

Facilities Master Plan Summary 2019

BREVARD COLLEGE BREVARD, NORTH CAROLINA





The Brevard College experience begins with our campus community and the educational setting we create for our students. Our college was founded to be the "school of opportunity in the mountains" for students attracted to active, engaged learning inside and outside the classroom.

Research, metrics, and 3D puzzle play from our students, faculty and staff, Board of Trustees, and our Alumni Association Board were used to create the updated Facilities Master Plan. With Brevard College's mission and values in mind, the updated plan creates new possibilities for personal growth and inspiration for our students by addressing the value of place in experiential education.

Brevard College's facilities need to allow for growth of our experiential curriculum through academic initiatives and an opportunity to increase our retention to better serve our students' academic and residential needs.

The Board of Trustees approved the updated Facilities Master Plan at the winter meeting in February 2019. The pages of this plan outline Brevard College's bold commitment to student success by delivering a campus master plan reflective of our beautiful location, the nature of experiential learning, and the need to invest in our infrastructure to deliver our brand promise.

I wish to thank the members of the 2018-2019 Ad Hoc committee and the Board of Trustees for their engagement and insight. I am grateful for their commitment and participation in this process. I also wish to express appreciation to the Credo team of architects, campus planners, and designers who facilitated the master plan process and developed this plan so that we can continue to move forward.

My life's mission has been to empower people to succeed through education. The campus community will work to ensure that Brevard College stays relevant for all those students who need, deserve, and benefit from the highly personalized education offered here. It is my sincere hope that the Facilities Master Plan will not only set the scene for our future growth and development, but also help clearly define a path to success for our current and future students.

Sincerely,

David C. Joyce President

BREVARD COLLEGE BREVARD, NORTH CAROLINA

3D FACILITIES MASTER PLAN



1 Existing Buildings

- Porter Center for Performing Arts
- Moore Science Complex
- Bill's Boiler House
- **Guest House**
- President's House
- Stanback Residence Hall
- The Commons Apartments
- Staff/faculty Housing



Renovated Buildings

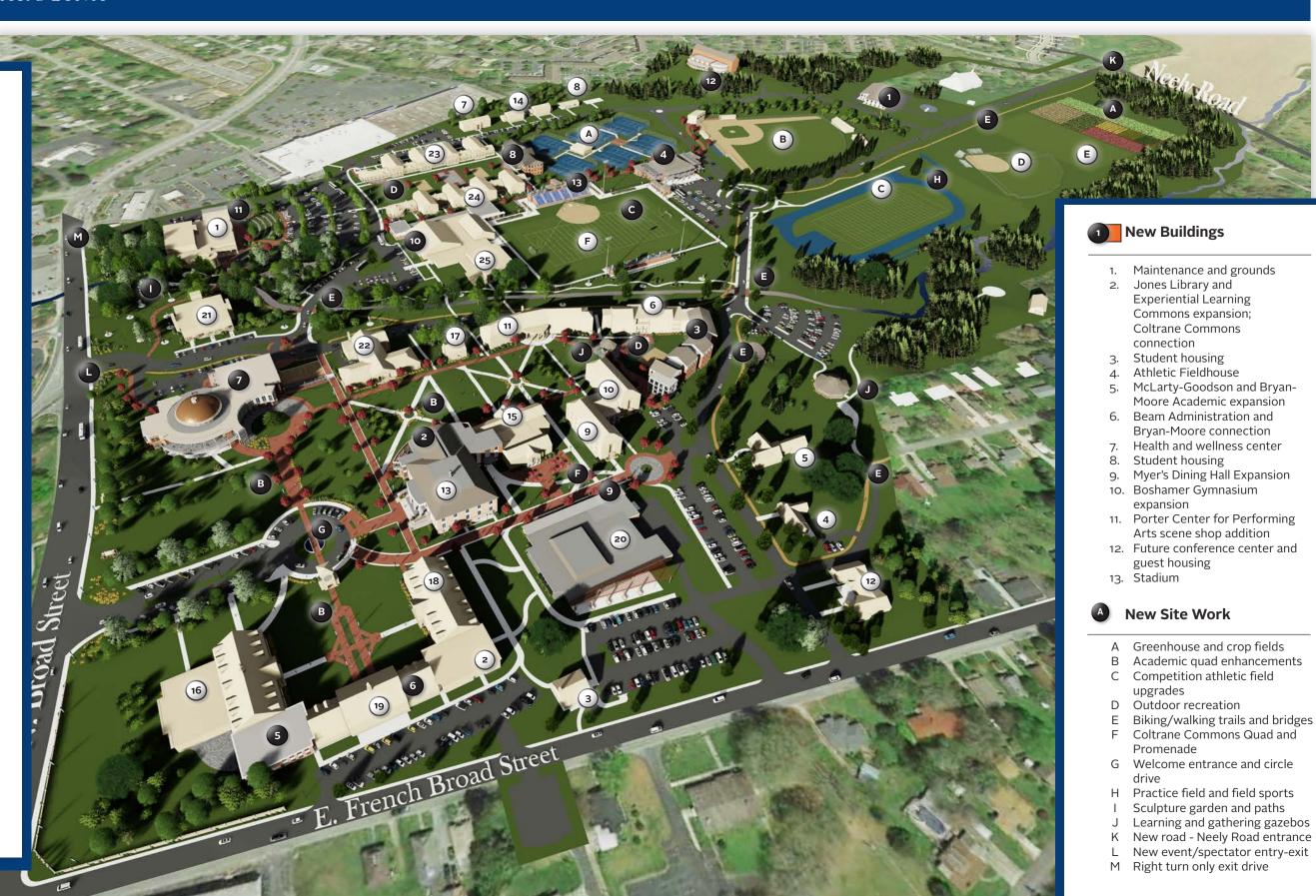
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- 13. J.A. Jones Library and **Experiential Learning** Commons
- 14. Student Housing Duplexes
- 15. Coltrane Commons
- 16. McLarty-Goodson Academic Building
- 17. Stamey Hall
- 18. Bryan-Moore Science Hall
- 19. Beam Administration Building
- 20. Myer's Dining Hall
- 21. Sims Art Center
- 22. Dunham Music Center and Ingram Auditorium
- 23. North Village Residence Hall
- 24. South Village Residence Hall
- 25. Boshamer Gymnasium



Existing Site

- McCoy Tennis complex
- Gil Coan Baseball Field and Press Box
- Frank Patton Track and Field
- Softball grass field
- Practice field
- Ives-Lemel Family Athletic Field





Guidance for the Facilities Master Plan

Brevard College is committed to an experiential liberal arts education that encourages personal growth and inspires artistic, intellectual, and social action.

The Brevard community aspires to live this mission in all we do, everywhere. Our capacity to live our mission is grounded in the natural and built environment we call Brevard College. Because we as a community share the very human desire for place-making, we value this process of planning for the future of this place. And because so much of **who we are** is deeply embedded in **where we are**, we understand that our identity depends on it.

Like the Brevard approach to learning, our facilities master plan arises from knowledge, reflection, conceptualization, and action around the following goals:

- a campus that reflects the Brevard story;
- best use of existing assets through strategic upgrades and
- a campus that affirms Brevard as the right choice for new and returning students:
- campus transformation that supports growth and sustainability.

"Education is not preparation for life; education is life itself."

John Dewey

Ideally, the buildings and grounds that constitute the Brevard College campus work together to create a desired and intentional learning experience. Our facilities plan should tell a story so that we can actualize those desires and intentions. The story's plot - what we do - lies in the actions we undertake. More important, though, there must be an underlying purpose - why we do what we do - that makes our story of campus transformation worth telling. Our planning work derived from three themes: setting our scenes, affirming why we're here, and improving what we have.

Setting our Scenes

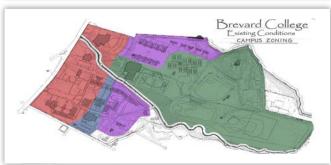
Higher education planners often followed rather traditional organizing principles based on rectangular grids and distinctive functional zones: take classes in an academic zone, dine and hang out in the student life area, sleep in a residential precinct, and play where the gym and fields are. Those principles are apparent at Brevard.

Given our beautiful natural location and educational philosophy, those formal organizing principles reveal

Second, we believe that engagement critical for learning must occur everywhere, not in neatly defined zones for segregated student activities. Our most valuable experiences are integrated, cross-pollinating, and spontaneously arising in inviting and surprising locations.

two inaccurate assumptions about life at Brevard, First. movement on our campus - and in the mountains around us - is not conveniently linear, as is powerfully illustrated by the meandering King Creek. Our most valuable experiences are irregular, interrupted, organic, and often occur with no end in sight and no sidewalk to guide them.





Rectangular grid systems (top) and distinct functional zones (bottom) can impact academic and social integration.



One goal is to make the campus arrival more rewarding.

Our facilities master plan includes extensive site work, selected demolition, and careful placement of new structures aimed at better reflecting our mission and our unique approach to learning what we value most. We are primarily focused on developing three scenes or action settings, each highlighted in a core location and then duplicated in small scale across campus: discovering and rediscovering Brevard, integrated experiential learning opportunities, and embedded health and wellness.

Affirming Why We're Here

Our identity as Brevard College should be reflected in the **character of the campus**. In turn, campus character should affirm our students' choice to be here, create and maintain the feeling that "this is where I am meant to be," make meaningful engagement hard to avoid, and provide a foundation for lifelong learning and connections.

Our facilities master plan identifies several strategies:

- Ensure that the arrival on campus rewards anticipation and rapidly immerses prospective students and other guests in life at Brevard.
- Bring the outdoors to the campus in a variety of "micro-environments"- formal and informal gathering, activity, and learning-leading-living
- Create inviting and interesting indoor learning spaces that reflect the different styles of learning required today, including more adaptable, collaborative, and "coached handson" experiences.
- Better represent in space and place Brevard's embrace of a wellness mindset and lifestyle ranging from prominent walking and biking paths to competitive intercollegiate athletic facilities.

Improving What We Have

Responsible stewardship of our resources and meeting opportunities for growth requires **knowing our capacity** and conceptualizing how to best use what we have. That begins with examining where we are under- or over-utilizing existing spaces. It includes ensuring we have the right people in the right places. It also means understanding the return on investment of basic maintenance, upgrades, expansions, or demolition. Finally, effective stewardship must occur in the context of campus-wide planning.



Guidance for Planning

Table 1. Planning projections for enrollment and housing.

	Fall 2018	Projected Fall 2027	Change # (%)
Traditional Undergraduate FTE	703	1,000	+297 (42%)
Residents (occupancy)	555	850¹	+295 (53%)
Beds (capacity)	717	885²	+168 (23%)

¹Projected residents are based on a desired level of 85% of traditional undergraduates living on campus.

²Total number of beds assumes actual occupancy of 94% leaving 6% available for reassignment.

Increasing projected residency to 95% (950 students) can be attained over time based on the availability of local rental properties and a total of 1,007 beds.









Another goal is for our campus landscape to reflect our setting.

The Brevard College Facilities Master plan is based on the number of students we want to have, the percentage of those students living on campus, the programs of study might pursue, and the interests and aspirations they bring or we create. For planning purposes, we want to understand the capacity needs for 1,000 **undergraduate FTEs**, an increase of about 300 students or 42% above 2018 enrollment.

Brevard will remain a residential college. Our plans call for an even greater percentage of traditional undergraduate students living on campus, increasing from 80% to 85%. Residence life plans generally assume that 5-6% of beds will remain unoccupied to provide flexibility in reassigning rooms.

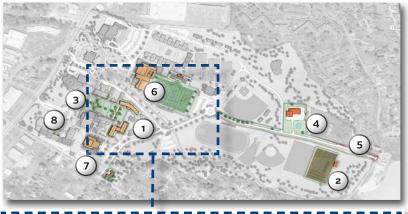
Rather than add new programs, Brevard will focus on building our existing academic strengths, including the use of consortiums, online, and 3+2 or 4+1 undergraduate/graduate strategies. Opportunities being reviewed include homeland security/criminal justice and an MBA in sustainable leadership; requirements for new academic space are minimal.

Instead, we believe our major emphasis must be on developing spaces that highlight what we do that should be most compelling: experiential-academic-cocurricular integration. This includes programs like health and wellness, Wilderness Leadership and Experiential Education, and Agricultural Education, and in broader thrusts like experiential learning, student organizations, and academic clubs. It also requires academic spaces that both promote and support a variety of styles of teaching and learning.

We also want to ensure that our campus reflects activity in our beautiful setting: our love for the outdoors and our enjoyment in being together as a community. More landscaping, better paths, more nodes for interacting and gathering, better lighting, more event and spectator spaces, less parking, and fewer streets in the center of campus are all components of this effort.

Finally, our plan only makes a difference if we take action. The Brevard College Facilities Master Plan identifies our priorities, the steps necessary for achieving them, and how we manage those moves while meeting the other demands of a small private college. Phasing projects is a matter of balancing priorities, potential funding sources, complexity of planning and design, and identifying when projects are contingent upon one another - that is, when we can't begin one without completing another first.

Foundational Projects (years 0-2)







Rendering of the stadium across the press box (top) and from the visitors' bleachers (bottom).

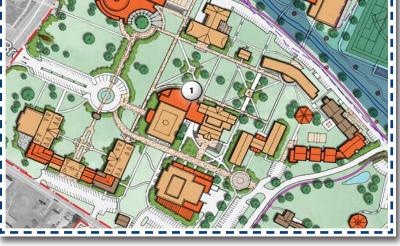
The following foundational projects comprise both priorities and steps necessary to pave the way for future endeavors.

- 1. One of our highest priorities is upgrading student residence halls, beginning with student rooms in West and East Beam and Jones Halls. Additional work includes replacing furniture in common spaces, replacing some windows and lighting, and adding air conditioning.
- By constructing a new greenhouse and adding crop demonstration fields on the east side of campus beyond the athletic fields, we will create an experiential site for agricultural education and free space for a future outdoor learning lab.
- Our plan highlights several activity and view corridors in the campus core with better paths, site amenities, and landscaping. One of those focuses on "discovering and rediscovering" Brevard's student life opportunities and includes, in part, the area bounded by Jones and Dunham to the west and Stanback and Beam to the east.
- A new maintenance and grounds facility will be located on the east side of campus past the baseball field. In addition to offices, shops, equipment, and indoor and outdoor storage, the facility will include temperature controlled space for seldom accessed library materials.
- A new road will connect Neely Road (on Brevard's eastern border) with Kings Creek Loop with a roundabout. Gravel parking along each side will accommodate athletic event parking and a college-town bike path will be built on the south side.
- One of the most significant projects in this phase is aimed at creating visible activity, community excitement, and enhanced facilities for student athletes. This includes expanding the field for football, adding support space and new bleachers, and upgrading and expanding restrooms in adjoining Boshamer Gym.
- Additional plans include minor upgrades to Alumni House and kitchen and equipment upgrades in Myer's Dining Hall (not shown) along with an addition to the north porch to invite student engagement.
- Closing the east and west campus road loop will allow us to begin developing a new quad.



Phase 1 (years 3-5)





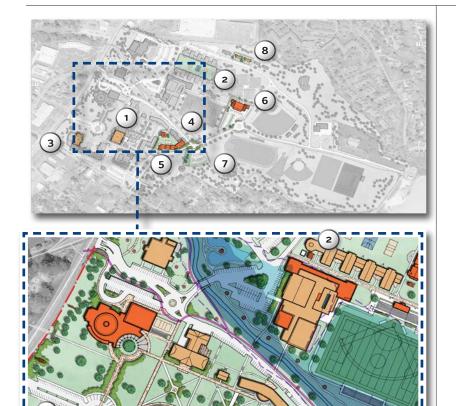


Expansion and renovation of the Jones Library and Experiential Learning Commons from the quad.

The first phase of work center around a major capital campaign project we believe highlights experiential learning for both current and prospective students. The J. A. Jones Library and Experiential Learning Commons lies at the intersection of academic and student life activity corridors. Our goal is for the building itself and the people and programs within to reflect that intersection.

- 1. An addition of approximately 32,500 square feet provides space for a student success and experiential learning center, dynamic and highly interactive study space, and indooroutdoor connectors like porches.
 - Windows facing the quad to the north allow students passing by to see activity within and students inside the building to connect to the quad and create place-based identity with views of the surrounding mountains.
 - A connection to Coltrane Commons creates more student traffic and also allows for synergy between supported learning, experiential learning, campus life, and career development.
 - The Wilderness Leadership and Experiential Education program will be housed here to highlight this awardwinning experiential academic program.

Phase 2 (years 5-10)





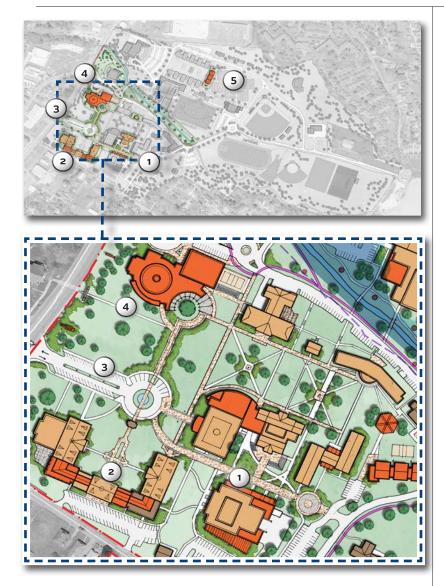
The final stage of library renovation (top) and construction of new residence halls south and east of Stanback (bottom) highlight phase 2 work.

Phase 2 projects focus primarily on the student residential experience and on much needed facilities for many of our student athletes. As in other phases, the College will continue to transform the outdoor environment to remind students, faculty, staff, and guests where we are and how that location shapes the Brevard landscape.

- 1. Renovation of the Jones Library/Experiential Learning Commons is completed by constructing a new front porch entry, enclosing the existing porch area for usable interior space, upgrading windows and the exterior, and renovating offices, collection areas, and study spaces.
- One of our goals is creating outdoor gathering, recreation, and other activity spots in all of our residential communities. This begins in the Village quad.
- We will gain about 7,800 square feet of academic space (offices, labs, and third spaces) by adding dormers and finishing the attic of the McLarty-Goodson Building.
- New walkways, bridges, and bike paths connect the campus across Kings Creek and better link the campus to the town.
- About 130 beds of new communal and apartment style housing will be constructed south and east of Stanback Hall. Once construction is complete, outdoor recreation (sand volleyball, sport courts, etc.) and covered seat/activity spots will be added to this residential community.
- 6. A new athletic field house will support football, cross-country, and track and field team locker rooms, coaches' offices, and equipment storage along with visiting team locker rooms.
- 7. To support new housing, 90 new parking spaces will be created on the site of the football barn and maintenance shed.
- Construction of the new field house allows existing athletic offices in the duplexes to be converted to student housing.



Phase 3 (years 10-15)





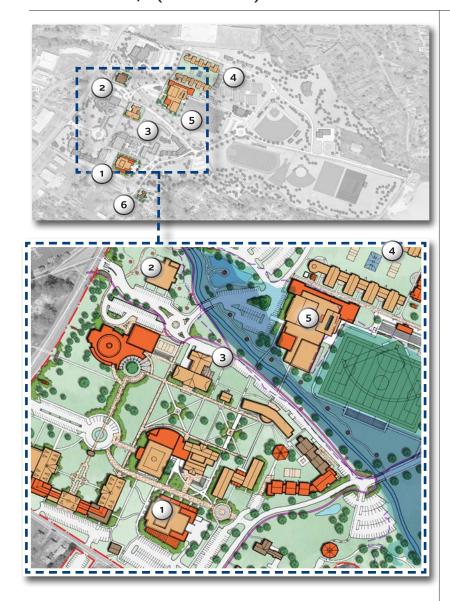


The new entry and the health and wellness center anchor the campustown streetscape.

Phase 3 work primarily focuses on the College's front door, academic quad, and improving the connections among major student centers: the library, commons, and dining hall to create a more integrated common experience.

- 1. Coltrane Hall requires a complete renovation to create a contemporary student center. That work will also include creating a courtyard with a new plaza, walkway, seating/event area, lighting, and landscaping. At the same time, East and West Campus Drives will be converted to a pedestrian
- To provide a more diverse and updated student learning and service environment, our primary academic and administrative facilities - McLarty-Goodson, Beam, and Bryan-Moore - will be renovated and connected. In Bryan-Moore, this work entails completely updating and expanding our science labs, support spaces, offices, and utilities. Remodeling Beam will allow us to create more seamless student transactions: paying bills, handling financial aid, addressing registration and records questions.
- 3. The guest arrival experience will become much more inviting and exciting with new signs, landscaping circle drive and new walkways, and better guest parking.
- 4. The major project in this phase creates a focal point for our emphasis on health and wellness. A fitness center, auxiliary gym, and climbing wall are visible activity zones, service learning and WLEE bring a tie to experiential learning, and health and counseling are anchor programs in health education and services.
- 5. Our goals for students living on campus are met with a new 80-bed unit of apartment and suitestyle housing on the east end of the Villages. The Villages will also be more intentionally linked to events at the stadium with event day walkways, fire pits, and patios.
- 6. Ongoing campus character development includes additional pathways, bridges, art and sculpture gardens, gathering areas, and improved intersections.

Phase 4 (future)

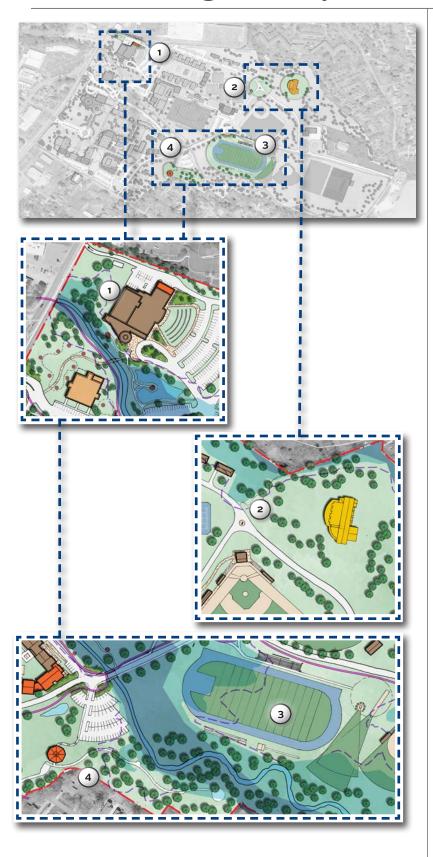


We recognize that there are a number of actions we will need to take that are beyond the scope of our current most demanding needs and strategic priorities. Some have to do with aging facilities, others with our need to respond to unplanned enrollment growth.

- 1. The Myers Dining Hall requires regular updating, but will eventually require a more substantial renovation, especially in kitchen and serving areas, infrastructure, and rest rooms. At that time, we will also create a better presence for the facility, more in character with Brevard - outdoor seating, indoor-outdoor connectedness, edible gardens, and similar features.
- Similar updating will be required in the Sims Art Center, including the building envelope, windows, utilities, and all interior spaces. This work not only makes the building more attractive and inviting, it also will become more necessary to protect and preserve the art work within. Site development ties into other work connected to the new health and wellness center and enhancements to the areas around and across Kings Creek.
- New windows, finishes, fixtures, and a focus on acoustic improvements will be needed for Ingraham Auditorium and Dunham Hall. We will also add a small outdoor performance venue and classroom.
- Both North and South Villages will be completely renovated including mechanical and electrical systems. Exterior work includes updating porches as gathering spots and adding site amenities like hammock parks.
- 5. Pressing needs for athletic, recreation, and intramural space will be addressed with an addition and renovation of Boshamer Gym. Office and locker space will be added and the auxiliary gym (now in the health and wellness center) will be infilled to create additional office and locker space.
- 6. Relocating the alumni function will allow us to capture the Alumni House as a crime scene lab shared by our Criminal Justice program and the Brevard Police Department.



Non-Contingent Projects



The final set of projects included in our Facilities Master Plan are those that are not necessarily sequential or dependent on another project's completion. On other words, these are opportunities we can tackle when dedicated funding arises.

- Adding a scene shop to the Porter Center of Performing Arts and creating a one-way drive to make exiting performances easier.
- 2. On Ross Hill, constructing a new intersection and access drive and potential development of the area for a new president's home and/or guest housing and conference center.
- 3. Upgrading the practice fields at the track.
- Creating an "experiential tree house lab" and trail system for WLEE and science programs.

Planning Level Sequencing Overview

Now-5 Years

DO

- 1. Design and complete Beam Residence Hall renovations.
- 2. Design and complete Jones Residence Hall renovations.
- ag fields.4. Enhance campus core walkways.

Construct greenhouse and add

- 5. Construct maintenance and grounds building.
- Pave road from Neely to Kings Creek Loop; enhance walkways.
- Construct stadium enhancements and turf field expansion.
- 8. Minor remodeling of Alumni House, Gym, and Dining Hall.

PLAN

- Design expansion and renovations of Jones Library and Experiential Learning Commons
- 2. Begin pre-design work on McLarty-Goodson attic renovation.
- 3. Begin pre-design work on new student housing.
- 4. Begin pre-design work on fieldhouse.
- 5. Prepare capital campaign materials.



5-10 Years

DO

1. Complete first phase of library/experiential learning commons.

Ongoing:

create outdoor

living-learning-leading spaces that tell the Brevard story; review projects connected to revenue, enrollment, and retention.



PLAN

- t phase 1. Conduct site-civil studies required for roads, paths, roundabouts, and bridges.
 - 2. Begin design work for McLarty-Goodson and duplex renovations.
 - 3. Begin design work for new housing and fieldhouse.
 - 4. Develop plans for recreational and gathering areas at student housing.
 - Begin pre-design work and create campaign materials for renovations and expansions: Coltrane, McLarty-Goodson, Stamy, Bryan-Moore, and Beam.
 - Develop concept and campaign materials for the new health and wellness center and new housing at Villages.

10-15 Years

DO

- Complete second phase of library/experiential learning commons
- Construct new student housing.
- 3. Construct new athletic fieldhouse.
- 4. Renovate McLarty-Goodson attic space.
- Renovate duplexes for student housing.
- 1. Begin design for renovations and expansions: Coltrane, McLarty-Goodson, Stamy, Bryan-Moore, and Beam.

PLAN

- 2. Design health and wellness center.
- Design new Village housing.Construct new
- 4. Construct new walkways and roundabouts.



Project Renderings



New entry circle and Jones Llbrary and Experiential Learning Commons expansion



New health and wellness center



Ives-Lemel Family Athletic Field and Stadium



Myer's Dining Hall expansion



Major Project Scope and Cost Estimate Ranges

	PROJECT	Scope	2019 \$
	Beam Residence Hall	Renovation: Air conditioning, window replacement in one wing, limited electrical and lighting upgrades, furniture in common areas, lower level renovation to create 10-14 new rooms.	\$1.4 M - \$1.5 M
	Jones Residence Hall	Renovation: Air conditioning, selected window replacement, limited electrical and lighting upgrades, furniture in common areas, renovation to create 10-14 new rooms.	\$.95 M - \$1 M
Greenhouse and Agriculture Field		Construct greenhouse and create approximately 8 acres of teaching fields.	\$.19 M - \$.2M
FOUNDATIONAL	Maintenance and Grounds Facility	Demo existing and construct new offices, shops, equipment storage, and grounds yard. Includes conditioned space for library remote collection.	\$.95 M - \$1 M
Fo	Site, Paths, Roads	Upgrade walkways, stairs, and lighting between Dunham, Jones Library, Coltrane, Stamy, and Jones/Beam residence halls. Pave roadway from Neely Road to Kings Creek Loop Road; add lighting, landscaping, signage, and gravel shoulders for event parking.	\$1.4 M - \$1.6 M
	Small Remodel- ing Projects	Boshamer Gym toilets and roof; Alumni House roof and interior finishes upgrades; Meyer Dining Hall kitchen upgrades.	\$.58 M - \$.65 M
	Competition Ath- letic Field Expand turf field; add fencing; construct press box, toilet rooms, and concessions.		\$1.9 M - \$2 M
PHASE 1	Jones Library and Experiential Leaning Commons Code upgrade, elevator, new office and classroom layouts, western facade, 20,426 sf total renovation		\$7.9 M - \$8 M
	Jones Library and Experiential Leaning Com- mons	Enclose existing porch and add new porch; interior and exterior finish upgrades, utility system upgrades, foundation repair, high density storage for volumes.	\$4.1 M - \$5.6 M
PHASE 2	Student Housing	Construct 150 bed suite and/or apartment style housing between Stanback and East Beam with outdoor rec and gathering and 25 parking spaces.	\$8 M - \$8.6 M
	Athletic Field- house	Construct fieldhouse with locker/team rooms and offices for football, track and field, cross-country, visitors lockers, storage and laundry; walkways, 74 parking spaces, lighting.	\$8.6 M - \$9.3 M
	Renovation	McLarty-Goodson attic conversion to offices, specialized instruction and third spaces; north duplexes converted to 24 student rooms with site work.	\$1.9 M - \$2.3 M
Site, Paths, Roads		Villages recreation areas (sand volleyball, courts, fire pit, new pathways, bike wash and shelters; new pedestrian bridges and town bike path; 90 parking spaces at current maintenance barn.	\$.89 M - \$1.2 M
	TOTAL		\$38.6M - \$43.1 M

Notes on Cost Estimating

Costs estimates for campus master planning projects must be considered with great caution for a number of reasons: the depth of understanding of the project scope, materials, site conditions, etc.; the lack of certainty about actual construction dates and timelines; changes in cost and availability of materials and labor, campus needs, building codes, and other factors over time. For those reasons, only foundational and phase 1 projects are included in the estimates herein.

Regional variations are also a factor; estimates have been based on local knowledge and experiences wherever possible.

Site work is estimated at an overall cost of \$38 per square foot based on previous projects.

Residence hall construction can be estimated on a per room or a square foot basis. Cost estimates for Brevard use \$60,000 - \$65,000 per bed or about \$200 per square foot.

Construction cost estimates are also based on the different levels of complexity typical in higher education facilities: requirements for design specialists, specialty trades, extensive utility requirements, etc. The ranges used here are shown below. These estimates do not include new site development, hazardous materials cleanup, or fixtures, furnishings, and equipment.

LEVEL OF COMPLEXITY	PROJECT TYPE	LOW ESTIMATE	HIGH ESTIMATE
Нідн	Science Performance Visual arts Dining Natatorium	\$375	\$575
MID	Library Learning commons Maker space Academic Recreation Athletic	\$250	\$500
Low	Office Residence hall Meeting/conference	\$175	\$350



BREVARD COLLEGE BREVARD, NORTH CAROLINA

2D FACILITIES MASTER PLAN



Existing Buildings

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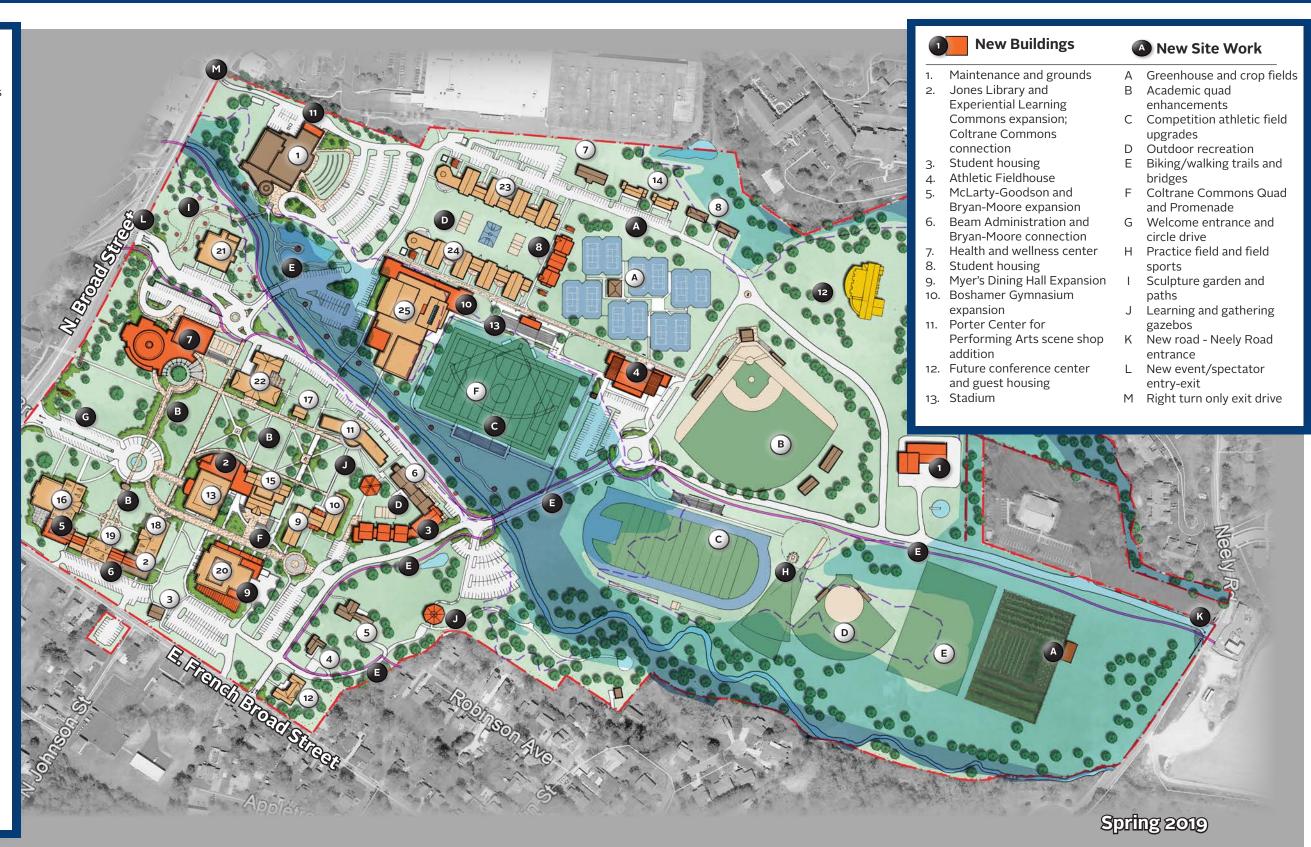
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- C Frank Patton Track and Field
- D Softball grass practice field
- E Practice field
- F Ives-Lemel Family Athletic Field
- Flood plain





Parking Counts

LOT LABEL	CURRENT SPACES	PLANNED SPACES	DIFFERENCE
Α	59	37	-22
AA	4	8	4
В	34	0	-34
С	32	0	-32
D	49	49	0
E	0	18	18
F	70	70	0
G	40	65	25
н	0	160	160
J	25	0	-25
К	25	90	65

LOT LABEL	CURRENT SPACES	PLANNED SPACES	DIFFERENCE
L	4	4	0
М	36	36	0
N	56	47	-9
P	37	18	-19
Q	77	77	0
R	151	151	0
S	44	90	46
т	21	37	16
U	54	74	20
V	0	35	35
TOTAL	818	1066	248

