-28
Student study and incubator space 2nd floor Library	Changed scope of project	1,187,500	100,000	-										29
Blue and Gold room finish upgrades		258,500		258,500			258,500							29
Administration renovation and new board room		510,000		510,000						510,000				29
New door keycard access on 3rd floor		21,000	21,000	-										29
Golf Course parking lot		1,060,000		1,060,000					1,060,000					35
BR Gym locker room addition	Researching alternative solutions	8,716,500		-										30-33
		27,133,400	171,000	16,494,400	496,000	6,835,400	5,860,500	1,072,500	1,720,000	510,000	-	-	-	
Total of ADA Upgrades and Campus Improvements		31,403,400												Facilities Condition Assessment
Facility Condition Assessment Projects		Total	2026	Revised Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	Page
Life Science Center														
Lab Stations	Have the accessibility, do not need	39,600		-										55
HVAC		86,500		86,500			86,500							59
		126,100	-	86,500	-	-	86,500	-	-	-	-	-	-	
Grand Haven														
Roof gutters		25,500	25,500	-										68
Replace Folding Partition		35,000		35,000				35,000						?
Exterior walls		85,000		85,000					85,000					68
Exterior doors		26,500	26,500	-										68
HVAC		30,000		30,000						30,000				70
		202,000	52,000	150,000	-	-	-	35,000	85,000	30,000	-	-	-	
STC														
Roof		1,232,000		1,232,000		1,232,000								79
Corridor flooring		56,500		56,500		56,500								80
HVAC		225,000		225,000			225,000							82
Parking Lot Clay St. - crack seal		49,500		49,500		49,500								145
Parking Lot Clay St. - widen entrance drives		71,000		71,000		71,000								145
Parking Lot Clay St. - replace root damage and island		34,000		34,000		34,000								145
Parking Lot Clay St.- remove walk and put in ramp		6,000		6,000		6,000								145
Sturrus Parking Lot - crack seal		17,500		17,500		17,500								145
Sturrus Parking Lot - remove sidewalk and curb add ramp		12,600		12,600				12,600						145
Sturrus Parking Lot - install parking bumpers along west sidewalk		3,500		3,500				3,500						145
Storage roof gutters		13,150	13,150	-										74
Storage doors		31,000	31,000	-										74

Facilities Plan Budget Summary

	Comments	Facilities Plan Estimated Cost	2026	2027-2035 Revised Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	Facilities Plan Page
		1,751,750	44,150	1,707,600	-	1,466,500	225,000	16,100	-	-	-	-	-	
Golf Course														
Replace irrigation		635,000		635,000						635,000				142
		635,000	-	635,000	-	-	-	-	-	635,000	-	-	-	
Kraft Alumni House														
Demolition	Completed with State safety funds	16,200		-										22
		16,200	-	-	-	-								
BR Gym														
Roof framing		30,000		30,000		30,000								27
Fire protection		150,000		150,000		150,000								28
Elevator		350,000		350,000		350,000								27
HVAC		1,311,000		1,311,000		1,311,000								29-31
Lighting		221,500		221,500		221,500								33
		2,062,500	-	2,062,500	-	2,062,500								
Automotive Building														
Roof gutters		29,250	29,250	-										35
HVAC		66,500		66,500				66,500						37
		95,750	29,250	66,500	-	-	-	66,500	-	-	-	-	-	
Art & Music Building (Boiler servicing Stevenson Center and portion of Main)														
HVAC		1,480,000		1,480,000		1,480,000								47-48
		1,480,000	-	1,480,000	-	1,480,000	-	-	-	-	-	-	-	
Stevenson Center														
Lighting		119,000	119,000	-										92
		119,000	119,000	-	-	-	-	-	-	-	-	-	-	
Overbrook Theater														
HVAC/Chiller Consolidation Project		1,474,750	489,637	2,810,363	2,810,363									97-98
HVAC cooling pumps and piping		631,000		631,000		631,000								97
Plumbing		90,750		90,750		90,750								98-99
		2,196,500	489,637	3,532,113	2,810,363	721,750	-	-	-	-	-	-	-	
Library														
HVAC		80,000		80,000		80,000								103
HVAC air handling/ventilation		220,000		220,000		220,000								104
		300,000	-	300,000	-	300,000								
Main Building														
Replacing windows		232,700		232,700		232,700								108
Replacing doors		299,250		299,250			299,250							108
Gutters and downspouts		9,800	9,800	-										108
Snowguards		5,800	5,800	-										108
1st Floor heating pumps and piping		20,000		20,000		20,000								110
1st Floor coolingpumps and piping		53,500		53,500		53,500								110
1st Floor air handling/ventilation		4,000,000		4,000,000		4,000,000								110
1st Floor air handling/ventilation		80,000		80,000		80,000								110
1st Floor air handling/ventilation		930,000		930,000		930,000								110
1st Floor room level terminal equipment		400,000		400,000		400,000								110
1st Floor room level terminal equipment		125,000		125,000		125,000								111
1st Floor interior lighting		645,000		645,000		645,000								112
1st Floor emergency lighting		55,000		55,000		55,000								112
1st Floor lighting controls		125,000		125,000		125,000								112
		6,981,050	15,600	6,965,450	-	6,666,200	299,250	-	-	-	-	-	-	
Main Building Site														
Sidewalks		10,500		10,500		10,500								137
Sidewalks		23,000		23,000		23,000								137
Barrier free ramp	Cost estimate correction	3,150	12,600	-										137
Parking lots				-										
North 1 - crack sealant and striping	Updated cost estimate for full mill	90,000		230,000		230,000								137
North 1 - parking islands	Do not do	120,000		-										137
North 1 - replace curb		1,440		1,440		1,440								137
North 1 - signage allowance		17,550		17,550		17,550								137
North 2 - crack sealant and striping	Updated cost estimate for full mill	55,500		205,000		205,000								137
North 3 - crack sealant and striping	Assumed full mill cost	66,000		-										137
South 1 - crack sealant and striping		46,500		46,500		46,500								138

Facilities Plan Budget Summary

	Comments	Facilities Plan Estimated Cost	2026	2027-2035 Revised Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	Facilities Plan Page
South 1 - asphalt removal and topsoil	Assumed full mill cost	13,500		-										138
South 1 - entrance pavement	Assumed full mill cost	11,500		-										138
South 2 - crack sealant and striping		119,500		119,500		119,500								138
South 2 - widen south entrance		13,000		13,000		13,000								138
South 2 - repave portion		118,000		118,000		118,000								138
Main 1 - crack sealant and striping	Assumed full mill cost	75,000		-										138
Main 2 - crack sealant and striping	Assumed full mill cost	128,000		-										138
Main 2 - full mill and fill	Updated cost estimate for full mill	370,500	290,000	-										138
Main 3 - crack sealant and striping	Assumed full mill cost	134,500		-										138
Main 3 - full mill and fill	Updated cost estimate for full mill	389,500	300,000	-										138
Automotive - reconstruct and drainage improvements		125,500		125,500			125,500							138
Art & Music - crack sealant and striping		17,000		17,000			17,000							138
Art & Music - replace curb and pavement		48,000	48,000	-										138
Bookstore - crack sealant and striping	Assumed full mill cost	13,000		-										138
Bookstore - full mill and fill	Assumed full mill cost	43,000		-										138
South Entrance Drive - replace stop sign and one way sign		2,900	2,900	-										138
South Entrance Drive - replace curb		640	640	-										138
Main Entrance - replace entrance pavement	Assumed full mill cost	32,500		-										138
North East Entrance - replace entrance pavement	Assumed full mill cost	38,500		-										138
Athletic fields - resurface tennis courts, replace top dressings on ballfields		455,000		455,000			455,000							138
		2,582,680	654,140	1,381,990	-	784,490	597,500	-	-	-	-	-	-	
Total of Facility Condition Assessment Projects - Revised		19,771,430	1,403,777	18,367,653	2,810,363	13,481,440	1,208,250	117,600	85,000	665,000	-	-	-	
Grand Total - Revised		40,946,830	1,574,777	39,372,053	3,306,363	21,036,840	7,558,750	1,655,100	2,590,000	1,710,000	512,500	512,500	490,000	

		Year 1	Years 2-4	Years 5-10
Original	18,548,530	7,466,580	9,983,950	1,098,000
Grand Total	49,951,930			