

2023 Collegewide Master Plan

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Acknowledgments

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Campus Master Planner, Prosser, a Prime AE Company

Team Members, Haskell

PQH Group



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chapter 1

Executive Summary



Executive Summary

The Florida State College at Jacksonville Collegewide Master Plan (the Master Plan) articulates the results of a ten-month process focused on data gathering, analysis, consensus-building, design and planning. The Master Plan intends to chart Florida State College at Jacksonville's future facility needs and configuration by integrating the Visionary Impact Plan 2.0 (the College's strategic plan), the findings derived during the master planning process, the State Requirements for Educational Facilities – 2014 (SREF) and various relevant conditions/opportunities. An incremental approach to implementation is one of the central tenets of the master plan. To achieve a viable incrementality, two primary milestones characterize the Master Plan: a 5-year and 20-year plan. The 20-year term is intended to define an aspirational framework and is deemed the Legacy Plan.

The highly interactive process resulting in extensive interface between the master planning team and the College, identified several elements to be incorporated into the Master Plan. While these elements are robust, the need to properly characterize the seven campus/center locations in a cohesive way was made clear. Framing each location in a way that is consistent with local context while integrating the overarching Florida State College at Jacksonville (FSCJ) brand requirements permeated nearly every conversation relating to the essential factors that must influence the Master Plan. This mandate is referenced throughout the document that follows and is exemplified through academic programming, key design elements and the following "characterization" statements that encapsulates the general thought process that influenced the development of the Master Plan.

Characterization Statements

The campus and center locations will take on a renewed character based on the following:

- **Downtown Campus** is planned to provide key specialty offerings while supporting degree tracks and certificates. A measured transition away from certain workforce-oriented offerings will give way to student and community centric programming.
- **North Campus** is planned to maintain degree and certificate offerings with continued expansion for healthcare related programming being a key part of the characterization of this location. Expansion of the Criminal Justice Center (CJC), improvements to student services and experience will work to play a role in creating an identity for North Campus.
- **Kent Campus** is targeted to maintain academic offerings with a balanced approach to provide properly scaled workforce programming. Emphasis of community focused programming and events will work to characterize the new vision of this campus.
- **South Campus** is characterized to incorporate expansion of academic offerings with emphasis on degree tracks, general education, the fire academy and community event/athletic offerings. Generally, South Campus will be one of the primary campus hubs within the FSCJ enterprise.
- **Nassau Center** is envisioned to continue to provide relevant Associate of Arts completion, certificates and general education offerings with future campus expansion to support the transition from Center to Campus.
- **Deerwood Center** will focus on supporting healthcare education while supporting strategic partnerships, current operations supporting collegewide needs will remain in place.
- **Cecil Center** incorporates extensive programming to support workforce needs. Long term Cecil Center is planned to be the largest of a three "spoked" wheel providing workforce education along with Kent and Downtown. Continued degree completion and certificate offerings will be maintained at Cecil Center with expansion of student life and services integrated as growth occurs.

Beyond the imperative to establish a concise methodology characterizing each campus and center, the acknowledgment that Northeast Florida continues to see robust growth in population and the needs to provide readiness in terms of the local workforce is a primary factor influencing the preparation of the FSCJ Collegewide Master Plan. Careful consideration of these needs, balanced with an approach that addresses technology, academic delivery (modality) and the characteristics of future students is a critical basis that will influence success and growth at FSCJ in the future. These statements and the following document were not crafted in a vacuum. They are the culmination of the efforts and the thoughts of FSCJ's campus community and Northeast Florida's local workforce, all of which offered their input during the master planning process. Their hard work has resulted in a plan that embraces the successes of the past, captures Northeast Florida's unparalleled positive position in the present and aims for a future that promises the greatest of achievements.



Collegewide Master Plan Goal, Objectives and Strategies

Collegewide Master Plan Goal

Building on FSCJ's Visionary Impact Plan 2.0, the Master Plan will establish a framework for student, community and employee success that is context sensitive, technologically relevant and calibrated to the contemporary college experience.

Objective 1

Establish, develop and enhance the visibility, unique identity and beneficial opportunities each campus and center offer to the community in which they occupy while maintaining the FSCJ brand.

Objective 2

Focus on improving the experience for all who visit, work, study and engage with FSCJ.

Objective 3

Incorporate short and long-term measures to enhance relevant business case elements for the College.

Objective 4

Recognize and deploy specific methodologies to strengthen partnerships and engage the community.

Objective 5

Ensure that the nexus between the State of Florida's requirements, the functional needs of the institution and available resources are properly addressed.

Objective 6

Incorporate sensible measures that support responsible stewardship of financial, natural, cultural and human resources.



chapter 2

Existing Conditions and Data



History

Florida State College at Jacksonville (FSCJ) is just shy of celebrating a 60-year relationship with Northeast Florida

Founded in 1966, the College is known for providing affordable competitive postsecondary academic excellence, providing economic assets to local businesses and engaging the community in visual and performing art exhibitions. For many more reasons, FSCJ has earned a community landmark status, a term generally reserved for a site or structure with special historical relevance.

Formerly known as Florida Junior College (FJC), the name transitioned twice. In 1986, after hitting an enrollment milestone of 500,000 students and in response to community input and engagement FJC changed its name to Florida Community College at Jacksonville (FCCJ). Shortly after receiving accreditation to offer baccalaureate degree programs, the college revised its name to Florida State College at Jacksonville (FSCJ). FSCJ has maintained a vision of pursuing education program and technical and occupational excellence in efforts to support the surrounding communities. This vision includes an ever present strategy to pursue permanent campus locations, increase course



offerings and build a reputation for integrated education that would support its Northeast Florida business community.

With an initial enrollment of 2,610 students housed at two temporary sites renovated for college campus learning, the newly formed experimental college more than tripled enrollment in two years to 21,434 students and simultaneously incorporated the Vocational and Adult Education programs from the Duval County Board of Public Instruction. After receiving full accreditation in 1969, the College, continued to transform truculent opinions and grew its postsecondary education offerings in Duval and Nassau counties with their current endeavor located at Cecil Field. In total, the institution has four campuses and three centers.

If not for the persistence of retired Army Bronze Star recipient, Florida Speaker of the House, Frederick H. Schultz, who was also President of the Florida Senate and a Jacksonville attorney, the community college funding for Northeast Florida may not have existed. During his first year in the Florida Legislature, Frederick H. Schultz, bypassed formality to obtain the College's funding. Instead of including a letter to the Legislature from the Duval County School Board acknowledging that a portion of their funding would be provided, he managed to "fund first" then follow protocol by

providing proof of an approval by the School Board approved. His expeditious funding maneuvers were instrumental in establishing the community college program for Duval and Nassau Counties. Alongside Schultz, Jack Matthews is credited with introducing the bill in the Florida Senate.

Preceding Mr. Shultz's hard work to provide a public institution of higher learning to better serve the needs of Duval and Nassau County citizens, Fred H. Kent, advocated for \$100,000 to conduct a higher education study in Florida. His efforts did not go unrecognized by Governor Bryant, who then placed Mr. Kent in a position to expand the vision of the community college concept. Mr. Kent later became the first Chairman of the FSCJ District Board of Trustees for what would become FSCJ. Eleven years later, in 1974, the Cumberland Campus was re-branded as the Fred H. Kent Campus (now referred to as Kent Campus).

Like any growing business, FSCJ encountered many "firsts" in successes as well as stumbling blocks. As the Epilogue in the oral history book, *A College Tells a Story*, states "Fortunately, the College has always managed to regain its balance and move forward." Author Robert B. Gentry continued stating "Thank goodness it has seen less fog and far more light." The 25-year chronology and personal testimonies in the book account for the many structural, logistical, and technological strides the College encountered.

Throughout this time the steady stewardship tempo remains consistent today; the desire to improve learning experiences in the community via high value educational resources and skill training that contribute to the local workforce mission and economic development.

1963
An aspiration

1966
led to locations

1969
then full accreditation

1970's
transforming an
experiment into a
thriving multi-location
community-focused
integrated, post-
secondary education
powerhouse

This history summary was produced from the historical chapters in the book by Gentry, Robert P. *A College Tells Its Story, An Oral History of Florida Community College at Jacksonville*. Florida Community College at Jacksonville, 1991. pp. 1-537.

57 YEARS IN THE MAKING - Campus Locations Then and Now

Institutional competition, technology innovations, community, and economic demand not only shaped FSCJ's operations, offerings and logistical perspective, they were the catalyst for the institution's maturation from a two-year degree offering into an accredited four-year institution offering 13 bachelor's degrees, 45 associate degrees and more than 100 technical certificates and workforce certifications.

FSCJ continues to create community synergy by tirelessly refining local workforce partnerships and expanding course and degree offerings. The College's revolutionary approach to technical training and higher education offerings was recognized in 2022 as being one of the "Most Promising Places to Work in Community Colleges. Dynamic strategic business partnership solidified this award along with state and federal funding acquired allowing the College to build diverse offerings. FSCJ has a history for instinctively recognizing the student and community needs and has a proven track record for developing an innovative strategic response.

2022 Grants

- FSCJ was one of a handful of Florida Colleges awarded participation in a \$6.5M grant to develop a national model for preparing students for public service and careers in local or state government.
- Additional funds, \$498,000 grant, were received from the U.S. Department of Transportation's Federal Aviation Administration (FAA) to further support pilot and aviation training.
- Another FSCJ initiative, funded by a grant, focuses on Veterans educational success. Funding from the U.S. Department of Education provides support programming and counseling.

2023 Awards

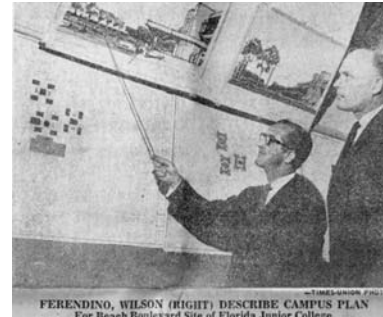
- FSCJ awarded "Leader College Designation" at ATD's Dream 2023 Conference.



temporary instruction facilities. The temporary housing turned classroom facilities were replaced in 1972. Kent Campus underwent extensive renovations and reopened in 1979.

1966

KENT CAMPUS. Formerly known as the Cumberland Campus, the college's westside location was one of two temporary facilities FSCJ utilized for the experimental college's first enrollment. FSCJ acquired the former U.S. Navy World War II housing site scot-free from the Federal Government and utilized the existing small family shacks for



enrollment occurring at both temporary locations, the experimental college enrolled 2,600 students. Like all campus locations, the site for the Beach Boulevard campus occurred from land gifts. George Hodges, Alex Brest and others afforded FSCJ the ability to establish the South Campus as the second permanent location in 1971.

1966

SOUTH CAMPUS. Commonly referred to as FSCJ's second permanent location, South Campus was one of two temporary locations FSCJ opened to the public in 1966 at a renovated elementary school, Jacksonville Elementary, on Flagler Street, which provided students an alternative to the World War II Cumberland facility. With



1970

NORTH CAMPUS. Land donations from M.M. Woodley and others provided FSCJ with a 150-acre parcel on the northwestern side of Jacksonville to establish their first permanent campus. Doors opened in 1970 accommodating 1,500 freshman and sophomore registrations. The Campus program offers a variety of vocational, occupational and technical education training.



1972

DOWNTOWN CAMPUS. The Downtown Campus came into existence during one of FSCJ major growth periods. In 1972 the campus programs were temporarily hosted at the Duval High School and the Immaculate Conception Church. In 1975 the City of Jacksonville donated land for the permanent location with the agreement that FSCJ build in an area that needed rejuvenation. At the time the campus opened, 1977, there was an employment

surge created from Offshore Power Systems and the downtown location provided a trained workforce fulfilling the industry's needs. Upon opening the campus provided industrial training and vocational education. Today, the urban core campus continues to offer training in a variety of trades including HVAC, technology and welding as well as programming for career sectors such as automotive services, IT, engineering technology, and biomedical science.

LEGAT JACK

Going to the mall means going to class

If it's true that people vote with their feet, Jacksonville's Southside residents have given the Grande Boulevard Mall overwhelming approval as an educational facility.

Remember the Grande Boulevard Mall? Though it failed to lure shoppers, it has been a magnet for FCCJ students.

"If someone else bought the mall, we probably would have been evicted," Miner said. "We had no protection for our program or our students unless we bought it."

Last month FCCJ's District Board of Trustees approved a complex plan for the College to acquire the Grande Boulevard Mall, adding permanency and growth potential to FCCJ's current offerings in the fast-growing Baymeadows and Southpoint areas of Jacksonville.

"According to the most recent census, this is where the growth of Jacksonville is," said FCCJ Open Campus President Carol Spalding Miner. "With the influx of business, southeast Jacksonville is rapidly becoming a new downtown, and FCCJ wants to be ready to serve this need."

FCCJ first leased space in the mall in 1986. Since then, the number of students taking courses there has increased more than 300 percent. Many of those students are employees of businesses located in the Southpoint area.

"Because of Grande Boulevard's loca-

"Believe me," said Hansen. "I've looked at every building in this area and whether it's parking, cost or convenience, there is no better location than the Grande Boulevard Mall."

The next step for FCCJ is to renovate the mall for educational use to be in compliance with state regulations. As leased space the abandoned store fronts were serviceable, but College officials are planning to turn the mall's 148,000 square feet of usable space into a more suitable environment for teaching and learning.

Major aesthetic changes to the building are not anticipated, according to Miner, and the plans will include more computer stations for students and the availability of research and other library materials.

Only two businesses remain at the mall. Jacobson's department store will remain indefinitely; however, T-Birds sports club

1986

DEERWOOD CENTER. Starting from a leased space in 1986, FSCJ began a complex plan to acquire and convert an existing building which met the corporate demand for training and education. Shortly after the programming began, the number of enrollments increased by 300%. The former two-story, 289,000-square foot structure featuring 65 retailers was transformed fully after the last tenant, Jacobson's department store, closed in 2002. FSCJ's successful adaptive reuse project is the institutions digital media center and healthcare academic hub.



2000

BETTY P. COOK NASSAU CENTER.

The first FSCJ expansion in the 21st Century was made possible from a personal land donation by the late Betty Pick Cook. She provided substantial property assets to construct two facilities on the William Burgess tract. The first facility was named

after the Betty Cook, who among her many accomplishments was appointed by the Governor to the Board of Trustees at Florida State College at Jacksonville where she was the first woman appointee from Nassau County and later was the first woman to be elected Chairman of the Board. Doubling the campus footprint by 90,000 square feet, the Lewis "Red" Bean Technical Center building was dedicated in 2006 from a joint venture with Nassau County School District.



2011

CECIL CENTER AVIATION PROGRAMS. The Cecil Field North and South FSCJ campus locations reside in Duval County on a repurposed military base formally known as Naval Auxiliary Air Station (NAAS) Cecil Field. After World War II the base was disestablished twice before being

re-established as Naval Air Station (NAS) Cecil Field. Before the formal closure in 1993, by the federal Base Realignment and Closure Commission ("BRAC"), NAS Cecil Field's footprint increased to 4,600 acres and occupied a total of 19,664 acres. Upon the closure notice, the City of Jacksonville initiated the bases transition into a development reuse program that would support local goals for economic and community development. Today, 80-years after the NAAS was commissioned, FSCJ applied a \$4.9M award from the U.S. Department of Transportation's Federal Aviation Administration (FAA) to establish their most recent program, Aviation Training and Support, which is located at the North and South facilities. The FSCJ Cecil facilities programs include Aviation Maintenance Management, Aviation Operations, Environmental Science Technology, Professional Pilot Technology as well as a Commercial Vehicle Driving program.

Locations

Florida State College at Jacksonville (FSCJ) is located in Northeast Florida with all of its locations situated in Duval County except for the Nassau Center (located in Nassau County). Its distribution throughout the county supports the opportunity to serve the needs of the College's residents and the region. Successful service to the region is achieved through several factors. Those factors include positioning, transportation networks and infrastructure.

Positioning

All residents of Duval County reside within approximately 20 minutes to a campus or center. With denser population centers of downtown and the beaches being within five miles. Additionally, the diversity of workforce centers throughout the county presents a distinctive opportunity for the enterprise. For instance, professional and healthcare related industries in downtown Jacksonville, and manufacturing/logistics/distribution-oriented commerce on the west side of Duval County offer synergistic opportunities for the Downtown Campus and Cecil Center respectively.

Transportation Networks

The highway and street networks throughout the region work to enhance access to each campus and location. Recent and pending improvements to highway infrastructure position FSCJ to serve St. Johns, Clay and Nassau County with ease. The First Coast Expressway currently under construction coupled with existing highway networks allows the College to access a growing population of approximately two million people.

Transit Infrastructure

There are a wide range of infrastructure networks that supports FSCJ. A robust extent of locations held by the College's enterprise utilize mass transit networks offer unique support and opportunities to each. For instance, all of the locations (except Nassau Center) are served by mass transit service through the Jacksonville Transportation Authority's bus service.

This section is intended to provide a general description articulating the large extent of assets FSCJ offers to Northeast Florida. The extensive programs characterized by certificate, degree and workforce education opportunities are the foundation for successful delivery of a positive student experience. An experience characterized by an ever-present focus to promote life-long learning, economic mobility and transformation of the region.

Legend

- 1** Downtown Campus
 - 2** North Campus | Criminal Justice Center
 - 3** Kent Campus
 - 4** South Campus | Fire Academy of the South
 - 6** Nassau Center
 - 7** Deerwood Center
 - 8** Cecil Center | Aviation Center of Excellence
-

NOTE: The legend key above is based on FSCJ's standard identifiers for their campuses and centers.



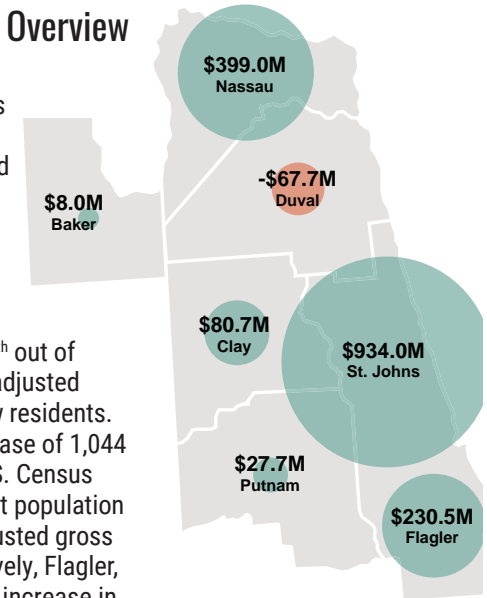
General Economic Environment

Florida's Inbound Boost

Florida proved to be one of the top destinations for people exiting New York, California, Illinois, New Jersey, Michigan and other northeastern states increasing the State's population despite the workforce and community upheavals during 2020 and 2021 COVID-19 pandemic.^{1,2} The migration into Florida sparked an economic boom for several metropolitan cities invigorating the real estate industry and spurring housing starts and closing. According to North American Moving Services over 20% more Americans moved in 2021 than the previous year with Florida ranking as one of the top in-bound migration states.² The Tampa Bay EDC Research Department estimated +242,941 migrated into Florida, the rate of 711 people per day between July 2020 and July 2021 with the surge of inbound migration settling mostly in the central and southern metropolitan areas.³ Throughout the 2019-2021 global health anomaly, Florida averaged a higher yearly inbound wave at 59% with a 42% yearly exit average.² The net inbound of 17% relocated to Tampa, Jacksonville, Orlando and Miami.

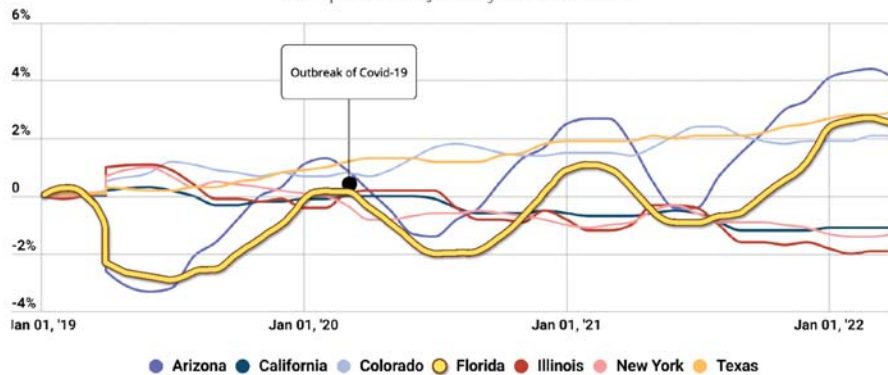
Jacksonville Metropolitan 2021 - 2022 Labor, Wage and Demographic Overview

Overall, the greater Jacksonville Metropolitan population, which includes surrounding counties Baker, Clay, Nassau and St. Johns County, increased an average of 1% with roughly 12,000 new tax filers reporting \$1.6 billion in income.^{1,6} Leading the Jacksonville Metropolitan population and economic boost is St. Johns followed by Nassau County. St. Johns County was ranked 7th out of all Florida counties for its gain in total adjusted gross income and 5th for number of new residents.⁴ Nassau County had a population increase of 1,044 in 2022. Duval County exceeded the U.S. Census 2022 mid-year (projected) estimated net population during 2019-2020 with the county's adjusted gross income averaging by \$67.1M. Respectively, Flagler, Clay, Putnam and Baker all received an increase in population and adjusted gross income.^{5,6}



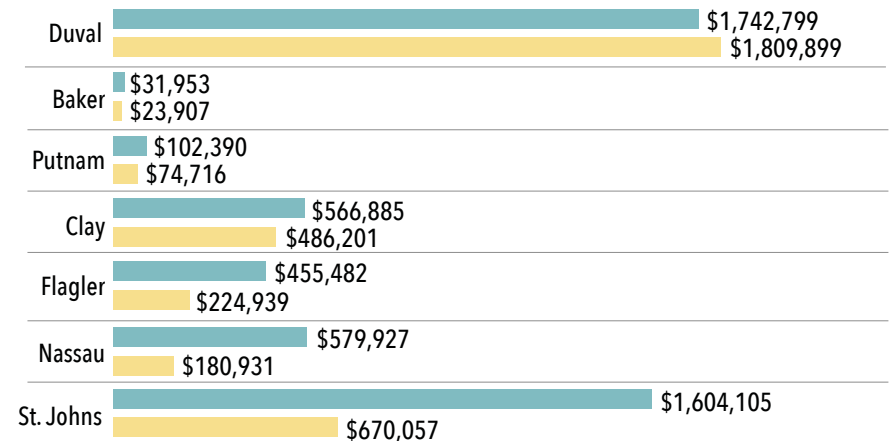
Monthly Change in Net Population Across States

Compared to a January 2019 Baseline



TOTAL ADJUSTED GROSS INCOME

Moving In (teal) Moving Out (yellow)



All counties in the Jacksonville Metropolitan area remain under the 2022 National unemployment rate (5.8%) as stated by the U.S. Bureau of Labor Statistics (BLS).⁷ As of July 2022, total non-agricultural employment industries employ over 764,000 people. The top employment sectors include trade, transportation and utilities as the highest employment opportunities followed by professional and business services with education and health services just under the professional services employment levels.^{7,8}

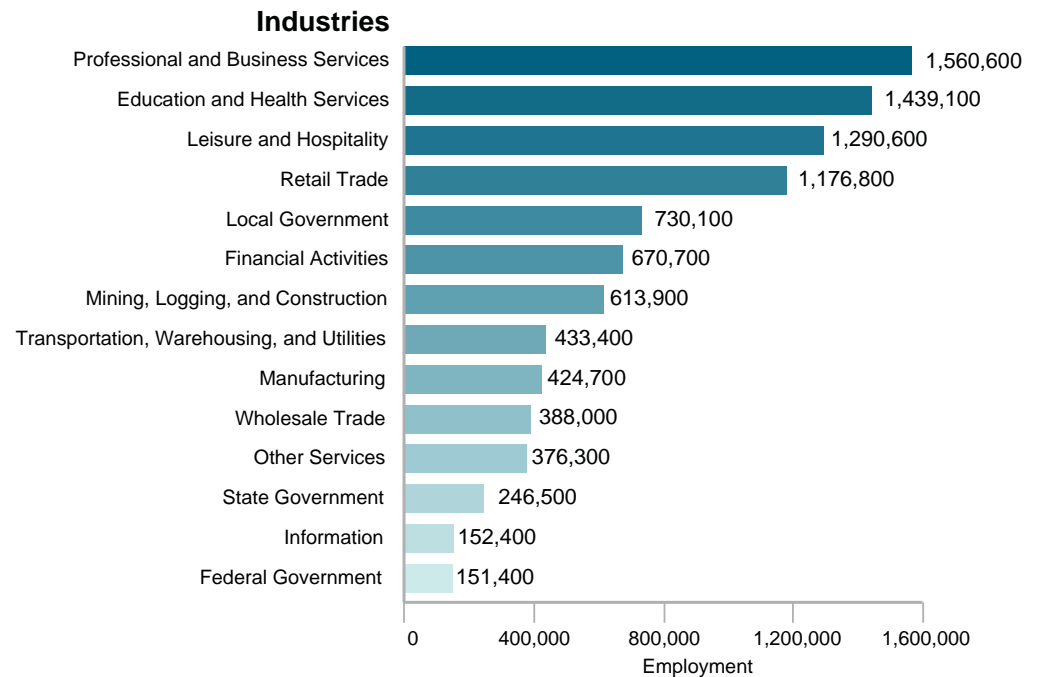
Continuing into August 2022, the Jacksonville Metropolitan area continues to show growth in most employment industries with Professional and Business Services maintaining top industry status for growth rising 12% since the July employment count.

Over-the-year changes in employment on nonfarm payrolls and employment by major industry sector

Jacksonville area employment (number in thousands)	DEC 2022	Change from Dec. 2021 to Dec. 2022	
		Number	Percent
TOTAL NONFARM	798.2	43.4	5.7
Mining and logging	0.4	0.0	0.0
Construction	50.1	1.5	3.1
Manufacturing	34.1	1.6	4.9
Trade, transportation, and utilities	172.2	3.4	2.0
Information	9.2	0.1	1.1
Financial activities	75.3	2.5	3.4
Professional and business services	136.5	14.7	12.1
Education and health services	121.1	7.7	6.8
Leisure and hospitality	91.7	10.9	13.5
Other services	28.0	-0.1	-0.4
Government	79.6	1.1	1.4

Source: U.S. BLS, Current Employment Statistics.

Florida Top Industries by Employment Not Seasonally Adjusted November 2022



Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research, Current Employment Statistics Program (CES).

Summary

Florida continues, in early 2023, to outpace national labor and economic figures. Unemployment rate is under the national average at 2.5% with more people employed as of Q1 2023 than pre COVID-19 and an estimated 105 million visitors between Q1 and Q3 2022. Florida has increased its labor force by 3.5% which is double that of the national rate and operate the largest budget surplus in the State's history, a reserve which is utilized to reinvest into the communities via education programs, tax incentives and infrastructure improvements.⁹

The State has few rivals offering long-term sustainable economic programs that encourage job growth, capital investment and community infrastructure to support its 22 million residents. The migration and opportunity in Florida has placed the state as the largest state for net in migration with a moniker of "Promise Land" continued investment in the K-12 and Higher Ed education agenda emphasizing growth in a skilled workforce to support community infrastructure. This effort aligns with the Governor's goal to maintain the #1 ranked State in the Nation for Workforce Education.

Florida has an economic plan in place to create a bull market and support programs to attract and increase the workforce pool and is projected to overcome an impending economic downturn. Duval County and its surrounding sister counties; Nassau, St. Johns, Clay, Baker and Putnam are thriving and moving forward with aggressive economic development plans. The theme among the top business leaders is expansion, moving forward with capital investment projects.

As of Q1 2023, Jacksonville continues to be a magnet for new business and maintains above-average levels of economic diversity and a white-collar workforce. For these characteristics Urban Land Institute (ULI) deemed Jacksonville as a "Supernova" magnet location in the 2023 Emerging Trends in Real Estate publication. Jacksonville possesses the infrastructure and assets to meet the needs of its growth rate (1.9% between 2019-2023), has a sustained population and job growth, and provides affordable cost of living amenities. Out of the top 80 migration locations in the ULI 2023 Emerging Trends survey Jacksonville is ranked 38th for real estate prospects, the 21st location for prospective homebuilding and is in the top 20 for industrial and multifamily property.¹⁰

Attributed Resources

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2. Where are Americans Moving in 2021? - Key Takeaways from the 2021 Migration Report, <https://www.northamerican.com/migration-map>
3. Tampa Bay Economic Development [Net Migration by State \(tampabayedc.com\)](https://tampabayedc.com)
4. United States Census Bureau, New Vintage 2021 Population Estimates Available for the Nation, State and Puerto Rico, December 21, 2021: [New Vintage 2021 Population Estimates Available for the Nation, States and Puerto Rico \(census.gov\)](https://www.census.gov/data/tables/2021/c2k19/states/population.html)
5. Placier.ai, Domestic Migration Trends – June 2022, June 6, 2022: [White Papers – Placier.ai](https://placier.ai/white-papers)
6. Jacksonville Business Journal, Mixed Bag for the Area, Timothy Gibbons, Issue: September 15-19, 2022, pg. 14.
7. U.S. Bureau of Labor Statistics, Jacksonville, FL, Areas Economic Summary, September 01, 2022: [Jacksonville, FL, Area Economic Summary \(bls.gov\)](https://www.bls.gov/jacksonville)
8. Florida Department of Economic Opportunity, Florida Insight, Metro Area Comparison (Jacksonville Area Graphs), August 2022: [https://floridajobs.org/economic-data/current-employment-statistics-\(ces\)/metro-area-comparison](https://floridajobs.org/economic-data/current-employment-statistics-(ces)/metro-area-comparison)
9. New Florida Infrastructure Plan, January 30, 2023, Gov. Ron DeSantis Speech at SUNTRAX Test Facility Toll Operations, <https://www.clickorlando.com/news/politics/2023/01/30/gov-desantis-holds-news-conference-in-polk-county/>
10. ULI North Florida Emerging Trends Report, "Emerging Trends in Real Estate © United States and Canada 2023", Published October 27, 2022. https://knowledge.uli.org/reports/emerging-trends/2023/emerging-trends-in-real-estate-united-states-and-canada-2023?_gl=1*16d0x7u*_ga*MjEyOTQwMjkyNy4xNjYxMTc0ODM4*_ga_HB94BQ21DS*MTY3NDE1Nzk2NC4xNzguMS4xNjc0MTU4ODg1LjAuMC4w

Additional Resources

Ron DeSantis 46th Governor of Florida Web site: <https://www.flgov.com/2022/05/06/governor-ron-desantis-signs-largest-tax-relief-package-in-floridas-history/>

Ron DeSantis 46th Governor of Florida Web site: <https://www.flgov.com/2022/09/20/governor-ron-desantis-announces-2023-legislative-proposal-to-provide-family-focused-tax-relief/>

United States Census Bureau, Quick Facts Matrix for St. Johns, Clay, Duval, Nassau, Baker and The State of Florida, Population Estimates and Demographics, July 2021: <https://www.census.gov/quickfacts/fact/table/hnscountyflorida,claycountyflorida,duvalcountyflorida,nassaucountyflorida,bakercountyflorida,FL/PST045221>

World Population Review, <https://worldpopulationreview.com/us-counties/fl/st-johns-county-population>, <https://worldpopulationreview.com/us-counties/fl/clay-county-population>, <https://worldpopulationreview.com/us-counties/fl/nassau-county-population>, <https://worldpopulationreview.com/us-counties/fl/duval-county-population>, <https://worldpopulationreview.com/us-counties/fl/baker-county-population>

January breaks housing permit record on First Coast, James Cannon, February 7, 2022, 2:43 EST

<https://www.thenextmiami.com/migration-to-florida-in-first-months-of-2022-exceeds-2021-levels/>

FRED Economic Data, ST. LUIS FED, Housing Inventory: Active Listing Count in Jacksonville, FL (CBSA), [Housing Inventory: Active Listing Count in Jacksonville, FL \(CBSA\) \(ACTLISCOU27260\) | FRED | St. Louis Fed \(stlouisfed.org\)](https://fred.stlouisfed.org/series/ACTLISCOU27260) and [New Private Housing Units Authorized by Building Permits: 1-Unit Structures for Jacksonville, FL \(MSA\) \(JACK212BP1FH\) | FRED | St. Louis Fed \(stlouisfed.org\)](https://fred.stlouisfed.org/series/JACK212BP1FH)

Hiring Freeze Beaks New Record: 63% of SMB Employers Halt Hiring, 10% Start Layoffs, <https://www.alignable.com/forum/63-of-smb-employers-put-hiring-on-hold-10-start-layoffs>

Florida Jobs. [https://floridajobs.org/economic-data/current-employment-statistics-\(ces\)/metro-area-comparison](https://floridajobs.org/economic-data/current-employment-statistics-(ces)/metro-area-comparison)

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General Campus Information

Florida State College at Jacksonville provides extensive academic offerings comprised of certificate, associate degrees, bachelor's degrees and workforce education opportunities. With over 150 programming options offered, FSCJ is critical to Northeast Florida's education system. Moreover, the student experience at FSCJ is characterized by an ever-present focus to promote life-long learning, economic mobility and transformation of the region. The seven locations are comprised of over 3 million sf of buildings situated on approximately 833 acres.

From an administrative standpoint, FSCJ operates under a model where the entire enterprise is led by single suite of leadership which includes the president, associate provosts, vice presidents and deans under the governance of the District Board of Trustees. While FSCJ's mission and strategic goals are aligned to a collegewide approach, each campus and location are distinctive and have focuses that are somewhat exclusive. The following sections provides a generalized overview of the existing conditions at each of campus and center locations. Below is a general summary of academic offerings by location.

DOWNTOWN CAMPUS

- Adult Education
- Automotive & Logistics
- Biotechnology
- Computer Technical Design
- Culinary Arts
- Early Education/
Child Development
- Liberal Arts and Sciences
- Manufacturing
- Technology
- Trade and Industry

NORTH CAMPUS

- Adult Education
- Allied Health
- Cosmetology /
Massage Therapy
- Criminal Justice
- Healthcare
- Liberal Arts and Sciences
- Nursing

KENT CAMPUS

- Art
- Business
- Environmental Science
Technology
- Healthcare
- Interior Design
- Liberal Arts and Sciences
- Stage Technology

SOUTH CAMPUS

- Adult Education
- Digital Media and Production
- Fine Arts
- Fire Academy
- Graphic Design
- Liberal Arts and Sciences
- Sign Language
- Theatre and
Entertainment Technology

NASSAU CENTER

- Autonomous Vehicle Training
- Commercial Vehicle Driving
- Early Education / Child Development
- Healthcare
- Liberal Arts and Sciences
- Outreach

DEERWOOD CENTER

- Digital Media
- Healthcare
- Liberal Arts and Sciences
- Nursing

CECIL CENTER NORTH/SOUTH

- Airport Business Operations
- Aviation
- Commercial Vehicle Driving
- Liberal Arts and Sciences
- Trade and Industry

1 Downtown Campus

101 West State Street
Jacksonville, FL 32202

The Downtown Campus is located in an urban setting connected to Jacksonville's central business district. It operates as the "hub" of FSCJ operations accommodating the administrative leadership of the College. Degrees, certificates and continuing workforce education opportunities are offered at this campus location. Unique academic offerings include automotive technologies, culinary management, biotechnology and logistics. There are also an array of community support related elements at the Downtown Campus that include the H.O.P.E. Food Pantry, art gallery and urban agriculture at FSCJ.

The Jacksonville Central Business District (CBD) is located to the south of the Downtown Campus and the transportation grid that exists is integrated into the campus making it a true urban campus.



BUILDING A

Adult Education Program, Art Gallery, Assessment and Certification Center, Auditorium, Cafeteria/Vending, Career Development, Career Source, Childcare Training Program, Classrooms, Early Childhood Education Program, Enrollment Services, ESOL, Foreign Language Lab, Liberal Arts, Library and Learning Commons, Project Achieve, Science Classrooms/Labs, Office, Security, Student Financial Services, Student Services, Student Support Services, VERC Program, YearUp Program

BUILDING B

Bookstore, Construction, Trade and Industry Classroom/Labs, Welding

BUILDING C

Café Frisch, Child Development Center, Classrooms, College ID Card, Culinary Management, Fitness Center, Student Life

BUILDING D

Automotive Technology Classrooms/Labs

BUILDING T, ADVANCED TECHNOLOGY CENTER (ATC)

Automotive Technology Program, Business and Office Management, CADD Lab, , Classrooms, Computer Integrated Manufacturing Labs, Electronics Labs, Flex Labs, Logistics, Network Technology Department/Labs, Science Labs, Security Desk

BUILDINGS M, W, P, S, MAIN STREET BUILDINGS (MSB)

Central Warehouse Facilities

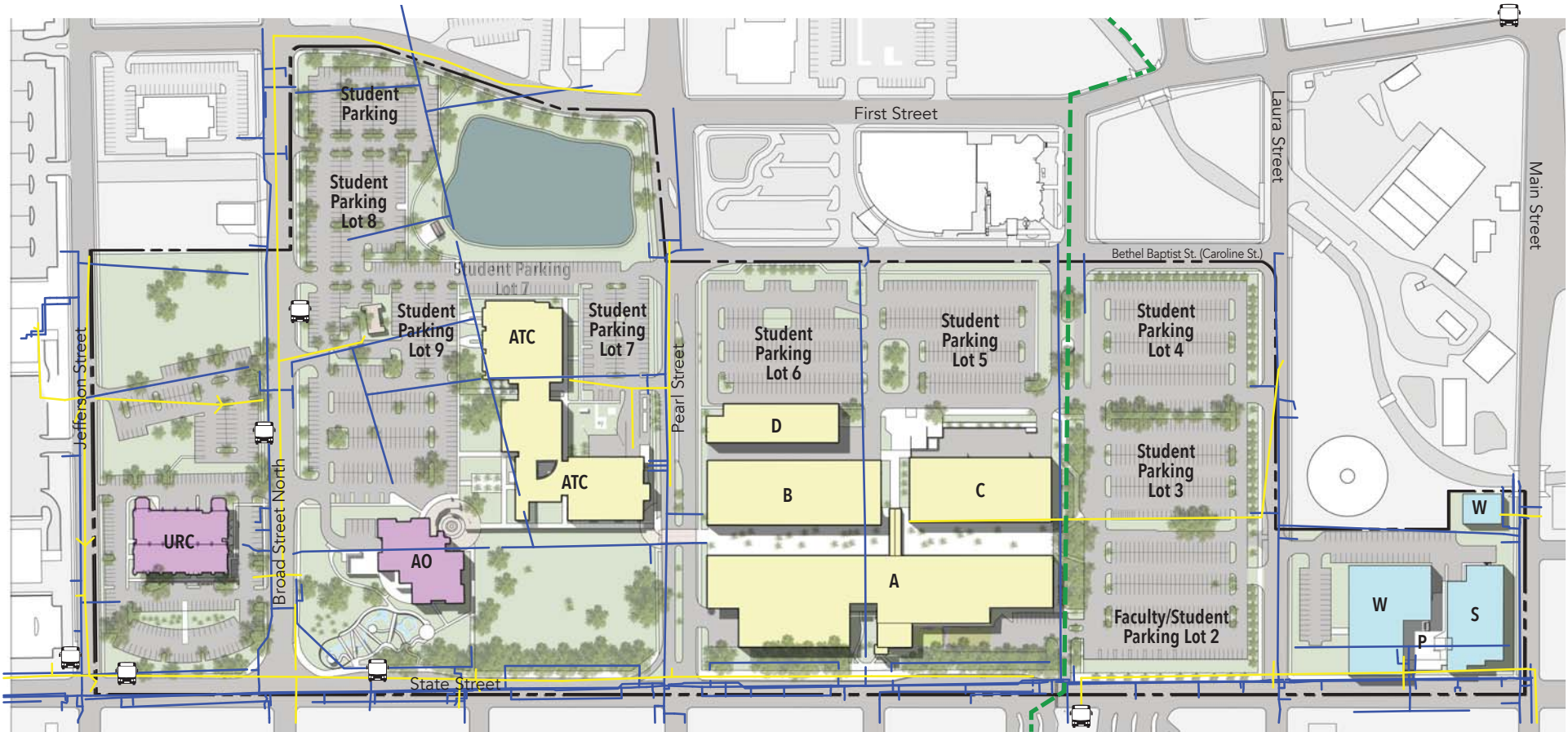
BUILDING O, ADMINISTRATIVE OFFICES (AO)

Arts & Sciences, Baccalaureate Programs, Benefits, Board Room, College President's Office, Conference Rooms, Curriculum Services, Director of Policy & Compliance, Facilities Management & Construction, Finance, FSCJ Artist Series, FSCJ Foundation, Human Resources, Institutional Advancement, Legal Counsel, Marketing & Communications, Payroll, Purchasing, Risk Management, Student Aid, Student Analytics & Research, Veterans Affairs, Vice President's Office

BUILDING U, URBAN RESOURCE CENTER (URC)

Other Administrative Functions, Student Services & Enrollment Management, Workforce Development

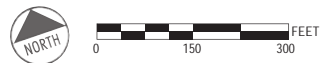
1 Downtown Campus



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Main Street Center
- Proposed Emerald Trail
- Water Line
- Sewer Line
- Bus Stop

NOTE: Existing conditions information is based on the best available information.



2 North Campus

4501 Capper Road
Jacksonville, FL 32218

Nestled in a neighborhood context, the North Campus is nicely connected to the adjacent residential neighborhoods in a park-like setting. An emphasis on degree programs and certificates supporting healthcare industries along with general education characterize the primary offerings at this location. Unique to the North Campus is the Criminal Justice Center (CJC), which focuses on providing law enforcement and security training. A unique physical quality to the campus includes the existing quadrangle and courtyard which supports a range of exterior functions supporting student experience. Additionally, a large stand of mature live oak trees frames the edge of campus to the east creating a distinctive edge condition.

Extensive recreational improvements that are used by FSCJ are shared with the CJC and in some cases the adjacent residents. These improvements include a track/multipurpose infield, trail, baseball and softball field. A swimming and training pool is also located there and used for training purposes and is generally deemed as part of the CJC.



BUILDING A

Child Development Center, Classrooms, Dental Clinic, Duplicating Center, Faculty Offices, Health Careers Information Center, Security Office

BUILDING B

Faculty Offices, Virtual Reality Medical Lab

BUILDING C

Art Gallery, Auditorium, Classrooms, Deans Offices, Campus Operations, Faculty Offices

BUILDING D

Cosmetology/Massage Therapy, Classrooms, Faculty Offices, Faculty Resource Center, Library and Learning Commons

BUILDING E

Adult Education, Assessment & Certification Center, Bookstore, Cafeteria, Financial Aid/Scholarships, Medical Simulation Center, Student Financial Services, Student Life & Leadership Center, Student Services, TRIO Student Support Services, WorkSource

BUILDING F

Athletics Office, Coaches' Offices, Fitness Center

BUILDING K

Warehousing Facility

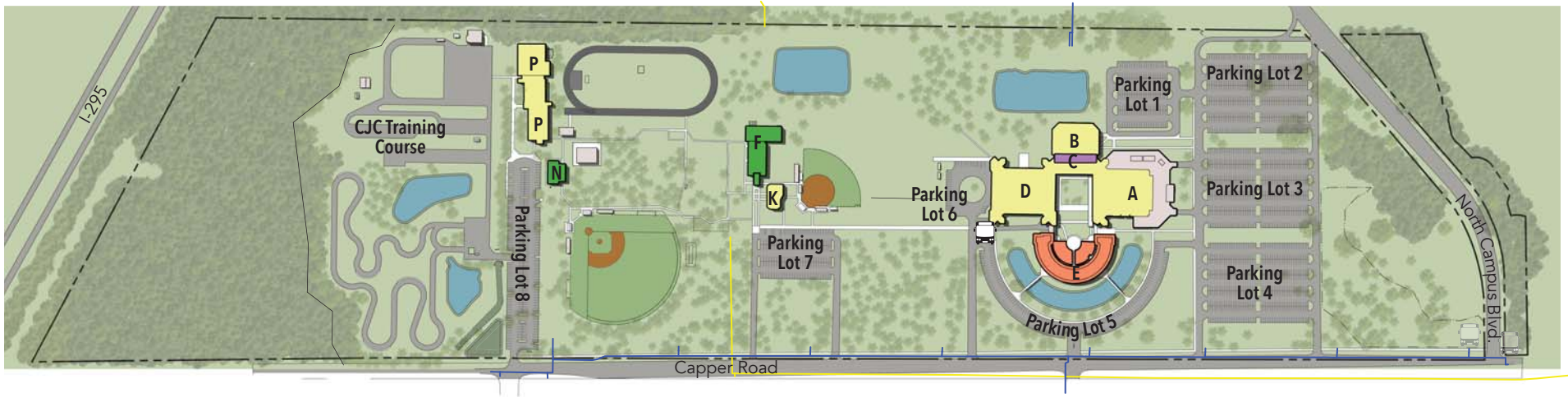
BUILDING N

Concession Stand, Restrooms


BUILDING P

Classrooms, Criminal Justice Programs

2 North Campus



LEGEND

- | | |
|---|--|
|  Academic |  Water Line |
|  Administrative/Facilities |  Sewer Line |
|  Student Services |  Bus Stop |
|  Athletics/Recreation | |
|  Support | |

NOTE: Existing conditions information is based on the best available information.



3 Kent Campus

3939 Roosevelt Boulevard
Jacksonville, FL 32205

The Kent Campus is situated adjacent to historic neighborhoods south and west of the CBD. It was master planned as an interconnected series of architectural improvements comprised of breezeways, courtyards and an enclosed quadrangle. Mature live oaks, enclosed spaces and an interrupted pedestrian realm make this location unique among FSCJ's campus assets. Parking and vehicular circulation are located along the periphery with a one-way loop road providing access to parking lots.



■ BUILDING A

Assessment & Certification Center, Campus Operations, Classrooms, Faculty Offices, Visiting Administrator's Office

■ BUILDING B

Advising Center, Art Labs, Career Development, CareerSource, Classrooms, Faculty Offices, Financial Aid, Military & Veterans Service Center, Student Financial Services, Student Support Services

■ BUILDING C

Computer Classrooms and Labs, Classrooms, Facials Specialty Program, Faculty Offices, Faculty Resource Center, Library and Learning Commons, Quiet Reflection/Meditation Room


■ BUILDING D

Accounting and Business Studies; Child Care Center; Classrooms; Conference Rooms; Dean's Office for Business; Financial Technology (FinTech), Labs; Logistics, Supply Chain Management & Office Systems; Teaching Auditorium

■ BUILDING E

Art Gallery, Classrooms, Faculty Offices, Interior Design Labs, Science Labs, Small Auditorium

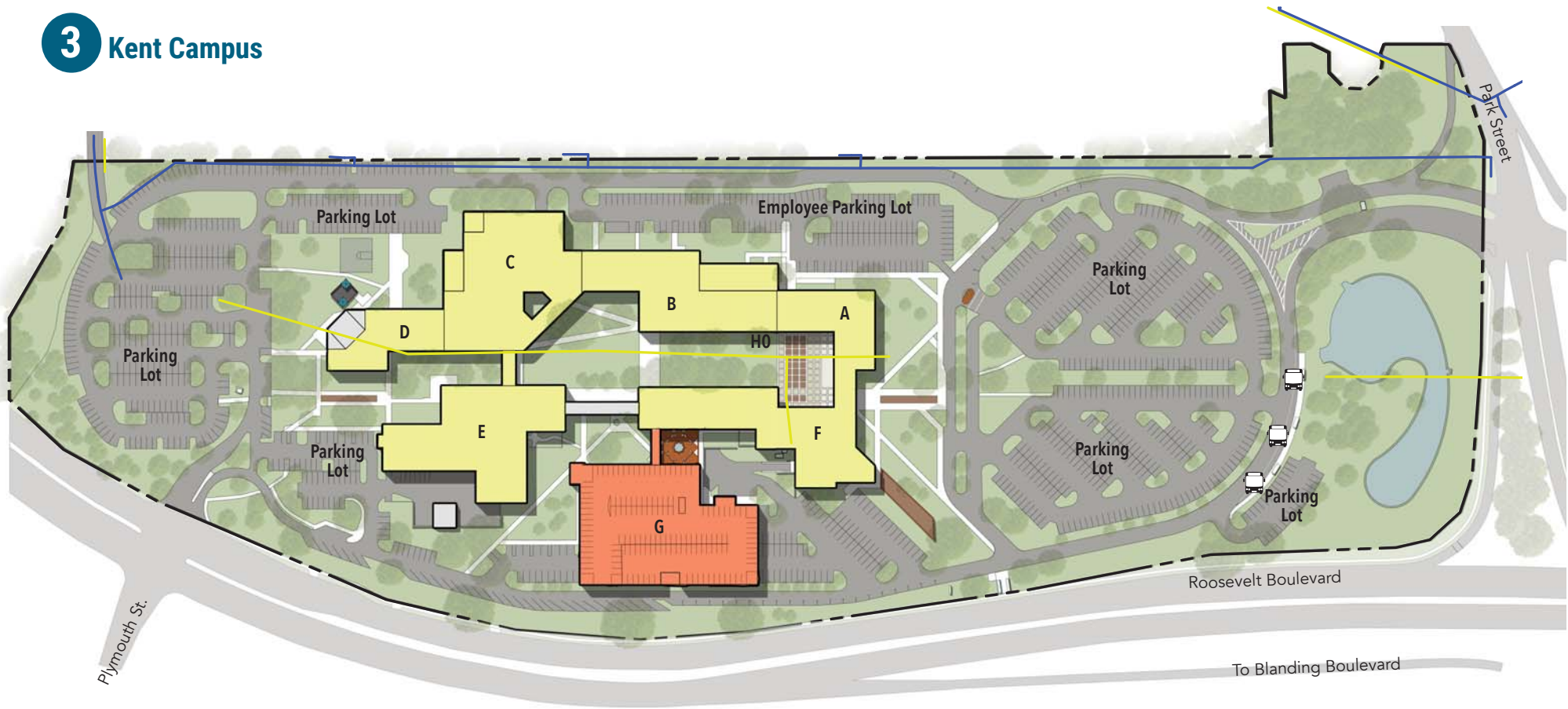
■ BUILDING F

Campus Telepresence Room,  Classrooms, Dean's Office for Communications, Jacksonville Women's Business Center (JWBC), Liberal Arts and Sciences, Main Auditorium, Office of Paralegal Studies and Interior Design, Security Office

■ BUILDING G

Bookstore, Cafeteria, Fitness Center, Kent Café, Meeting Rooms, Phi Theta Kappa, Student Life and Leadership, Student Lounge, Student Volunteer Center, Study Room

3 Kent Campus

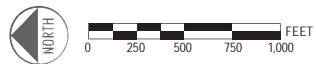


LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Water Line
- Sewer Line
- BUS STOP

 Bus Stop

NOTE: Existing conditions information is based on the best available information.



4 South Campus / Fire Academy of the South / EMS Training Center

11901 Beach Boulevard
Jacksonville, FL 32246

Centrally located within the majority of Jacksonville's population centers, South Campus is perfectly situated to support the needs of the city and region. The Campus fronts Beach Boulevard a primary east/west vehicular corridor servicing the City's Southside, Beaches, Arlington and areas south of Duval County. The I-295 Beltway is approximately 0.6 miles to the west providing regional connectivity. Wetland systems, open space and proximity to commercial services create a dynamic setting at South Campus. An emphasis on associate and bachelor degrees, the fire academy and community oriented elements provide a unique composition to the campus complex. In particular, the Wilson Center provides a venue for the arts as well as community/corporate gatherings.



South Campus

BUILDING A

Duplicating Center, Receiving Department, Science Labs

BUILDING B

Adult Education, Bookstore, Classrooms, *Technology Labs

BUILDING C

Chemistry and Physics Labs, Faculty Offices, Math Department

BUILDING D

Biology Labs, Botany labs, Campus Operations, Faculty Offices

BUILDING E

American Sign Language (ASL), Computer Labs and Faculty Offices, Digital Media

BUILDING F

Faculty offices, H.O.P.E. Food Pantry, Information Technology Department, Security Office

BUILDING G

Classrooms, Computer Labs, Faculty Resource Center, Library and Tutoring Services, Mothers' Lounge, Quiet Reflection Room

BUILDING H

Maintenance

BUILDING I (TOWER I)

Elevator, Stairwell, Restrooms,

BUILDING J (TOWER J)

Elevator, Stairwell, Restrooms

BUILDING M1

Art Gallery, Conference Rooms, Nathan H. Wilson Center for the Arts

BUILDING M2

Classrooms, Computer Labs, Dance and Music Studios, Faculty Offices, Humanities and Fine Arts Department

BUILDING M3

Computer Labs, Faculty Offices, Visual Art Studios

BUILDING M4

Ceramic Studio and Stagecraft Lab

BUILDING N

Classrooms, Dual Enrollment, Faculty Offices, Professional Studies and Public Safety, Science Department, Social and Behavioral Sciences Department

BUILDING Q

Fitness Center

BUILDING R

Athletics Offices, Classrooms, Dance Studio, Gymnasium

BUILDING S

Central Utility Building

BUILDING T

Classrooms, Communications Department, Faculty Offices

BUILDING U

Assessment and Certification, BlueWave Cafe, CareerSource, Military and Veterans Service Center, SGA Office, Student Financial Services, Student Lounge, Student Life, Student Services

BUILDING Y

Childcare

4 South Campus / Fire Academy of the South / EMS Training Center

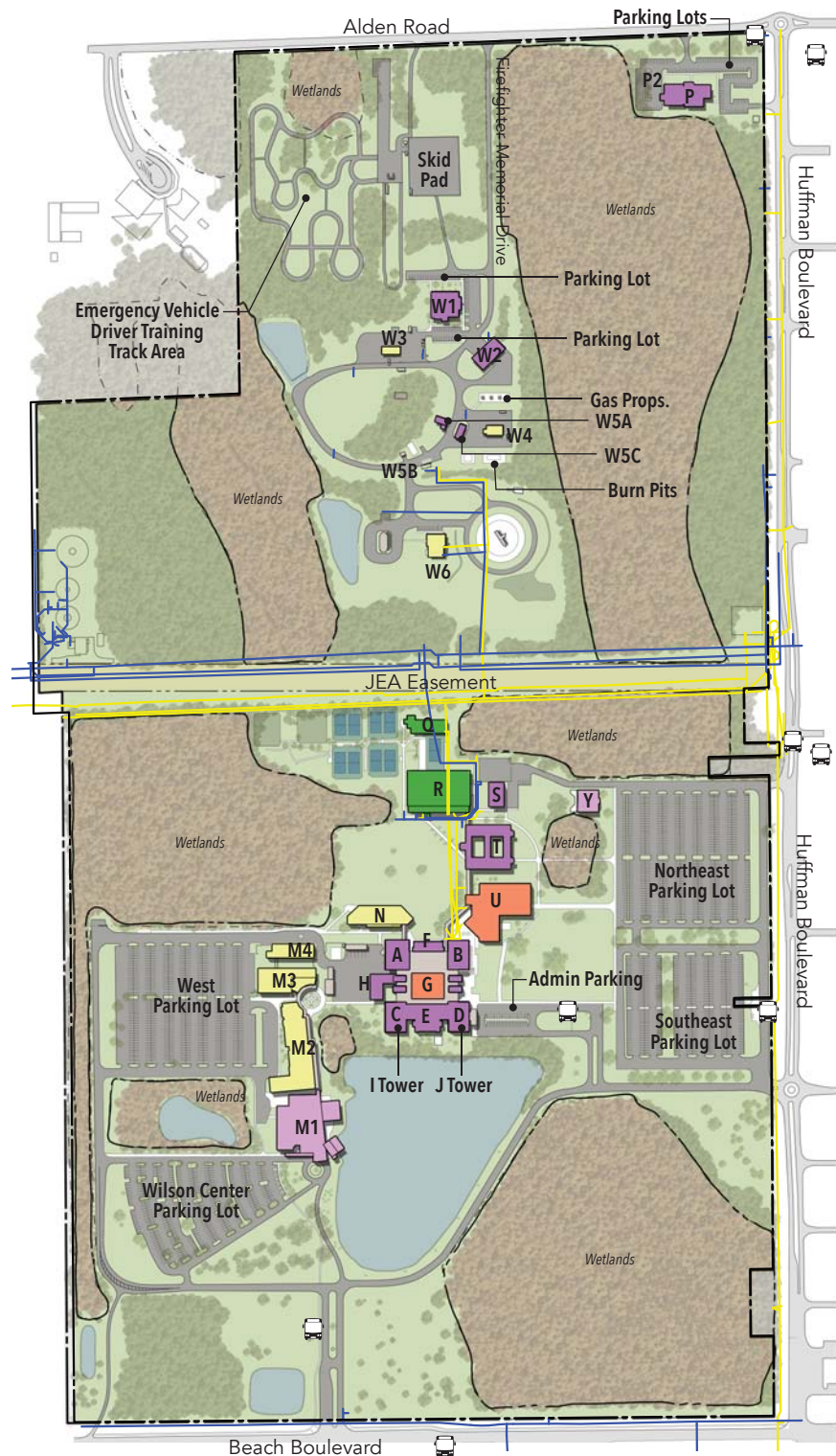
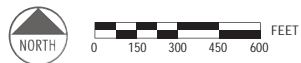
Fire Academy of the South / EM Training Center

- BUILDING P**
Classrooms, EMS Training Center, Faculty & Staff Offices, Labs
- BUILDING W1 AND W2**
Fire Academy of the South Instructional Space
- BUILDING W3**
Fire Academy of the South Instructional Tower
- BUILDING W4**
Fire Academy of the South Burn Building
- BUILDING W5**
Fire Academy of the South Storage
- BUILDING W6**
Classrooms and Burn Ship Prop

LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Water Line
- Sewer Line
- Bus Stop

NOTE: Existing conditions information is based on the best available information.



6 Betty P. Cook Nassau Center

76346 William Burgess Boulevard
Yulee, FL 32097

Nassau Center is located outside of the City of Jacksonville to the north in Nassau County. The campus setting is rural in nature with extensive natural assets including lakes, pine flatwoods and wetland systems. One of the more unique aspects of the campus is the Outdoor Education Center (OEC) which includes an array of community/campus support elements that include meeting areas, education facilities, dining facility and supporting infrastructure. The OEC is somewhat rustic expressing an authentic representation of the Florida Cracker architectural vernacular.

Associate of Arts (AA) degrees are offered at Nassau Center with an emphasis on healthcare, liberal arts, sciences and education. There are shared facilities with Nassau County Public Schools which includes extensive occupancy of portions of the campus isolated to T building. Nassau Center is positioned within a growth area of Nassau County on a parcel comprised of approximately 40 acres.



■ BUILDING ABC

Assessment & Certification Center, Campus Operations, Career Development Center, Classrooms, Computer Classroom, Conference Room, David Yulee Room (multi-purpose room), Dual Enrollment Office, Enrollment Services, Faculty Offices, Labs, Library and Tutoring Services, Maintenance and Receiving, Math Lab, Nassau County Economic Development Board, Nassau County Public Library, Nursing Lab, Security Office, Student Lounge/Vending, Take Stock in Children Nassau, Writing & Reading Tutoring

■ BUILDING T

CADD Classroom/Lab, Culinary Classroom/Lab, EMS Classroom/Lab, HVAC and Electrical Classroom/Lab, Maintenance & Receiving, Nassau Room (Multi-purpose room), Nassau School District Career, Technical & Adult Education Offices, Security Office, Student Lounge/Vending

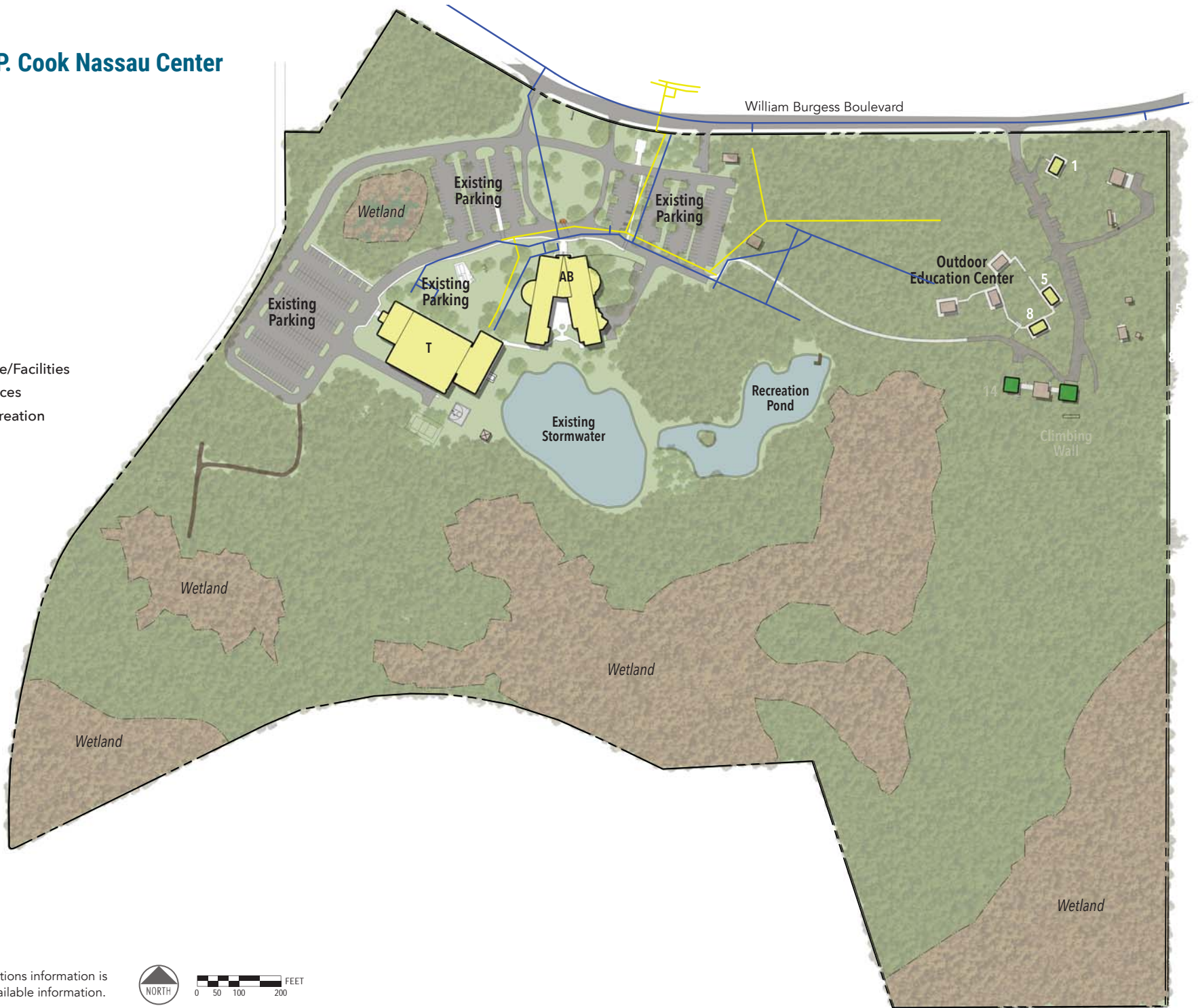
■ BUILDINGS 1-28. OUTDOOR EDUCATION CENTER (OEC)

OEC Headquarters, classroom, Kitchen, Classroom, Canoe Barn, Pavilion

6 Betty P. Cook Nassau Center

LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Water Line
- Sewer Line
- Bus Stop



NOTE: Existing conditions information is based on the best available information.



7 Deerwood Center

9911 Old Baymeadows Road
Jacksonville, FL 32256

Deerwood Center is located in the Southside of Jacksonville in an urbanized context within a multistory single structure. The improvements at this location include extensive architectural assets - approximately 280,000 square feet, a parking garage and surface parking. Academically, Deerwood Center, focuses on degrees and certificates in healthcare and digital media. The University of North Florida utilizes approximately 45% of the space at the center to support its academic offerings in healthcare. Additionally, the FSCJ information technology central infrastructure is located at Deerwood Center.



- **BUILDING SECTION A**
UPPER + LOWER LEVELS: Classrooms, Science Labs
- **BUILDING SECTION B**
LOWER LEVEL: The Academy Conference Center
UPPER + LOWER LEVELS: Classrooms, Science Labs
UPPER LEVEL: Classrooms, Faculty Offices
- **BUILDING SECTION C**
LOWER LEVEL: Classrooms, Digital Media Classroom, TV Studio, BlueWave Café
UPPER LEVEL: Academic Deans, Administration, Adjunct Faculty, Campus Resource Center, Faculty Offices, Mailroom, Assessment and Certification Center, Classrooms, ESOL, Security Office, Student Financial Services, Student Services
- **BUILDING SECTION E**
LOWER LEVEL: Network Operations Center
UPPER LEVEL: Career Development/CareerSource
- **BUILDING SECTION F**
UPPER + LOWER LEVELS: Classrooms
- **BUILDING SECTION G**
LOWER LEVEL: Bookstore, Classrooms and Labs, Fitness Center/ Gym, Free Speech Zone, Performance Theatre, Student Life & Student Engagement
UPPER LEVEL: Classrooms, Library and Tutoring Services
- **COMMONS AREA**
LOWER LEVEL: ATM/Vending, Center Stage, Open Study

7 Deerwood Center



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Water Line
- Sewer Line
- Bus Stop

NOTE: Existing conditions information is based on the best available information.



8 Cecil Center North

5640 POW-MIA Memorial Parkway
(Formerly 5640 New World Avenue)
Jacksonville, FL 32221

Located in western Duval County, Cecil Center occupies two locations (Cecil North and Cecil South). Cecil South is comprised of aeronautical and aviation oriented academic programs and activities and is integrated into Cecil Field (formerly know as Naval Air Station Cecil Field). In terms of configuration, Cecil South has four buildings that are spread over the area functioning as both landside and airside operations of the navy base.

Cecil North is located adjacent to a large regional park owned by the City of Jacksonville as well as two primary collector roads (Normandy Boulevard and POW/MIA Memorial Parkway). Located in a rural setting, Cecil North has extensive property assets (approximately 130 acres) allowing for considerable expansion. Currently, the center offers an extensive array of general education opportunities, adult education, the commercial vehicle driving (CVD) certification, and limited student life elements. Additionally, there is a charter school (San Jose Early College) located in the southeast corner of the campus property. Access to Cecil North is from the east via FSCJ Cecil Drive with a tertiary connection to the CVD area from Finger Lake Street..



■ BUILDING A

Adult Education, Advising Center, Assessment and Certification Center, Auditorium, Center Administration, Classrooms, Faculty Offices, IT Services, Library and Tutoring Services, Security Office, Student Financial Services, Visiting Administrator Office

■ BUILDING G

Commercial Vehicle Driving Facility

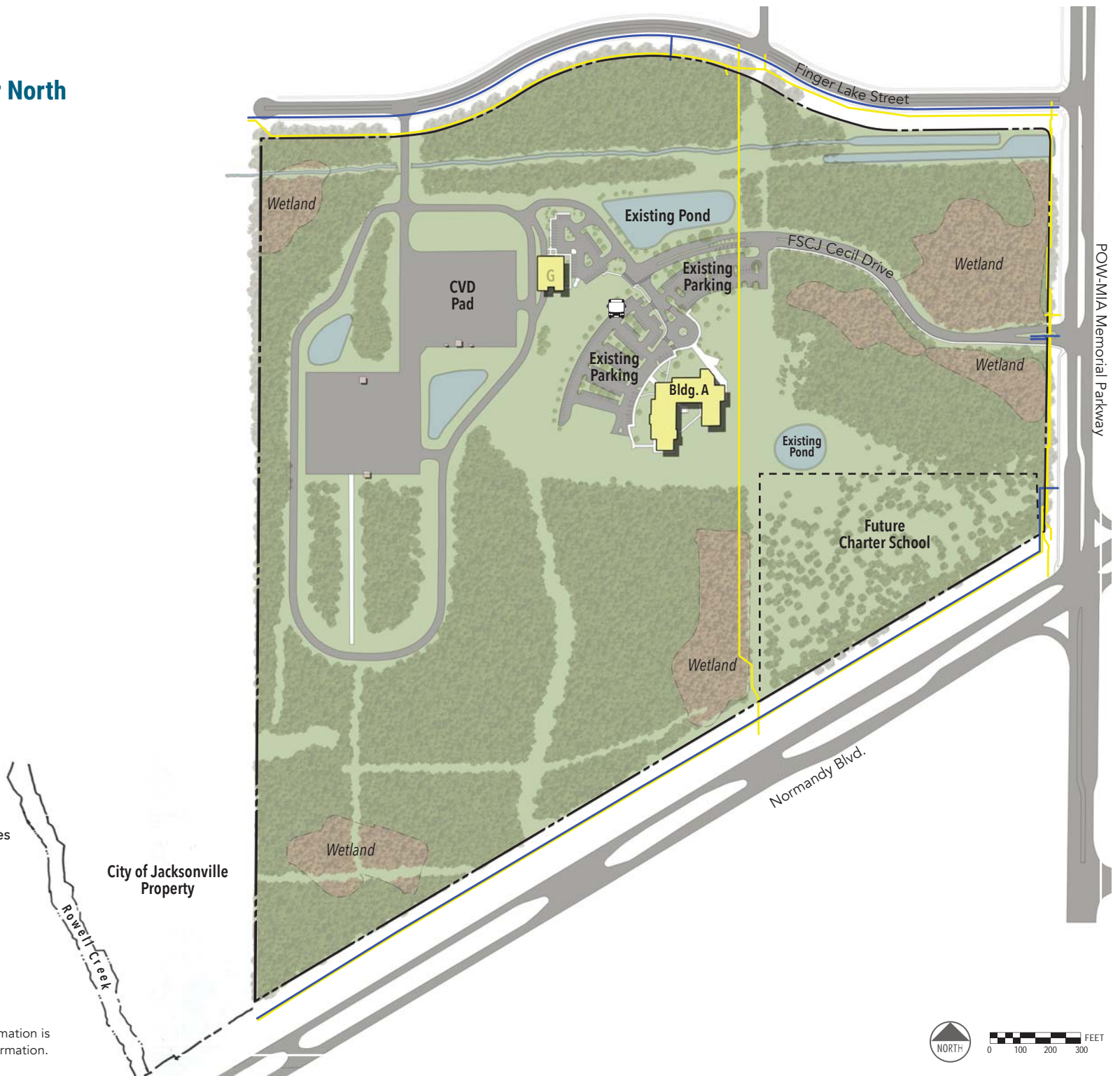


8 Cecil Center North

- LEGEND**
- Academic
 - Administrative/Facilities
 - Student Services
 - Athletics/Recreation
 - Support
 - Water Line
 - Sewer Line
 - BUS

 Bus Stop

NOTE: Existing conditions information is based on the best available information.



8 Cecil Center South



■ BUILDING H

Aviation Maintenance Program, Classrooms, FAA Records Office, Hangar Administration

■ BUILDING J

Classrooms, Faculty Offices, Flight School, Simulator / ATC Training Labs

■ BUILDING K

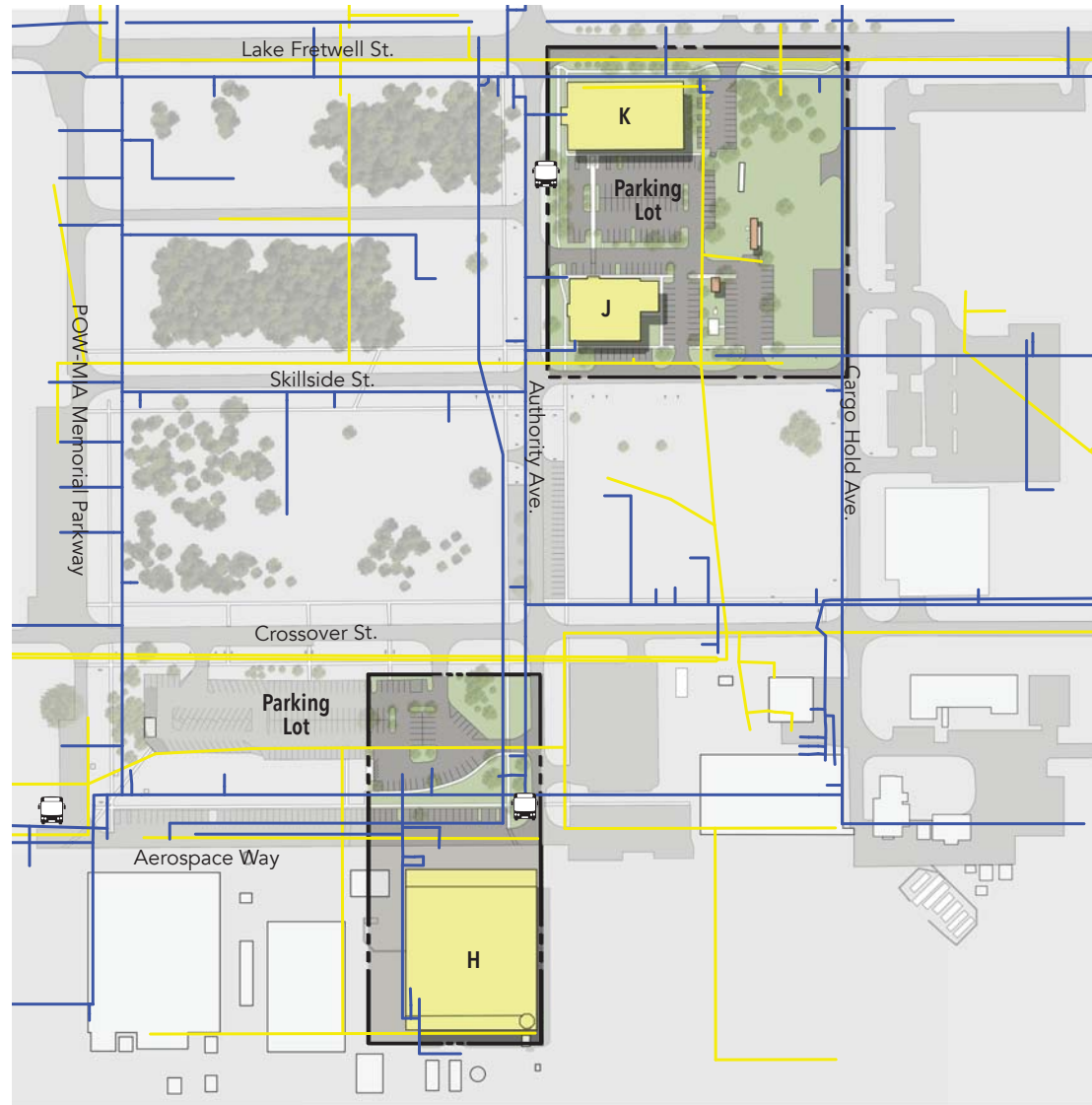
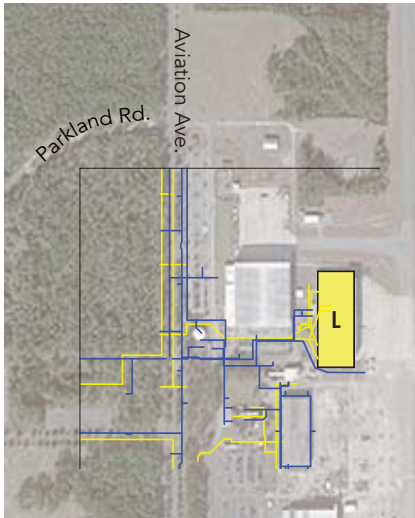
Aviation Campus Operations, Classrooms, Real Estate & Insurance Programs, Security Office

■ BUILDING L

Aircraft Coating Facility, Aviation Avenue at Skymaster Road, Classrooms, Faculty Offices

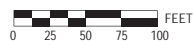


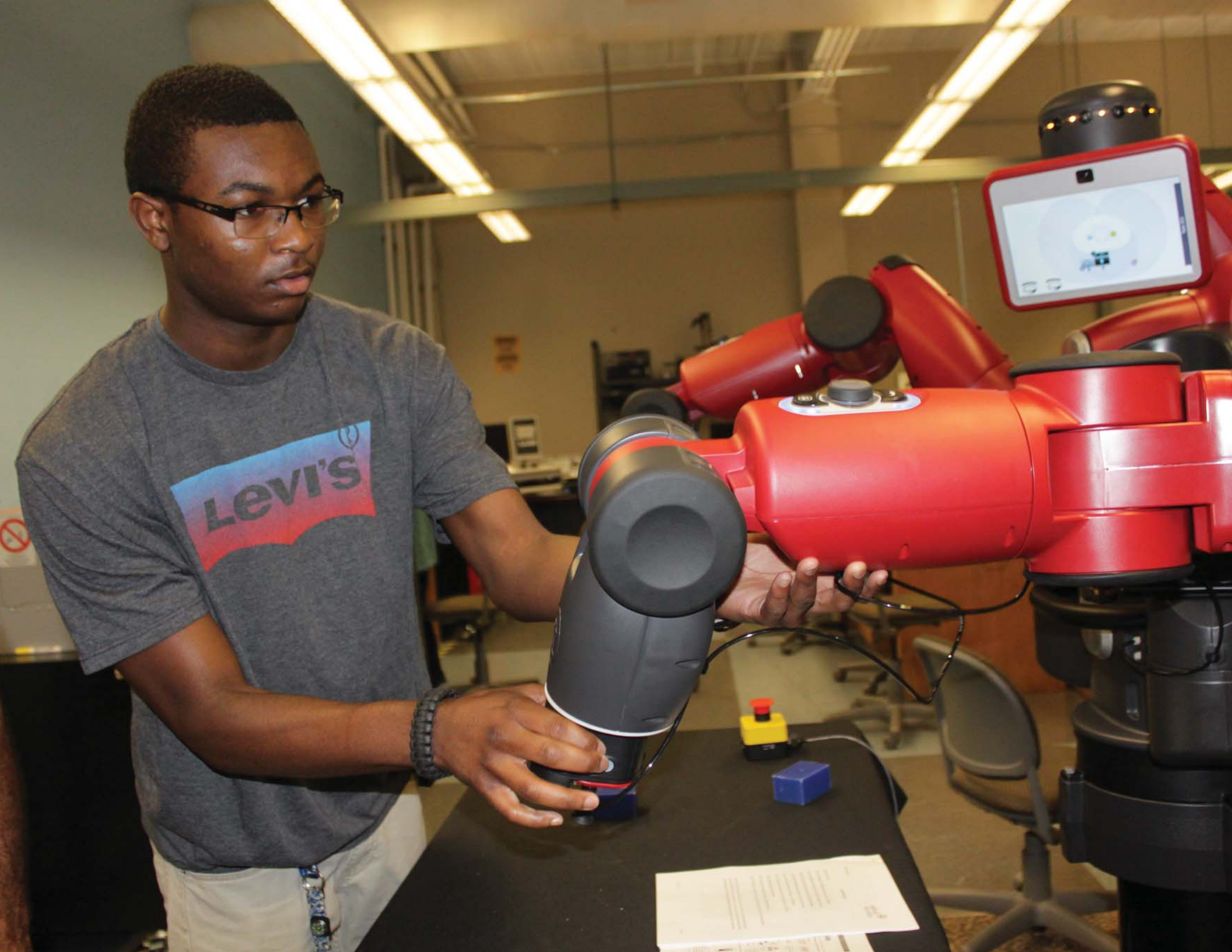
8 Cecil Center South



- LEGEND**
- Academic
 - Administrative/Facilities
 - Student Services
 - Athletics/Recreation
 - Support
 - Water Line
 - Sewer Line
 - Bus Stop

NOTE: Existing conditions information is based on the best available information.





chapter 3

Analysis/Findings

Analysis and Findings

A robust and extensive process was deployed to satisfy the completion of the Analysis and Findings process. Generally, the process included the coalescence of qualitative information with quantitative data to derive the Collegewide Master Plan Goal, Objectives, and Strategies. This process culminated into an summary of initiatives and findings which informed the development of the Preliminary Campus and Centers Conceptual Diagrams. This section of the Master Plan is divided into four primary sections: the Qualitative Analysis, Quantitative Analysis, Summary of Initiatives and Findings and the Campus and Center Conceptual Master Plans (Diagrams).

Qualitative Analysis

The Qualitative Analysis focused on establishing a comprehensive collegewide understanding, primarily from the perspective of experiential factors, character, programmatic elements, and influential initiatives. The information derived was extensive and highly interactive through the use of campus walking tours, online surveys, roundtables, special leadership meetings and targeted interface with the FSCJ Facilities Management and Construction Leadership Team. Each campus and center had the opportunity to offer key insight and provide guidance regarding the development of the Master Plan. The key outcomes derived from the Qualitative Analysis are as follows.

- The Collegewide Campus Master Plan Goal, Objectives and Strategies
- Collegewide Initiatives and Final Findings
- The Preliminary Campus and Center Conceptual Plan Diagrams

The campus community, as well as the Northeast Florida business community, were provided the opportunity to guide the Master Plan through various forums and ultimately delivered vital information shaping the outcome.

Forums and Roundtable Discussions

Summary of Process

A “Campus Forum” was held at each of FSCJ’s campuses/centers to initiate the master planning process. These forums were open to all FSCJ stakeholders, and was attended by faculty, staff, and students. These meetings were comprised of an explanation of the master planning process, followed by a guided discussion that addressed campus identity, current challenges, and future goals. The information derived from these meetings informed the online questionnaire content, set topics to be further discussed at future meetings, and influenced key initiatives to be addressed in the Master Plan.

In addition to the campus forums, a series of roundtable discussions were held with key stakeholder specialty groups, including: Foundation and Strategic Planning, Career Employee Council, Administration and Finance, Student Services, BCTE (Bachelors, Career, Technical Education) Deans, Faculty, Marketing and Communications, Liberal Arts and Sciences Administration, and Adult Education. Each meeting included a set of unique discussion topics, resulting in a profile for each group, identifying their perspective of the future and development opportunities for the college.

Summary of Findings for the Roundtables and Forums

The following includes highlights and conclusions drawn as a result of the data collected at the campus forums and roundtable discussions.

- 1 Downtown Campus**

The Downtown Campus is considered the “most diverse” in terms of offerings. A claim evidenced by unique programs such as culinary management and urban agriculture. This program has a need for support and expansion, with the potential to better serve the downtown community. The City of Jacksonville supports the implementation of a greenway and trail system (Emerald Trail), through the Downtown Campus. FSCJ is embracing the Emerald Trail project because it will create synergies between the campus and the community. The College wants to expand student service amenities for their students and make considerations to include the addition of a downtown business entrepreneurial center. The Business and Entrepreneurial Center would allow students to practice interviews, work on their resumes, shop for interview attire, and provide tools to promote success.
- 2 North Campus**

North Campus focused on a reworking and enhancement of the campus environment. This includes relocating the athletics facilities while maintaining the pedestrian trail system, expanding the Criminal Justice Center (CJC), enhancing the central outdoor quadrangle, creating a new arrival experience and incorporating enhanced lab space for nursing. A need for more efficient student services and a new JTA bus route were identified as primary considerations as well.
- 3 Kent Campus**

Kent Campus aims to strengthen their relationship with the community and serve as a venue for events, classes and markets, while being a beacon within the neighborhood. Enhancements to support multi-culturalism, military and veterans, and accommodate workforce and healthcare programs was deemed as important. Additionally, solutions to enhance vehicular circulation and student services were identified as key targets for the Master Plan.

4 South Campus and Fire Academy

The South Campus includes a robust collection of assets including the Fire Academy and the Wilson Center. The information derived during the discussions related to the South Campus yielded a diverse sense of need targeting a range of uses. A balance of student life, student services, specialty programming, athletics and campus circulation was the primary focus of potential opportunities for enhancement. Along with these discussions, providing opportunities to third parties, such as charter schools and special events and private development, were deemed a potential value to FSCJ and the South Campus environment. In summary, the following elements are to be considered in the Master Plan:

- Military Service and Veterans Center
- Testing/Assessment Center Relocation
- Fire Academy Additions
- New Recreation and Athletics Complex
- Student Services Center
- Vehicular Circulation and Arrival Enhancement
- Residence Hall

6 Nassau Center

The forums and roundtables held at Nassau Center focused on allowing for accommodations for growth in the future while maintaining and enhancing current assets. Coordination and integration of the proposed Commercial Vehicle Driving (CVD) Skills Pad was a strong consideration discussed in terms of campus circulation, stormwater enhancements and aesthetics. Efficient and rapid coordination of these ongoing improvements and its impacts on the Master Plan was defined as one of the initial drivers of the process.

Additionally, the impacts of potential for growth in Nassau County along with the need to preserve the character and uniqueness of the Nassau Center was defined as a primary consideration of the Master Plan. Allocating the proper space for offices, core classrooms and lab space, student support services and student life while enhancing programming. Maintaining and growing Associate of Arts (AA) completion were among the elements identified as necessary. In terms of preserving the character of Nassau Center, the Outdoor Education Center (OEC) located on the east side of campus was collectively found to be among the finest of its kind in the region. Preservation of the OEC, along with crafting a plan and dedicated resources to this asset is a primary facet of the Master Plan.

7 Deerwood Center

The discussions and meetings pertaining to Deerwood Center focused primarily on maintaining the current status as much as possible while promoting the partnerships in place. Advancing the medical hub identity, along with bolstering continued opportunities with the University of North Florida and potential third-party private entities continue to set the positive trajectory of Deerwood Center. Enhancements to outdoor spaces to create a campus-like atmosphere along with improvements to the Faculty Resource Center and the student services experience was deemed an appropriate approach for Deerwood Center in the Master Plan.

8 Cecil Center – North and South

Cecil Center North was discussed to be a location that should be considered for measured expansion as the western region of Duval County grows. In addition to acknowledging and supporting growth of Cecil Center North, the roundtables and forum participants acknowledged the need to maintain discussions and identify opportunities with the City of Jacksonville. This acknowledgment related to access and synergies pertaining to connectivity to Normandy Boulevard and the adjacent property to the west which is owned by the City of Jacksonville.

Expansion of Continuing Workforce Education (CWE) at Cecil Center North was identified as a potential primary objective that should drive the Master Plan. Additionally, a desire to enhance and maintain Associate of Arts (AA) completion, core academic offerings and lab expansion were established as appropriate considerations as long as they properly interface with timing and a bona fide need. Food service options and a more efficient student service center that was visible to those arriving on campus was articulated as a primary target of importance as well.

The Cecil South discussion focused on the proposed expansion of the flight school. This expansion would include the necessary facilities and resources to support courses in airport business operations and an unmanned flight program. Communication, marketing and distribution of information related to the presence of current aeronautical offerings at FSCJ was discussed as a potential need.

Additional Key Findings

The Campus Forums and Roundtables discussion resulted in several additional findings that were broad and applicable collegewide. These were generally defined as enhancement of the student experience, branding and establishing consistency across the campuses and centers. Among the more influential factors defined was the need to develop a consistent experience and aesthetic among all the locations. Furthermore, it was made clear that elements and programming implemented to enhance the FSCJ experience and aesthetic must be clearly visible and discernable by the campus community as well as those not specifically engaged by the College. A true community-centric approach that in many ways crosses the boundaries of bricks and mortar, the student experience, and the College's properties. Generally these improvements included:

- Improved and consistent campus arrival experience and identity

- Enhance community interfaces and programming

- Improve and manifest a consistent student services experience

- Improve Student/Faculty Resource Centers where appropriate

- Establish a Campus/Center "DNA or Theme" that is contextual but consistent

- Targeted improvement for outdoor venues and gathering spaces

- Appropriately incorporate programming that supports the military and veterans

- Review and potentially calibrate communications outreach and media to all findings derived in the Master Plan

Online Survey

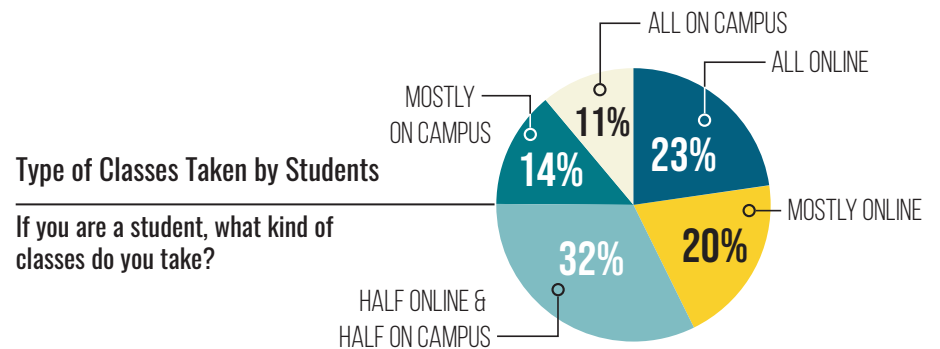
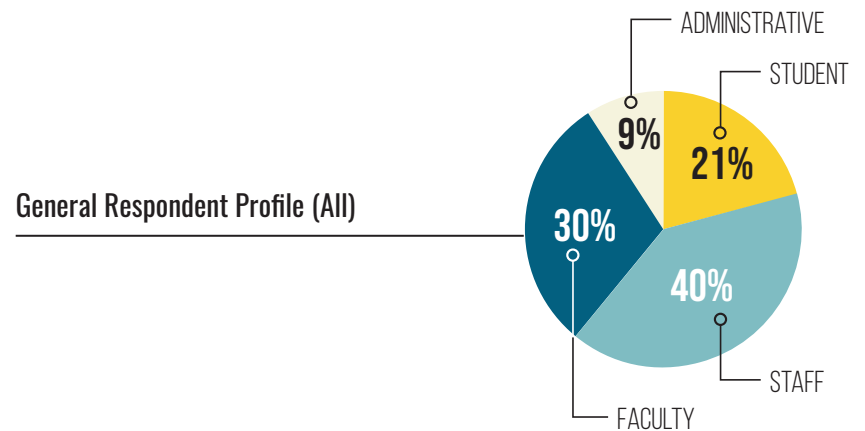
Introduction

The data gathering and outreach involved in the master planning process was robust. This process included a series of campus forums, interviews, round table discussions, an online questionnaire/survey distributed to FSCJ stakeholders (steering committee, key constituencies, leadership, students, faculty, staff, etc.) and targeted meetings.

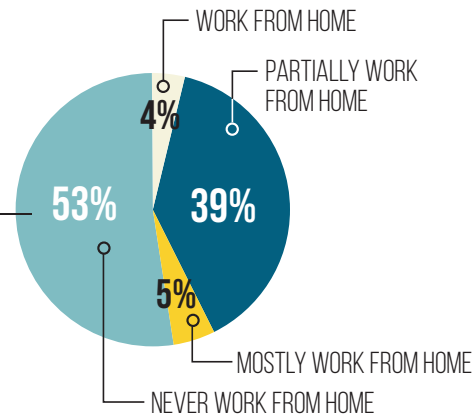
The forums were the predecessor to the development of the online survey (including an online questionnaire). The online questionnaires were created to better understand campus needs and develop a general profile of the campus community to establish the basis for developing the Collegewide Master Plan, Goal Objectives and Strategies. All questions asked were vetted through a review process by campus leadership, and distributed via CrowdSignal, a web-based outreach tool. The questions were issued to the entire campus community, with queries framed around three primary categories: establishing obtaining respondent profiles, respondent preferences and deriving key guidance.

Respondent Profile

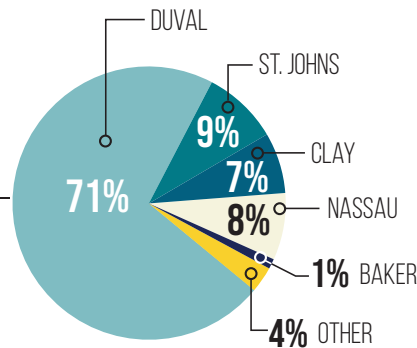
The following data provides an overview of the identity of the online questionnaire respondents and their relationship with FSCJ.



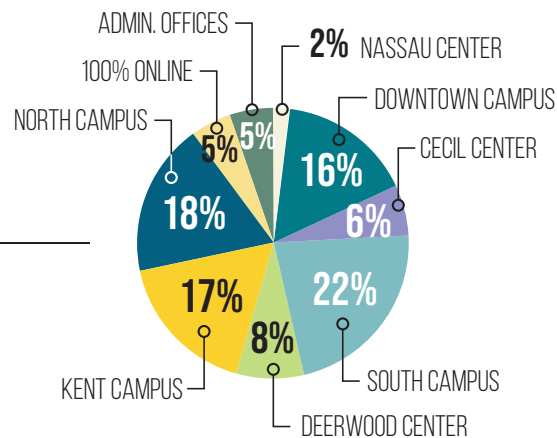
FSCJ Employee Work Preference (Employees Only)



County of Residence (All)



Location Where Majority of Time is Spent (All)

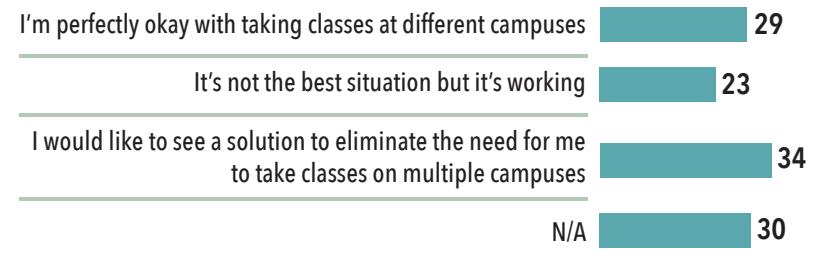


Respondent Preferences

If you are a student, which do you prefer?



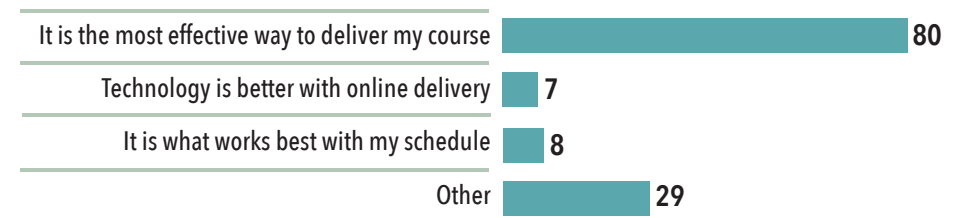
Student Opinion on Taking Courses at Multiple Campuses



Faculty Modality Preference



Reason for Modality Preference



Key Guidance

The section related to key guidance focused on deriving detailed information related to existing facilities and programming. These required the respondents to provide clear, definitive answers, through yes or no questions, level of agreement identification, rating, and ranking scales.

Ranking of Favorable Aspects and Characteristics (All)

- 1 Adequate opportunity and space to engage with fellow students
- 2 When on campus, I feel like I'm getting the "College Experience"
- 3 Classroom Technology
- 4 Offerings/programs/opportunities provide great synergies with workforce and job opportunities
- 5 Club/Extracurricular activities space
- 6 Outdoor athletics areas and events

Supportive Facilities: Assessment of adequate facilities supporting students remaining on campus between classes or during times when structured courses/events are not scheduled (All)

51%

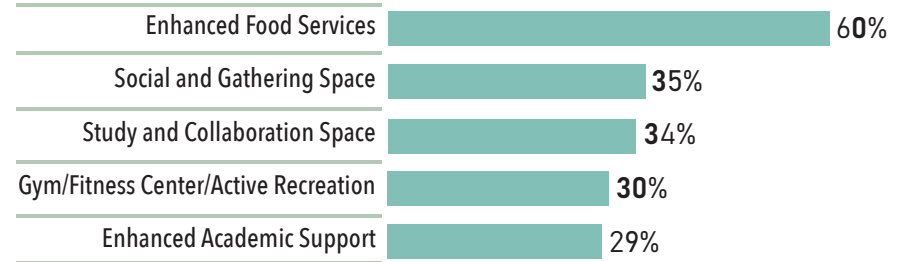
YES

49%

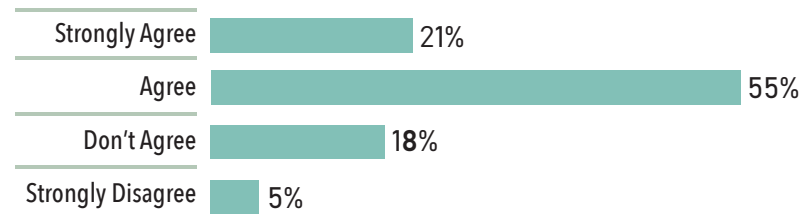
NO

Rate which type of facilities would encourage students to remain on campus as long as possible

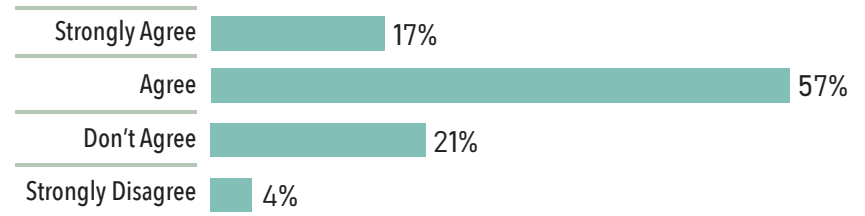
Note: The data represents what percentage of respondents gave these facilities a rating of "1", indicating the highest level of encouragement.



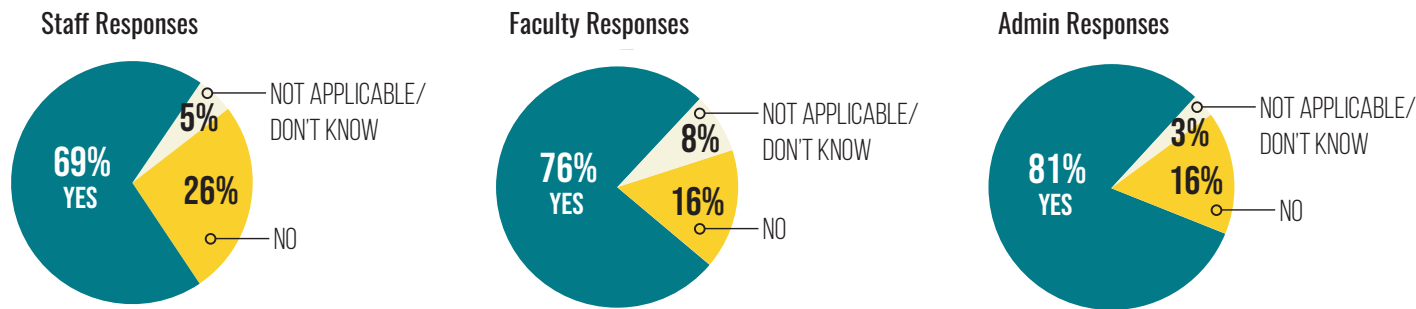
Agreement Comparison that Classroom Facilities Provide all the Space and Technology Needed to Teach and Learn in the 21st Century



Adequacy of Community and Multipurpose Rooms on Campus



Guidance Providing the Level of Agreement that Office Space on Campus is Adequate



Summary of Findings for the Online Surveys

While the respondent sample size was moderate, the information derived is useful and properly synchronized to each of the campus and center locations in terms of representation. The respondent ratios of students and faculty on an individual basis were synergistic with the unduplicated headcounts for both cohorts by location.

While the responses yielded great insight related to the configuration and makeup of each campus and center, the information provided was based on preferences and key guidance was the most compelling. In particular the perspectives of modality, non-academic offerings and technology offer direct guidance to the crafting of the Master Plan.

Modality

While the overall student preference for modality type was inconclusive due to half of respondents stating that a predilection for online versus face to face instruction was a 50/50 split, the reason for their choices is very interesting. Of all of the students stating that online was preferred, 93% liked the online option because it created more schedule flexibility. Only 3% stated that it was a superior way to learn. Conversely, of those students that stated they preferred a face-to-face modality, 96% chose this method of instruction because it is a superior way to learn. Faculty, on the other hand, clearly defined their preference (80% affirmation) towards face-to-face classes because it is the most effective way to deliver coursework.

It is suggested that additional studies be completed to better understand modality and preferences at FSCJ. However, it is apparent that careful consideration related to course delivery and scheduling could be among the primary variables defining the optimum modality mix at FSCJ.

Campus Environment

Generally, much of the campus environment and assets that are in place were deemed adequate and in line with current technology. This was true with classroom technology and campus safety. Of those responses from students agreeing that classroom technology was adequate, 30% strongly agree and 54% agree. Faculty stated that they strongly agree and agree that classroom technology is adequate (70%). Areas needing improvement focused on student life and student services activities. In particular, solving challenges with food service opportunities, extracurricular activities and recreation/fitness are key programming elements that are perceived as inadequate.

The adequacy of campus office space was among the questions distributed with an average of 75% of faculty, staff and administration responding that space was adequate.

Based on the survey, providing space and programming to promote student activities outside the classroom is deemed a strong consideration for the Master Plan. These spaces should include areas for recreational activities, events, social/gathering spaces, student services and enhanced dining opportunities.

Workforce, and Business and Industry Leadership Team (BILT) Forums

The Forums

Two forums were conducted at the Downtown Campus and at Nassau Center with leaders of industry, workforce and education in Northeast Florida. The goal of these discussions was to solicit input and receive guidance from leaders in the business community and key constituencies outside of the FSCJ enterprise with regard to the College's impact and opportunities related to the region's workforce. Discussion points focused on future markets, potential deficiencies in education/workforce and better understanding how FSCJ can support their needs.

Participants represented a broad range of industries and community leaders located primarily in Duval and Nassau County. More specifically, leaders in healthcare, leisure/entertainment, hospitality, land and timber companies, public school districts, manufacturing associations, science/technology/manufacturing companies, construction and human resources attended the meeting. The content and interaction was an open format guided by a questionnaire and a "framework" presentation including a real-time feedback exercise where each of the participants were asked the same questions and participated in identical exercises.



Results and Findings

The results between the two forums yielded similar outcomes with remarkably consistent discussions and expressed needs throughout a range of industries. Primarily, shortfalls in labor and workforce for hospitality, healthcare and technology is a current need and one that is perceived to continue to grow in the future. The comments related to healthcare focused on the needs to fulfill shortfalls in staff for nursing, various technicians and specialist roles. Financial technology (Fintech) was also seen as a growth industry in Northeast Florida.

There was also discussions about better integrating and expanding the great work that is in place related to the College's interface with high schools. Dual enrollment, marketing campaigns defining FSCJ's offerings and involving employers in secondary education should be analyzed with plans put in place to enhance opportunities for engaging students prior to entering college.

In summary, the findings of these forums led to a clearer picture of how FSCJ could potentially support the local workforce needs. Those include improving or initiating enhanced programs, initiatives and offerings based on the following:

- Nursing
- Healthcare Technicians and Therapists
- Culinary Arts
- Hotel and Hospitality Management/Support
- Financial Technology
- Electronics
- Manufacturing and Logistics
- Deploy enhanced communication with high schools
- Education (including "Paras to Pros")

Quantitative Analysis

Introduction

Enrollment, existing spatial inventories, modality and utilization are variables utilized to establish a quantitative profile of the College. The profile seeks to verify key factors to assist in decision-making for the Master Plan. The focus of the quantitative analysis is based on data associated with the seven locations including full time equivalent (FTE) enrollment figures/projections, the State Requirements for Educational Facilities (SREF) factors and room inventory data. This data is used to generally forecast space needs based on the SREF. The Master Plan also looks at headcount using metrics from the Society of College and University Planners as a high level gauge for accuracy and general verification.

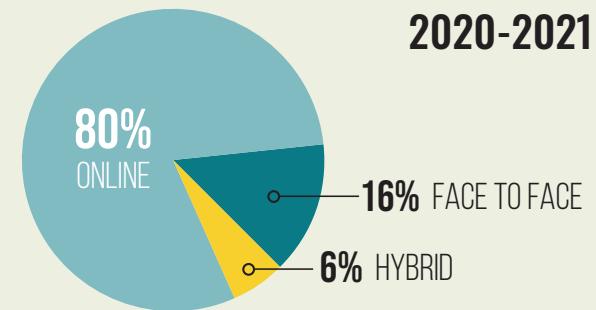
While this Master Plan acknowledges the efficacy of the online and hybrid modality, it seeks to ultimately provide guidance on instituting methodologies to increase utilization of space. While the Master Plan acknowledges the value of synchronous online modality, the face-to-face modality is the primary method identified to maximize space utilization.

Generalized Space Projections

Based on data provided by FSCJ and parameters set by the SREF, a space needs assessment was prepared for each campus/center and for the entire College. The focus was to gain an understanding of space needs based on enrollment utilizing SREF variables where the current space inventory serves as a baseline (2022). A 5-Year projection was compiled through the 2026 fall and 2027 spring academic year. This information should be viewed as a general expression of space needs and is based on enrollment projections provided by the College. Modality was not one of the primary factors influencing space needs due to limitations in SREF calculations. Additionally, the online modality was “hard-wired” into the system due to the majority of those enrolled associated with students receiving remote academic delivery are primarily represented at the Deerwood Center. A 20-year projection through 2042-2043 academic year is provided in the appendices. Note that in all of the tables a negative number indicates a surplus or a lack of need.

FSCJ Quantitative Factors at a Glance

Campus Locations	7
Campus Acreage	833 acres (including leases)
Total Building Area	Approximately 2.9 million s.f.
Total Headcount	77,622 (unduplicated 2020-2021)
Total FTE	14,173 (Capital Outlay FTE from FDOE)
Headcount to FTE	5.6 headcount to 1 FTE

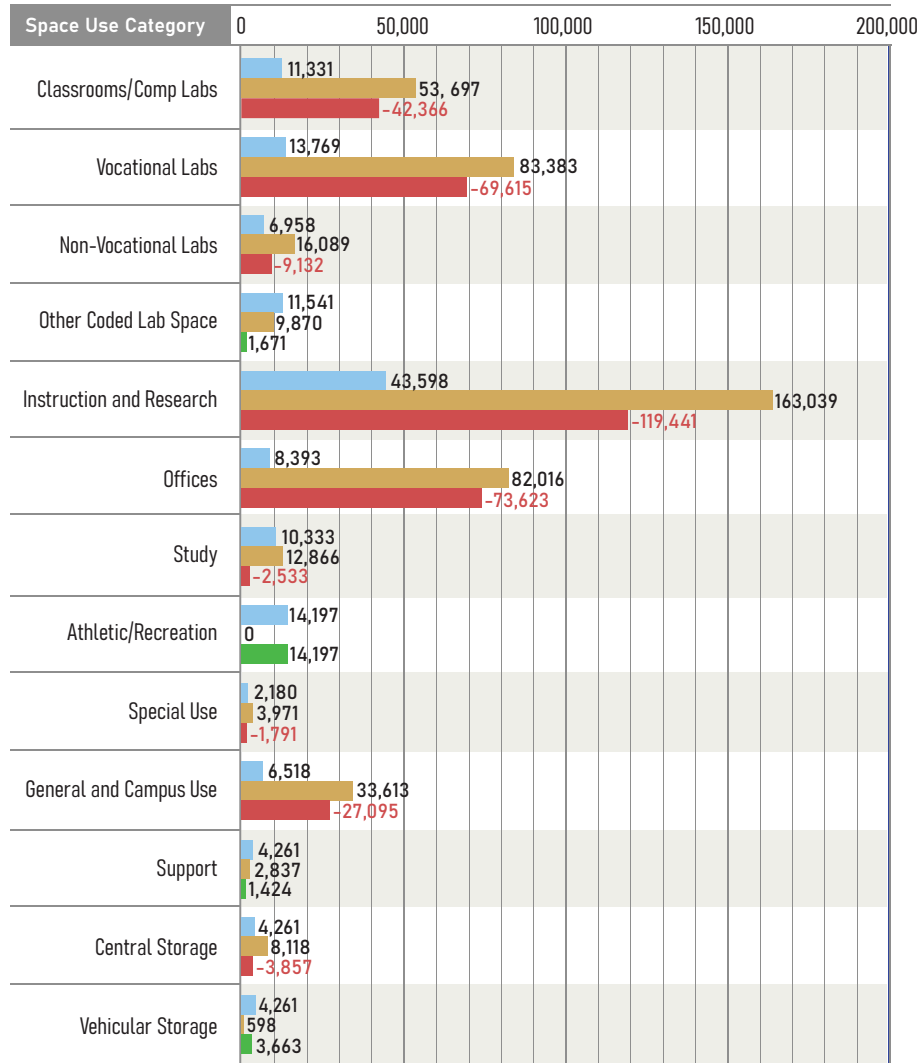


Generalized Space Projection Data (5 Year Plan)

1 DOWNTOWN CAMPUS

5 Year Plan 2026 -2027

5 Year Facilities' Requirements, Deficits and Surpluses

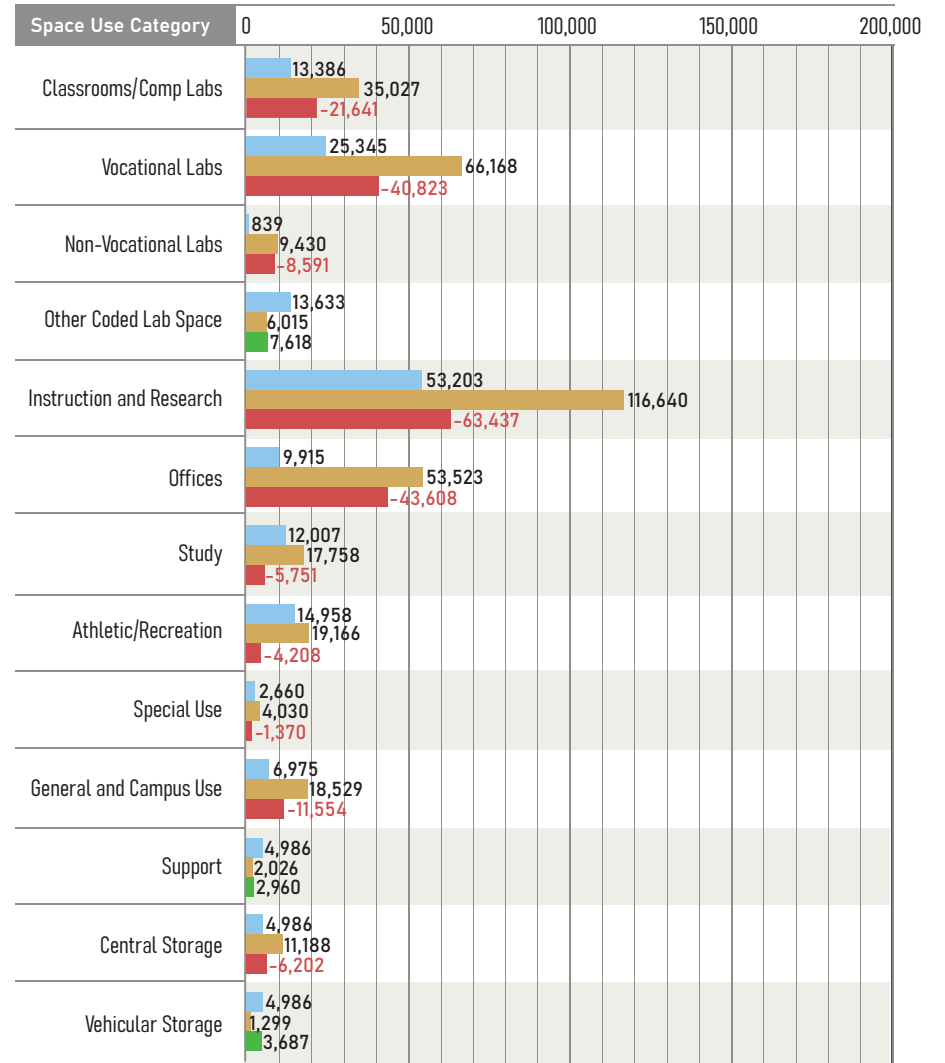


■ Facilities Required ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed) ■ Facilities Surplus

2 NORTH CAMPUS

5 Year Plan 2026 -2027

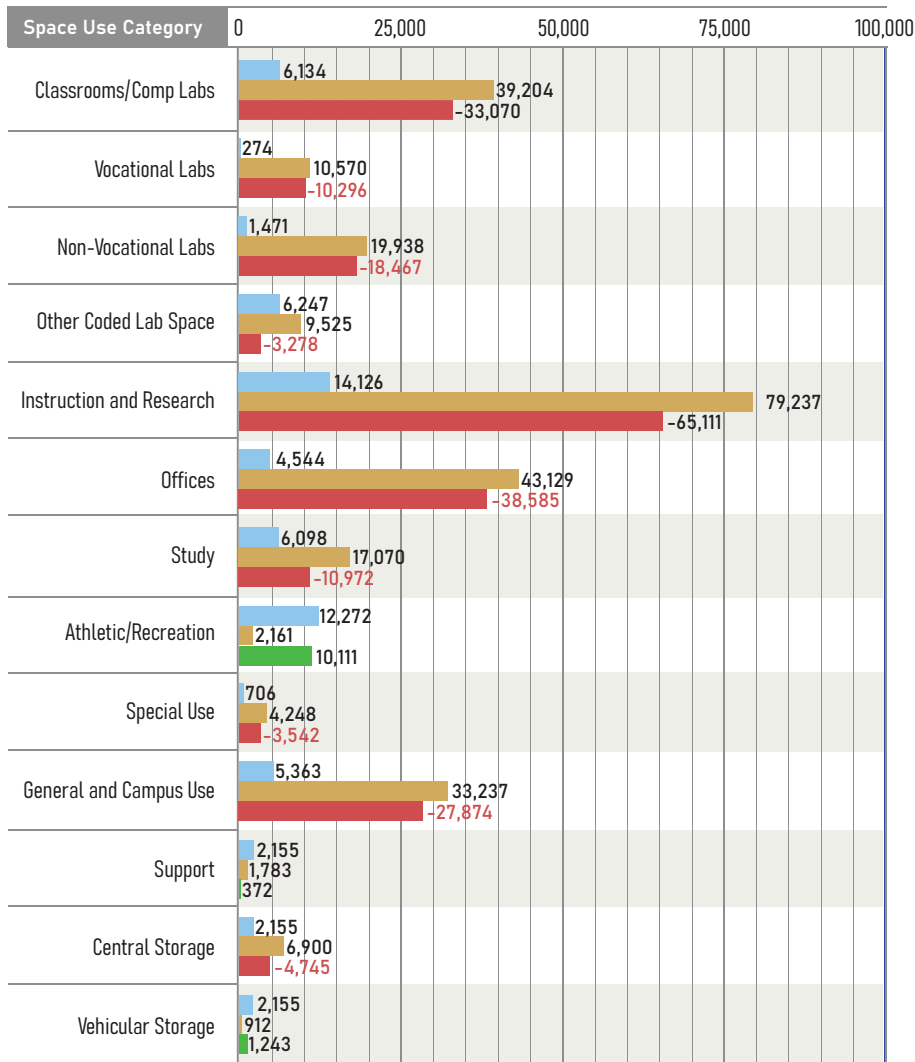
5 Year Facilities' Requirements, Deficits and Surpluses



3 KENT CAMPUS

5 Year Plan 2026 -2027

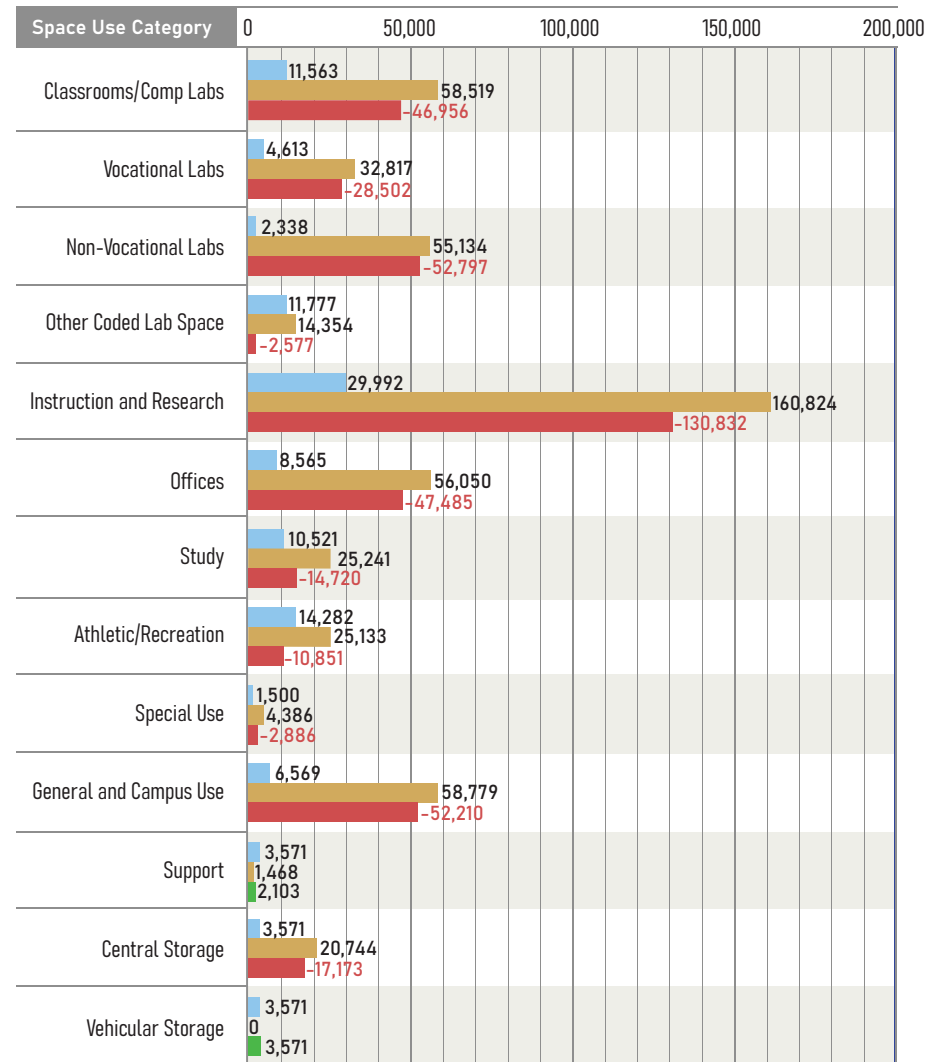
5 Year Facilities' Requirements, Deficits and Surpluses



4 SOUTH CAMPUS

5 Year Plan 2026 -2027

5 Year Facilities' Requirements, Deficits and Surpluses

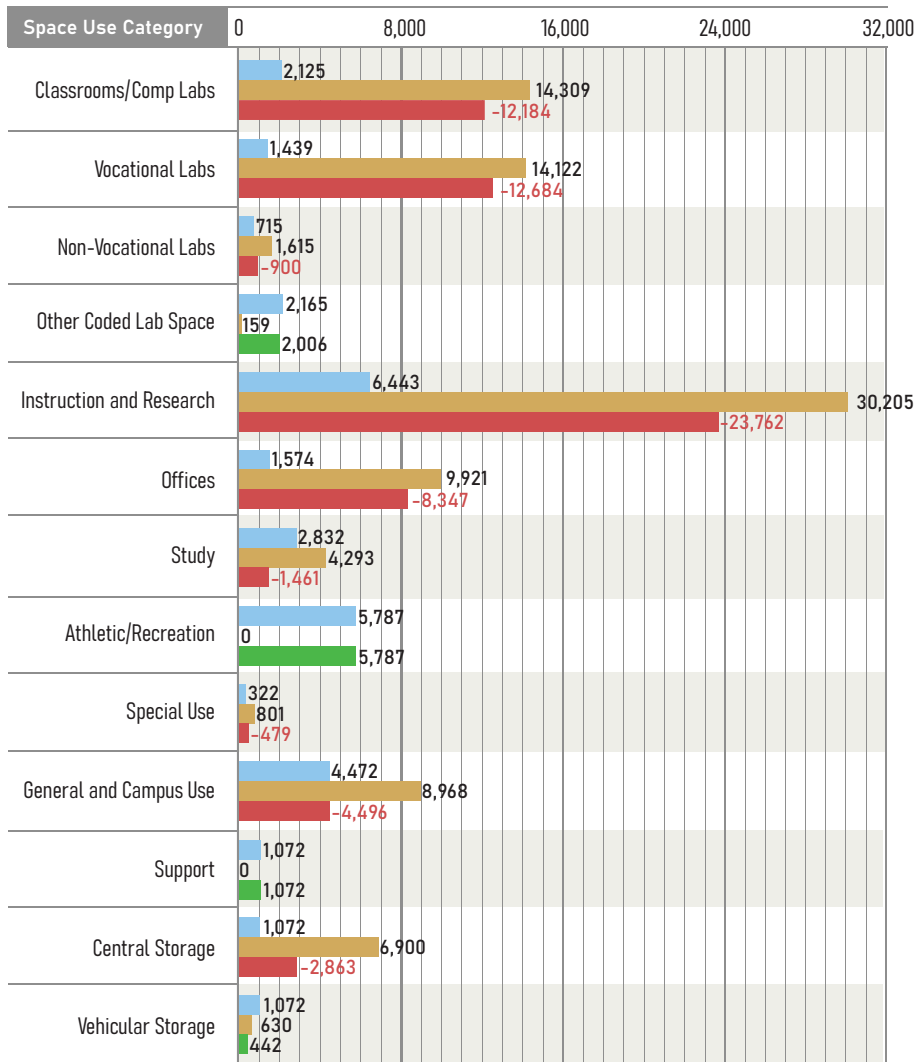


■ Facilities Required ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed) ■ Facilities Surplus

6 BETTY P. COOK NASSAU CENTER

5 Year Plan 2026 -2027

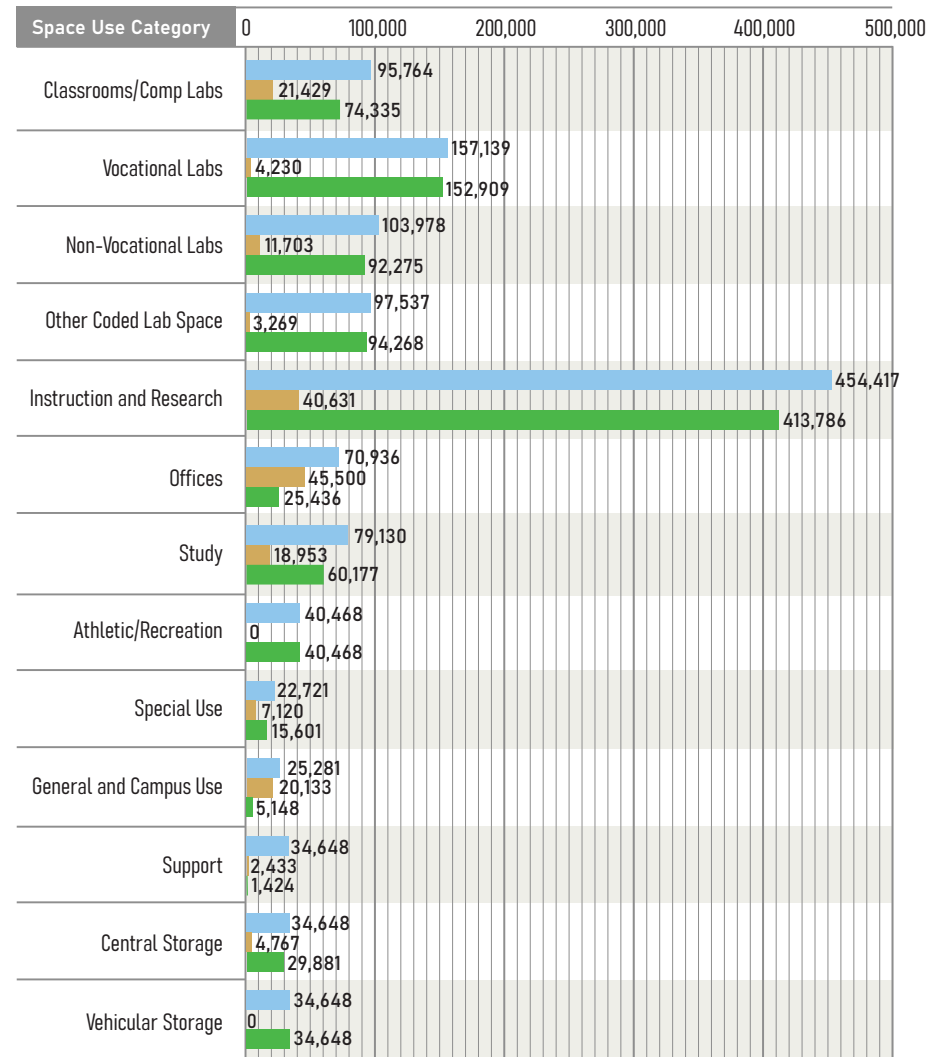
5 Year Facilities' Requirements, Deficits and Surpluses



7 DEERWOOD CENTER

5 Year Plan 2026 -2027

5 Year Facilities' Requirements, Deficits and Surpluses

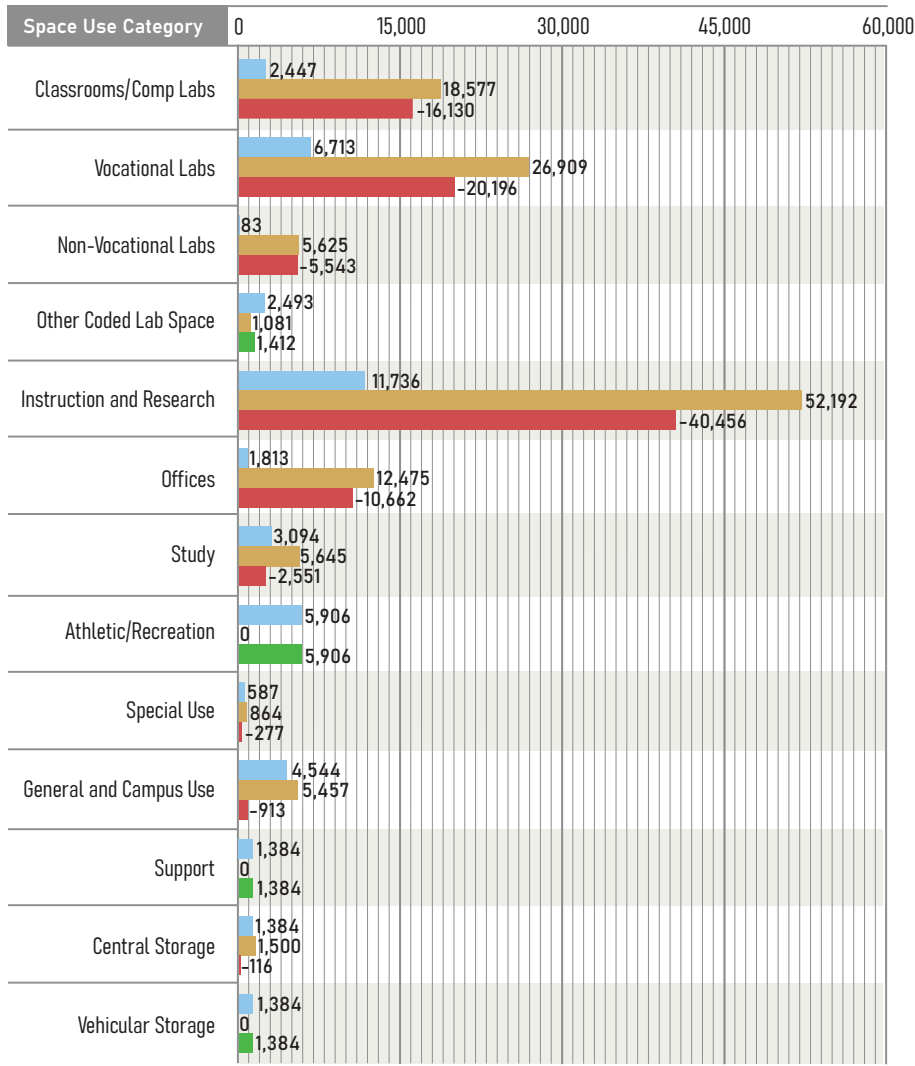


■ Facilities Required ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed) ■ Facilities Surplus

8 CECIL CENTER

5 Year Plan 2026 -2027

5 Year Facilities' Requirements, Deficits and Surpluses

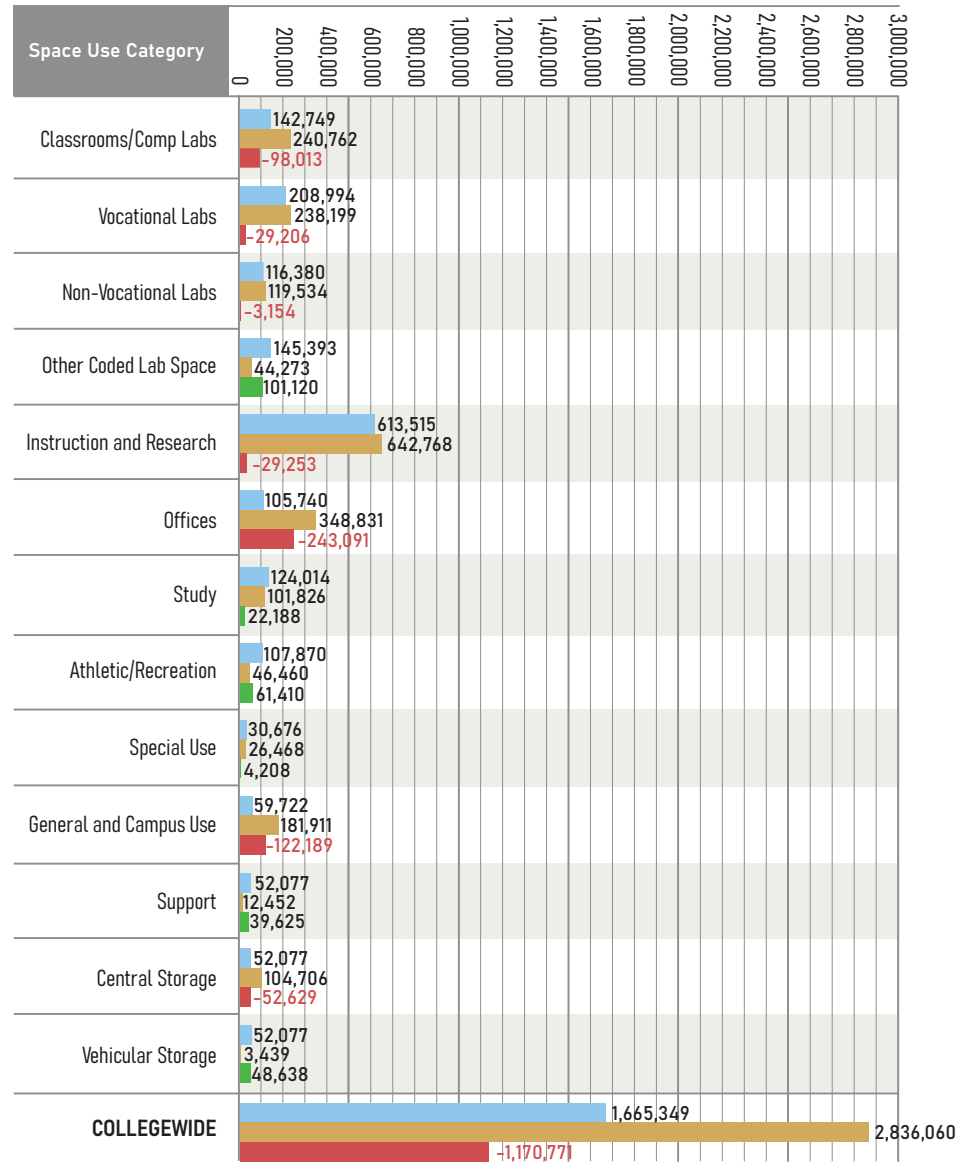


Facilities Required (Blue), Existing Facilities (Planning Baseline) 2021 (Gold), Facilities Deficit (Needed) (Green), Facilities Surplus (Red)

ALL LOCATIONS

Collegewide 5 Year Plan 2026 -2027

5 Year Facilities' Requirements, Deficits and Surpluses



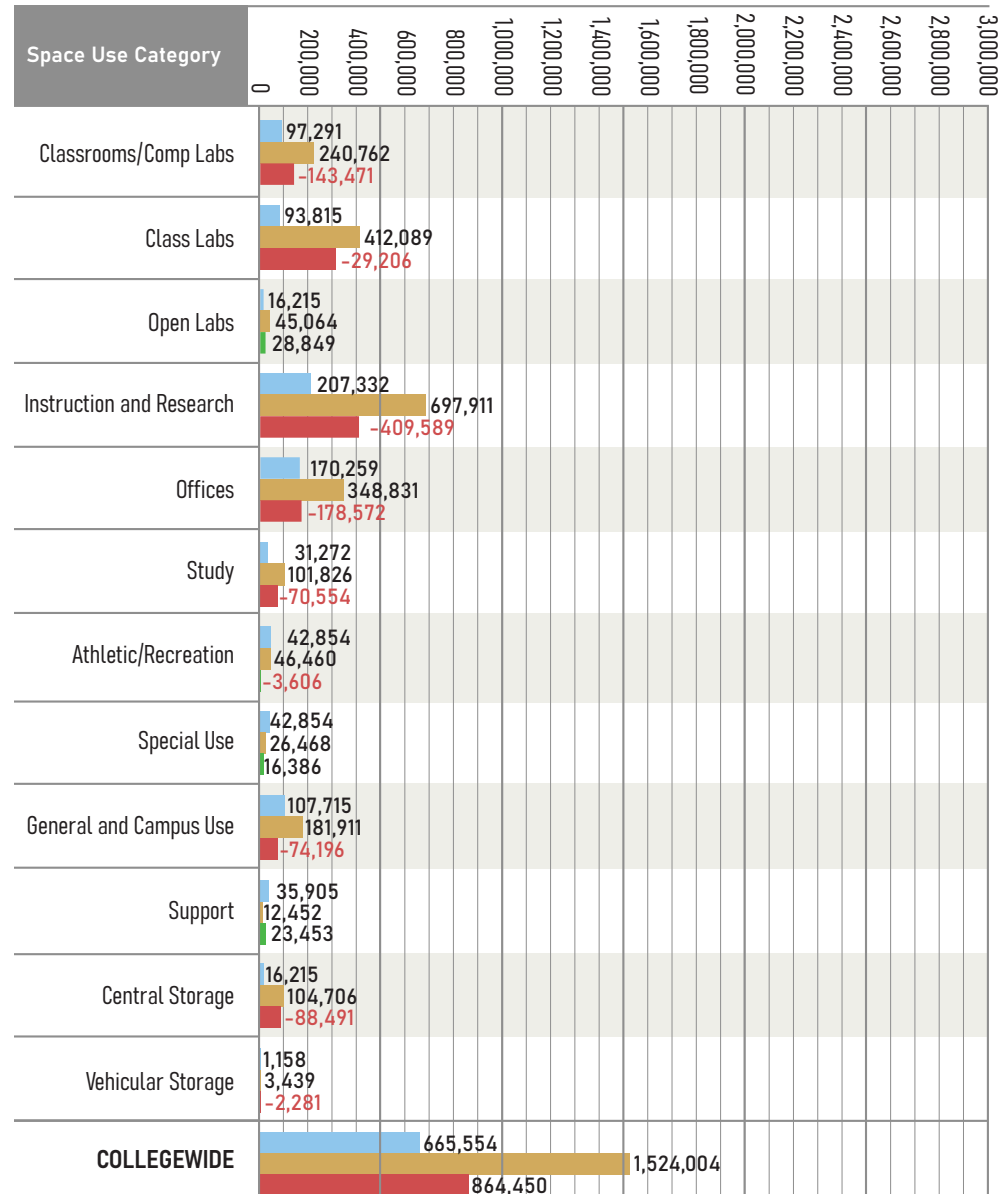
Facilities Required (Blue), Existing Facilities (Planning Baseline) 2021 (Gold), Facilities Deficit (Needed) (Green), Facilities Surplus (Red)

Supplementary Quantitative Data and Findings

Alternative Space Projection Modeling

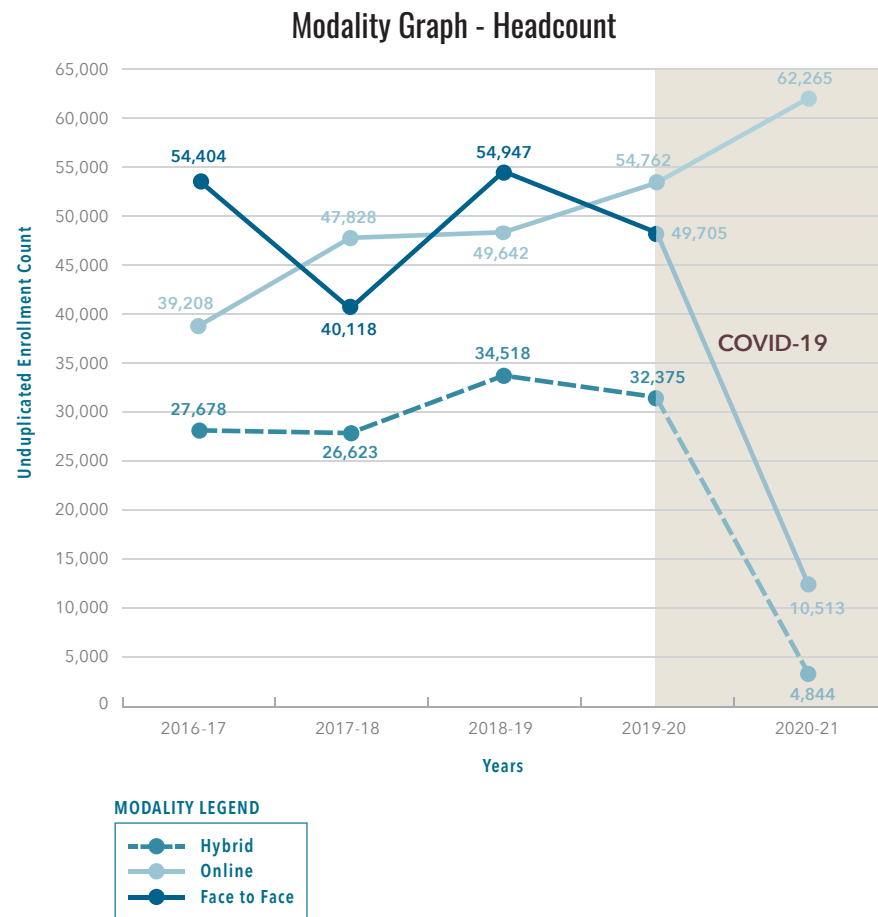
While the space projections incorporating variables from SREF did not produce a need in many cases, the calculations do not incorporate modality. Additionally, data related to modality and its relationship to FTE is not available. As a method to verify space needs metrics related to enrollment, modality factors and as an alternative checking mechanism the Society for College and University Planning (SCUP) publishes a survey of campus facilities utilizing the Facility Inventory and Classification Manual Standards (FICM) called the Campus Facilities Inventory (SCUP-CFI, 2021). FICM classifies space very similar to the Information Classification Structure (ICS) which is utilized by the State of Florida. The table to the right is a Collegewide summary of the space projections based on the SCUP-CFI, 2021 variables. The results are very similar to those found in the SREF based analyses, however the accuracy of these may be enhanced due to their accommodation of modality factors.

Space Projection Needs - SSCUP-CFI, 2021



Alternative Space Projection Modeling Results

Based on data provided by the College, 80% of those enrolled at FSCJ (2020-2021) were considered online students, with 20% being either hybrid or face-to-face. This is a significant change from the previous 4 years which averaged 38% online enrollment (See Modality Graph – Headcount). The Covid-19 Pandemic has played a significant role in impacting modality at FSCJ. Manipulating the space projection model by reducing the online enrollment to an average of 50% yields no deficit or surplus based on the SCUP-CFI variables. Maintaining an unduplicated headcount of approximately 77,000 at more than 55% being face-to-face or hybrid will start to express a need for additional space.

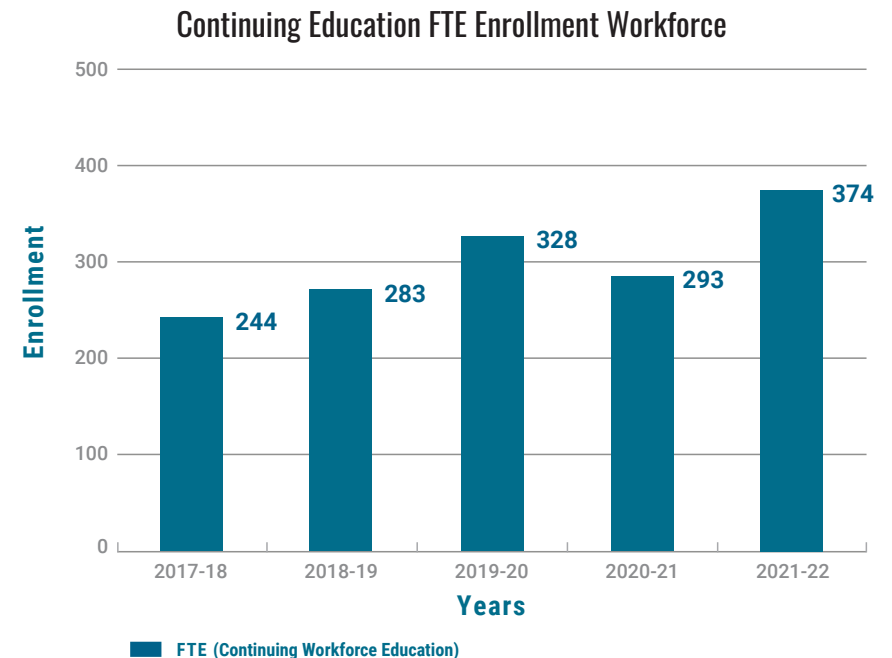


Utilization General Commentary

The Analysis and Findings process included an analysis of FSCJ’s utilization of classroom and laboratory space (vocational and non-vocational) at each campus and center and CollegeWide. The data provided extensive metrics related to student stations, hours, number of rooms and percentage of utilization. The Master Plan focused on percentage of utilization starting from Fall of 2017 through the Spring of 2022.

Excluding the years correlating to the Covid-19 pandemic (2020 and 2021) average utilization for classroom space was 46% for lab space was 60%. The figures post pandemic is 21% for classrooms and 49% for lab space. An upward trajectory for utilization is expected. Continuing Workforce Education (CWE) has maintained consistent growth.

Generally, lab utilization for CWE has been in the 70% range on average, with the Downtown Campus seeing a utilization for CWE labs at 64%. Couple the utilization with a 16% growth in FTYE enrollment for CWE (excluding Covid-19 pandemic enrollment), the need for space presents an opportunity for expansion.



Collegewide Master Plan Goal, Objectives and Strategies

Collegewide Master Plan Goal

Building on FSCJ's Visionary Impact Plan 2.0, the master plan will establish a framework for student, community and employee success that is context sensitive, technologically relevant and calibrated to the contemporary college experience.

Objective 1

Establish, develop and enhance the visibility, unique identity and beneficial opportunities each campus and center offer to the community in which they occupy while maintaining the FSCJ brand.

- Strategy 1.1:** At each campus and center location leverage the diversity of community settings, key offerings/academic focus and key cultural aspects to establish a unique identity.
- Strategy 1.2:** Overlay at each campus and center location a properly calibrated representation of the FSCJ brand.
- Strategy 1.3:** Incorporate a new campus arrival and "front door" experience at each campus and center.
- Strategy 1.4:** Utilize properly articulated and placed signage to enhance brand identity, safety and wayfinding.
- Strategy 1.5:** Develop or enhance spaces to support community events, functions and gatherings
- Strategy 1.6:** Incorporate "best in class" improvements to support veterans, active service members, families and those that wish to serve the military in the future.
- Strategy 1.7:** "Take academic programs to the community" – appropriately integrate and enhance space for workforce education and certificate programs.

Objective 2

Focus on improving the experience for all who visit, work, study and engage with FSCJ.

- Strategy 2.1:** Appropriately streamline services to be consistent with technology and student's expectations.
- Strategy 2.2:** Creatively deploy improvements that acknowledge the College's and community's diversity with a focus on success, inclusion, equity and belongingness.
- Strategy 2.3:** Incorporate new academic, collaboration-related and support facilities that meet the needs expressed by students, leadership, staff and faculty.
- Strategy 2.4:** Explore opportunities related to food service to support the campus community.
- Strategy 2.5:** Provide student centric spaces that promote the college experience, including flexible space for extra-curricular and co-curricular activities.
- Strategy 2.6:** Incorporate spaces that acknowledge flexibility in academic delivery modalities.
- Strategy 2.7:** Consider incorporating space for that provides the opportunity for living on campus.
- Strategy 2.8:** Recognize and integrate vehicular and mass transit modes of transportation while emphasizing the primary importance of pedestrian circulation on campus.
- Strategy 2.9:** Incorporate opportunities for public art and areas celebrating those that participated in FSCJ's legacy.

Objective 3

Incorporate short and long-term measures to enhance relevant business case elements for the College.

- Strategy 3.1:** Ensure that regional demographic trends, NE Florida workforce forecasts and key business growth areas are integrated into the Master Plan in terms of influencing academic programming, key improvements and their placement within the FSCJ enterprise.
- Strategy 3.2:** Incorporate space that can serve the business community including appropriate messaging and branding elements that could be integrated into the College's communications plan.
- Strategy 3.4:** Consider incorporating space for a robust business center as part of the College's assets.
- Strategy 3.5:** Incorporate properly scaled career and entrepreneurial center(s) to enhance the connection and transition from college to the workforce with particular emphasis on business recruitment, technology and collaboration.
- Strategy 3.6:** Incorporate elements in the Master Plan to assist in streamlining funding and fundraising processes.

Objective 4

Recognize and deploy specific methodologies to strengthen partnerships and engage the community.

- Strategy 4.1:** Provide programming and space for enhancing relationships with K-12 and charter schools.
- Strategy 4.2:** Enhance and better utilize the Wilson Center as a community outreach venue.
- Strategy 4.3:** Create spaces that enhance by acknowledging the benefits of events and outreach.
- Strategy 4.4:** Align educational programs with local employer needs.
- Strategy 4.5:** Develop and sustain collaborative projects and partnerships with the community's educational institutions, businesses, and civic organizations.
- Strategy 4.6:** Engage with targeted adjacent owners to build relationships and appropriately guide campus projects and related expansion.

Objective 5

Ensure that the nexus between the State of Florida’s requirements, the functional needs of the institution and available resources are properly addressed.

- Strategy 5.1:** As a baseline analyze and allocate space based on metrics provided by SREF 2014.
- Strategy 5.1:** Incorporate methodologies to enhance efficiencies, maximize the utilization of existing assets and repurpose the “right space” for the “right use”.
- Strategy 5.3:** Establish a planning level capital resource needs analysis for proposed improvements.
- Strategy 5.4:** Address maintenance needs pertaining to roof and parking lot conditions.
- Strategy 5.5:** Develop a phased approach to implementation for the 5-Year plans.
- Strategy 5.6:** Integrate where possible, planning considerations for safety and security.

Objective 6

Incorporate sensible measures that support responsible stewardship of financial, natural, cultural and human resources.

- Strategy 6.1:** Consider sustainable approaches such as solar, community gardens, EV charging stations, urban agriculture and environmental education.
- Strategy 6.2:** Incorporate preservation of vital assets that are significant to College’s brand, ethos and/or cultural regime.

Continuing Workforce Education (CWE)

Through direct observation, industry trends and the data derived during the Analysis and Findings process the need to advance a robust and overt approach to expanding CWE was apparent. Logistics, manufacturing, automotive technologies, healthcare and technology are targeted as a growing opportunity for the College requiring a clear expression for action within the next five years. Expansion of CWE offerings at Kent Camps and at Cecil Center are the most significant gestures to these considerations.

Student Services

The process yielded a clear position needed relate to student services, in essence a complete overhaul of the spaces identified to accommodate this process was deemed necessary. The need to have a replicated process that is consistent Collegewide along with an emphasis on various levels of self-reliance on the student's part was expressed as the appropriate approach. Each campus and center will include accommodations for these improvements within the near term.

Campus and Center Identity

Early during the Analysis and Findings process, the need to create an enhanced character and identify for each campus and center was a clear initiative that needs to be addressed. Topics like context sensitivity, CollegeWide consistency, and appropriateness to scale were part of the primary elements that should influence the development of a tactile identity for each location.

Campus Specific Findings

Prior to commencement of the design process for the conceptual master plans a series of meetings and presentations were held to discuss the Collegewide Campus Master Plan Goal, Objectives and Strategies and a summary of programmatic findings. The following chart is a summary of those findings which became the basis for developing the conceptual master plans. These should be viewed as supplementary to the initiatives and findings discussed above.

1

Downtown Campus

Improve Student Life

Incorporate Student Success, Entrepreneurial and Business Center

Address Frontage on State Street

Expand Culinary Management

2

North Campus

Relocate Athletics to South Campus

Expand Criminal Justice Center

Enhance Central Quadrangle

Create a New Arrival Sequence to the Campus

Incorporate Targeted Improvements to Healthcare

3

Kent Campus

Enhance CWE offerings including Healthcare

Incorporate a Military Service Center

Improve Community Spaces

Enhance Center for Cultures, Languages and Societies

Address Vehicular Circulation

4

South Campus

Incorporate New Athletic Complex

Fire Academy Expansion

Incorporate Military Service Center

Address Challenges with Vehicular Circulation

Incorporate Potential Residence Hall

Incorporate Potential Charter School

Consider Expansion/Renovation of Wilson Center

Incorporate an Amphitheater

6

Nassau Center

Preserve Outdoor Education Center

Enhance and Maintain AA Completion

Enhance Central Quadrangle

Expand Class/Lab/Offices Proactively
Based on Growth

7

Deerwood Center

Promote Healthcare Offerings
including 3rd Party Relationships

Create a more Traditional Student Experience

8

Cecil Center (North)

Continue Coordination with
City of Jacksonville Related to Access

Expand CWE Offerings

Provide Food Services and Collaboration Space

Enhance and Maintain AA Completion

8

Cecil Center (South)

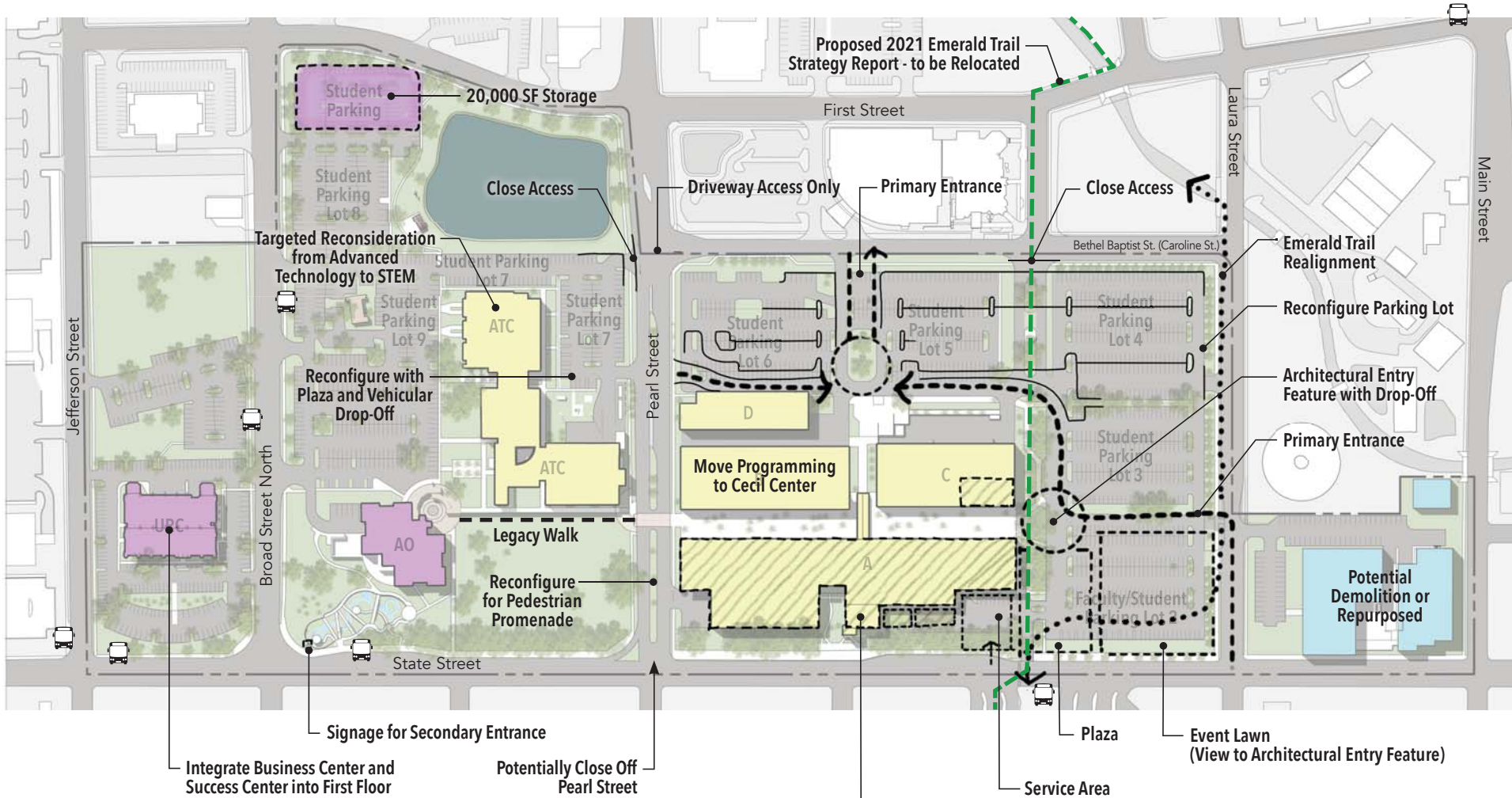
Market Current Offerings and Expand when Appropriate

Develop Airport Operations Program

Develop Unmanned Flight Program

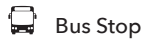


1 Downtown Campus | 5-Year Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support



NOTE: Existing conditions information is based on the best available information.

- Reconfigured Lower Floor and Programming Building**
- Student Services (Answer Center)
 - Student Life
 - Assessment
 - Reconfigured Cafeteria
 - Renovated Art Gallery
 - Multi-purpose Space
 - Reconsider Administrative Suite

The Downtown Campus will continue to operate as one of the hub or main campuses within the enterprise. Generally, this description refers to both Downtown and South Campus. The primary differentiator associated with these facilities is the likelihood that every student of FSCJ will visit one of these locations while attending. This is due to student services, the extent of academic offerings and/or the opportunity to engage in an event at the South or Downtown Campus.

For the Downtown Campus, the 5-Year conceptual diagram contemplates architectural and transportation-oriented improvements. However, there is a deep emphasis on reconfiguring traffic circulation as the primary factor initiating change.

Vehicular Circulation

The primary drivers initiating revised considerations for vehicular circulation at the Downtown Campus is arrival, safety and establishing a hierarchical order to circulation. Downtown Jacksonville's street network is integrated into the campus's development pattern through the extension of Laura, Pearl, Broad and Jefferson Streets. While the diagram recognizes the importance of maintaining the grid network for functional purposes and historical precedence, the need to establish more sensible methods of traversing and engaging the campus between these networks is necessary. Couple these needs with a goal to establish an improved campus arrival, reconsidering primary campus circulation between Laura and Pearl Street is the resulting solution.

Specifically, the arrival to campus is envisioned to be from the east via Laura Street with an iconic feature characterizing the campus entry between Buildings A and C. The diagram also contemplates converting portions of the Faculty/Student Lot 2 to greenspace to allow for a more dedicated entry sequence, views and accommodations for the realigned Emerald Trail. Additional circulation alignment modifications are proposed along the north side of campus adjacent to the service area near Building C and along Building D. These improvements require some reconfiguration of parking to promote safety and wayfinding.

There are additional improvements contemplated to the east of the ATC Building to establish an appropriate arrival to the building and to provide a clear indication of the buildings primary entrance. It should also be noted that a secondary entrance is proposed from Caroline Street to the east of Building D.

Pearl Street

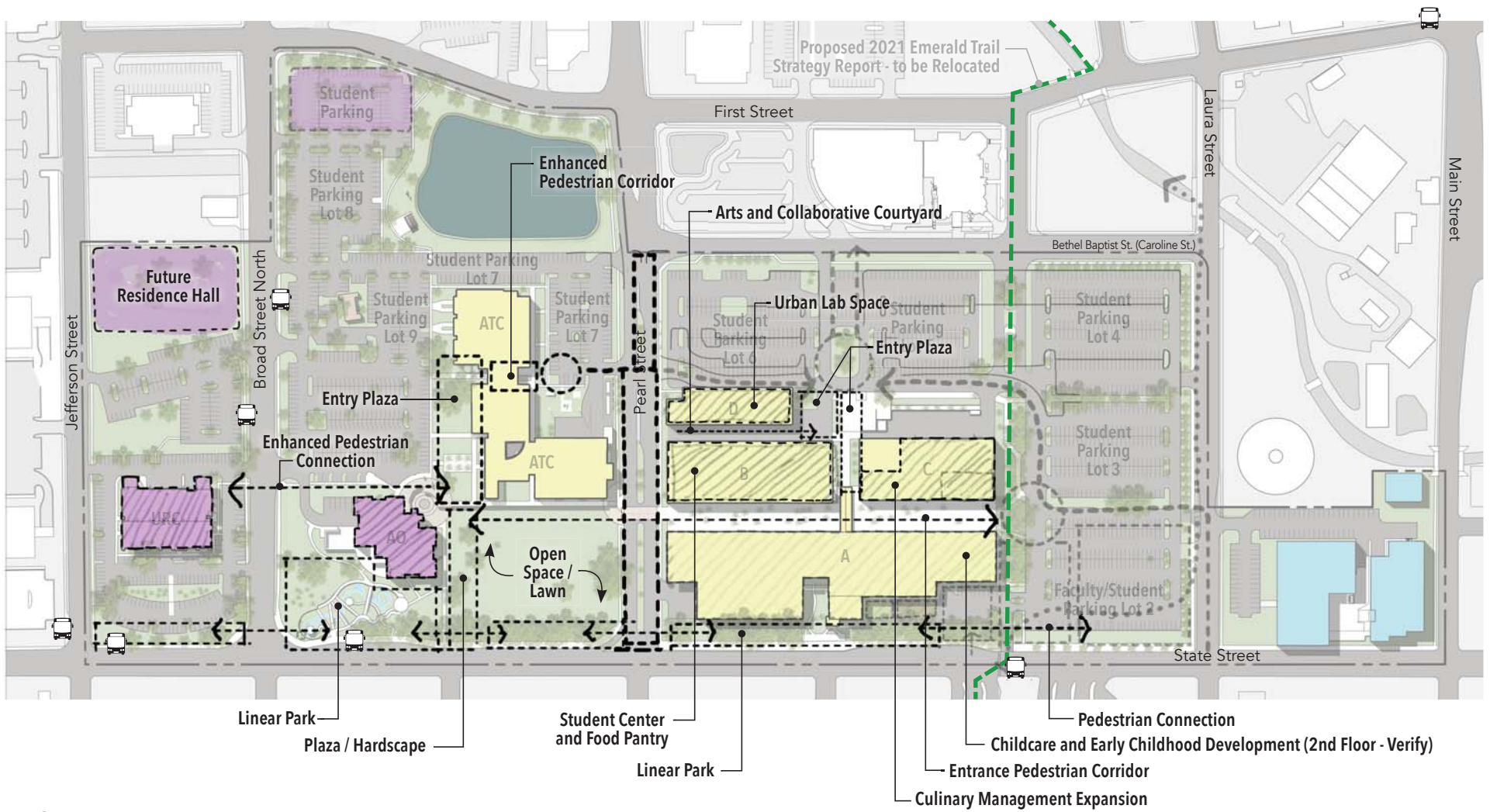
The conceptual diagram considers the closure of Pearl Street as a potential opportunity to improve campus function and provide enhanced contiguity of the campus core.

Architectural Improvements

Integration of the Business, Entrepreneurial and Success Center (BESC), the transition of the ATC to a STEM focus and remodeling of Building A are the primary architectural improvements contemplated in the 5-year conceptual diagram. For instance, these interior renovations proposed for the BESC includes the conversion of existing elements to accommodate interview preparation studios, a venue for students to shop for business attire, areas workforce transition guidance and targeted instructional space. The BESC reconsiders approximately 4,500 square feet in the southeast corner of the URC to be remodeled to accommodate the Business and Student Services Center. However, the finalization process of the Master Plan may yield alternative results.

Based on discussions relevant to needs at the Downtown Campus, the north portion Student Parking Lot B is proposed to be converted to a 20,000 square foot storage facility. The facility is intended to support campus facilities management and operations.

1 Downtown Campus | Legacy Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

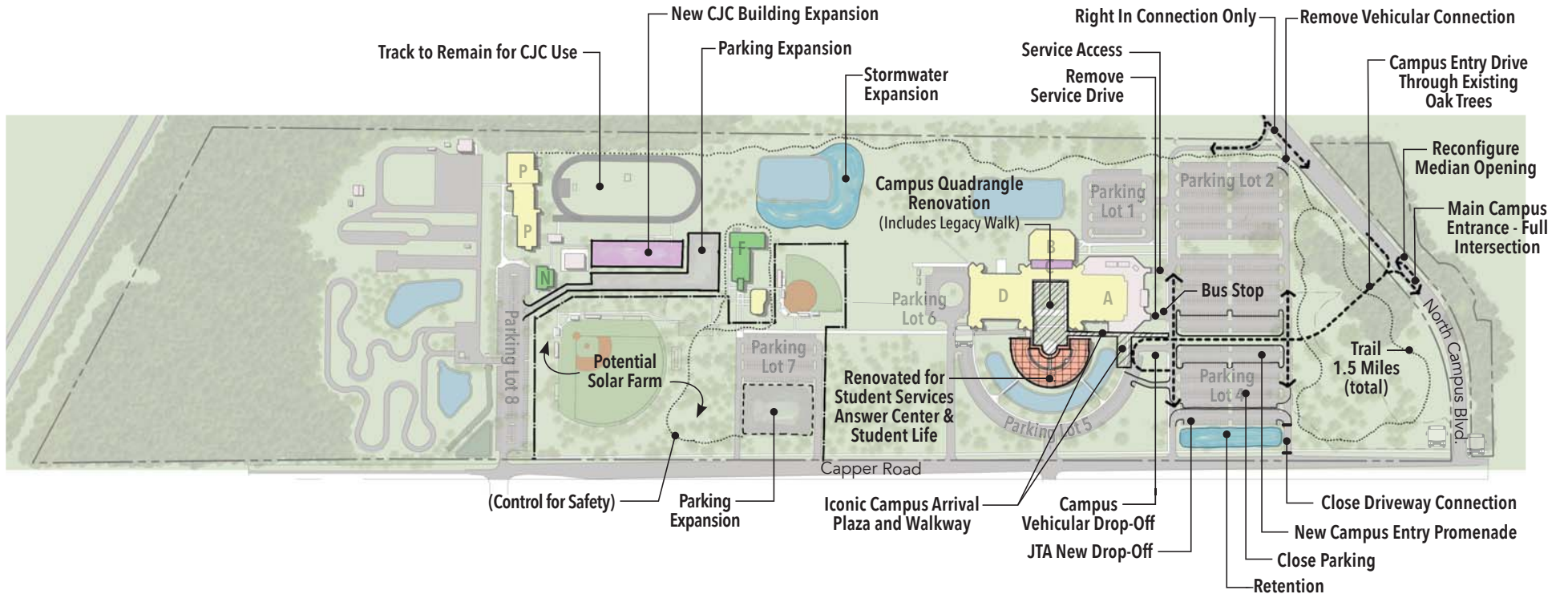
NOTE: Existing conditions information is based on the best available information.



For the Downtown Campus the 20-year (Legacy) conceptual diagram requires a sequenced approach to expansion and development that requires improvements at Cecil Center (Cecil North). Referencing the 5-year Conceptual Diagram for Cecil Center, the Continuing Workforce Education Building must be in place prior to advancing the architectural improvements described below. The following elements are proposed in the Legacy Conceptual Diagram:

- Expansion of the Culinary Management Program (Frisch Café) along with outdoor seating
- Campus Discovery Center (Answer Center)
- Urban Lab and Agricultural Space
- Faculty Resource Center
- Student Center
- Relocate Student Life and Childcare
- State Street Linear Park
- Enhanced Pedestrian Corridors and Plazas
- Arts and Collaborative Courtyard
- Deploy Flexible Classroom Improvements
- Improved Wayfinding and Signage

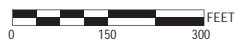
2 North Campus | 5-Year Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

NOTE: Existing conditions information is based on the best available information.



The North Campus is currently the home of the Criminal Justice Center and Athletics with primary focus to embrace the surrounding the community. The North Campus is envisioned to be a community hub for certificate programs and healthcare.

The 5-year conceptual diagram for the North Campus reinforces reengagement with the community and expands the Criminal Justice Center (CJC) and relocates the Athletics to the South Campus. As part of the new improvements to North Campus, the student experience and outdoor connectivity was a major portion of the overall design. Key proposed improvements are outlined below:

Vehicular Arrival Improvements

The existing campus arrival is currently from North Campus Boulevard and a minor entrance from Capper Road. The conceptual diagram proposes the main entrance at North Campus Boulevard to show case the existing majestic oak trees as the arrival experience while framing the view directly into the heart of campus. This will set the campus front door experience as a new arrival sequence that celebrates the DNA of the North Campus. To improve circulation, the existing North Campus Boulevard (located on the north side of the campus) entrance will be a Right-In connection only directing all traffic to the new primary entrance while the Capper Road becomes a secondary entrance.

The conceptual diagram reconfigures the parking along the main arrival experience to direct the view into a drop off/arrival plaza with an iconic open air architectural feature adjacent to Building E. Building E will be enhanced as the main student services center in a centralized location that ties into a processional promenade enhancing the student experience.

Relocate Athletic Fields and Connection for Trails

Based on input and directives shifting athletics and recreational to South Campus, allowed expansion of the CJC and connecting the entire campus with nature trails. North Campus has a strong community presence, so incorporating community connections through a trail system is appropriate. These connections along with the trail improvements should incorporate elements for safety and security. Lighting and trails widths and materials that support the right type of vehicular access are considerations.

CJC Expansion

Relocating the athletics and recreation to the South Campus allowed the current fields to be utilized by the CJC and perhaps support synergies with the City of Jacksonville Parks and Recreation Department. The conceptual approach considers the CJC to expand their facilities with a new academic building. Additionally, the conceptual diagram proposes parking expansion to Parking Lots 7 and 8. The additional parking spaces are necessary to accommodate the current needs for the CJC.

Campus Plaza and Quadrangle

The new arrival sequence allows visitors to be dropped off at the arrival plaza. This plaza will have an outdoor architectural element that is inviting and grand showcasing the eloquence of North Campus.

A series of walkways connects the arrival plaza to the central courtyard (Quadrangle). The 5-Year plan includes a comprehensive remodeling of the Quadrangle.

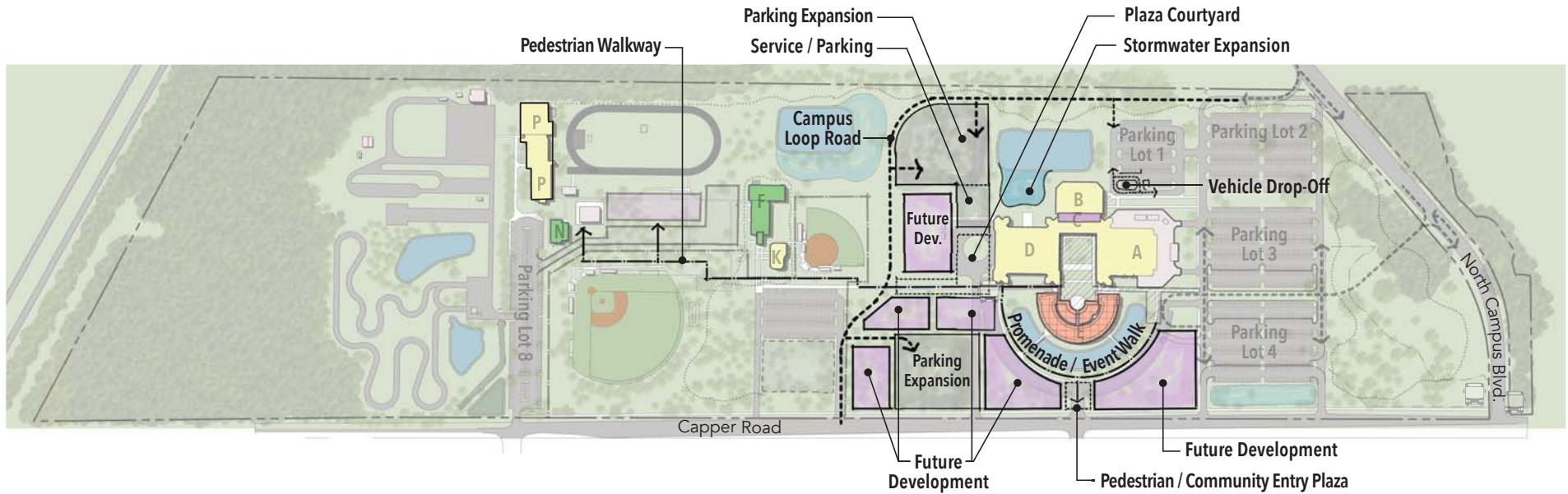
Student Services (Answer Center)

As a key part of remodeling Building E (Answer Center) for student services, an identifiable location for students to engage with administration was a priority. A centralized location that integrates with student and front-facing relationships are primary factors influencing its location and configuration.

JTA Transit Circulation

The conceptual diagram illustrates the new JTA Transit stop in Parking Lot 4. There is a current plan for a retention pond along Capper Road that would align with the relocated JTA stop which would allow FSCJ to close Parking Lot 4 from a circulation standpoint and create this location as a stand-alone bus stop. These improvements shift the current bus stop in front of Building D to the outer edges of the campus which reduces vehicular and pedestrian conflicts.

2 North Campus | Legacy Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

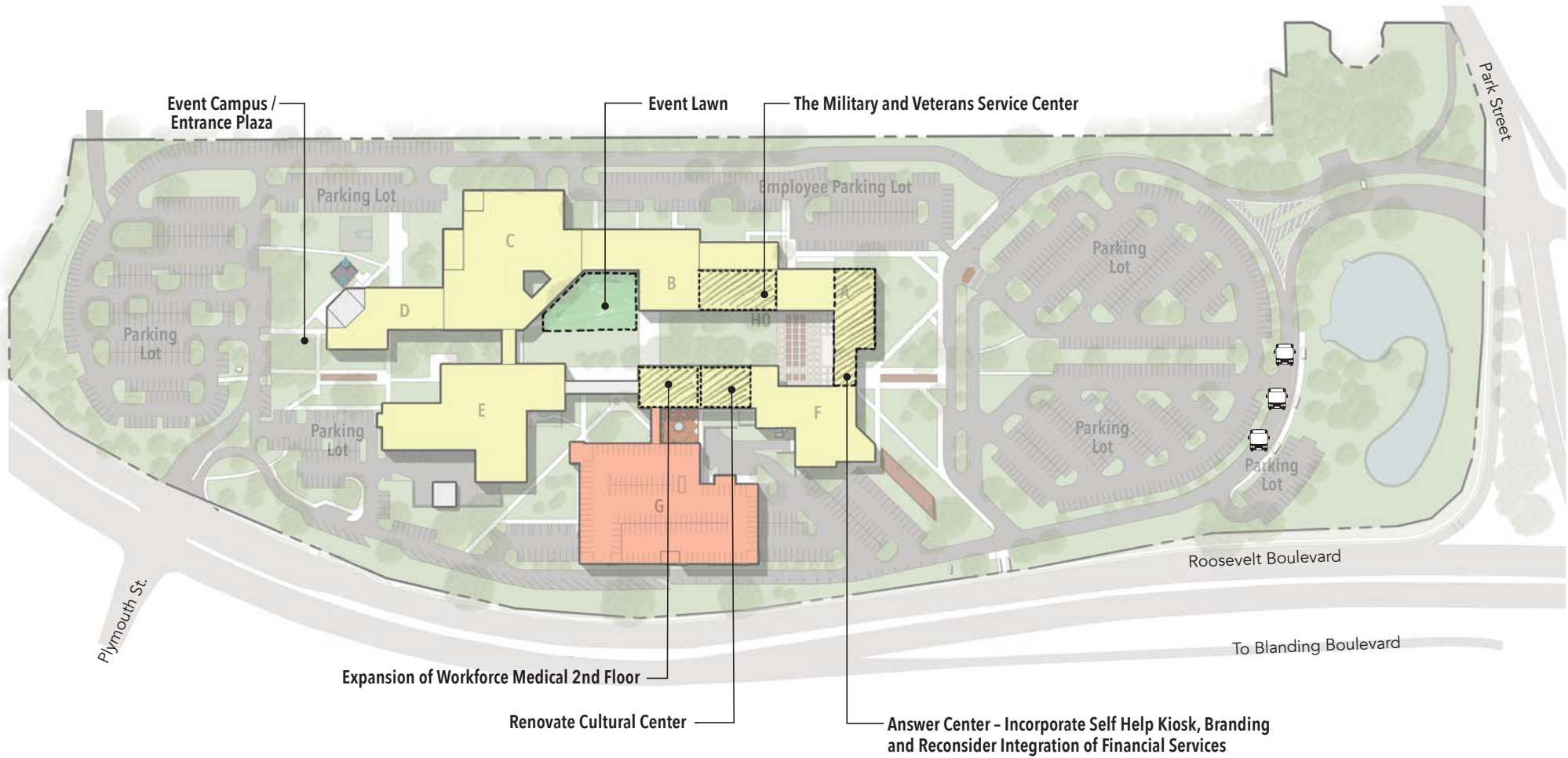
NOTE: Existing conditions information is based on the best available information.



The 20-year (Legacy) conceptual diagram takes into consideration utilizing the remainder of the campus for future development while expanding the linear pedestrian promenade to connect through the campus to the CJC including the incorporation of the “Legacy Walk.” The “Legacy Walk” would be lined with a series of courtyards and plazas. The 20-Year conceptual diagram proposes closing the entrance at Capper Road to create an entry plaza that would have views aligning with a renovated waterfront promenade. The following elements are proposed in the Legacy Diagram:

- Campus Loop Road
- Pedestrian Promenade
- Waterfront Promenade
- Community Connection
- Future Building Expansion
- Improved Wayfinding and Signage

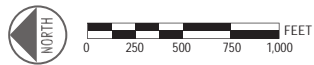
3 Kent Campus | 5-Year Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

NOTE: Existing conditions information is based on the best available information.



Kent Campus — Based on the campus's location and configuration, Kent Campus is envisioned to maintain much of its current academic and administrative operations with an increased focus on community, Continuing Workforce Education programs and student services enhancements. To deploy these focuses a balanced approach to architectural improvements (interior renovations), addressing transportation networks, enhancing exterior spaces and improvements to key student services elements are contemplated.

The 5-Year Conceptual Diagram for Kent Campus focuses on enhancing the student experience, improvements related to student life, student services and expansion of Workforce Education are the focus. This is envisioned to be an achievable approach and easily transitions to the community oriented improvements targeted in the Legacy Plan.

Student Services (Answer Center)

Based on discussions, the student services experience at Kent Campus needs marginal improvements. The goal is to establish a consistent experience for new and returning students in relation to engaging and obtaining information pertaining to academic, financial and general advisement matters. Based on the existing accommodations the need to create improved interior spatial orientations, potential cosmetic enhancements and self-help elements (kiosk) are deemed appropriate. The current campus operations and testing/assessment will be relocated with the proposed Military and Veterans' Services Center to create a central focus location for student services.

Military and Veterans Services Center

Similar to the improvements contemplated at South Campus, the Military and Veterans Service Center at Kent Campus is envisioned to be a front facing improvement. The proposed improvements are intended to be smaller than the elements proposed at South Campus. Programming includes meeting and activity space, lounge area and a conference room. To establish the frontage desired, the improvements are proposed in the A building.

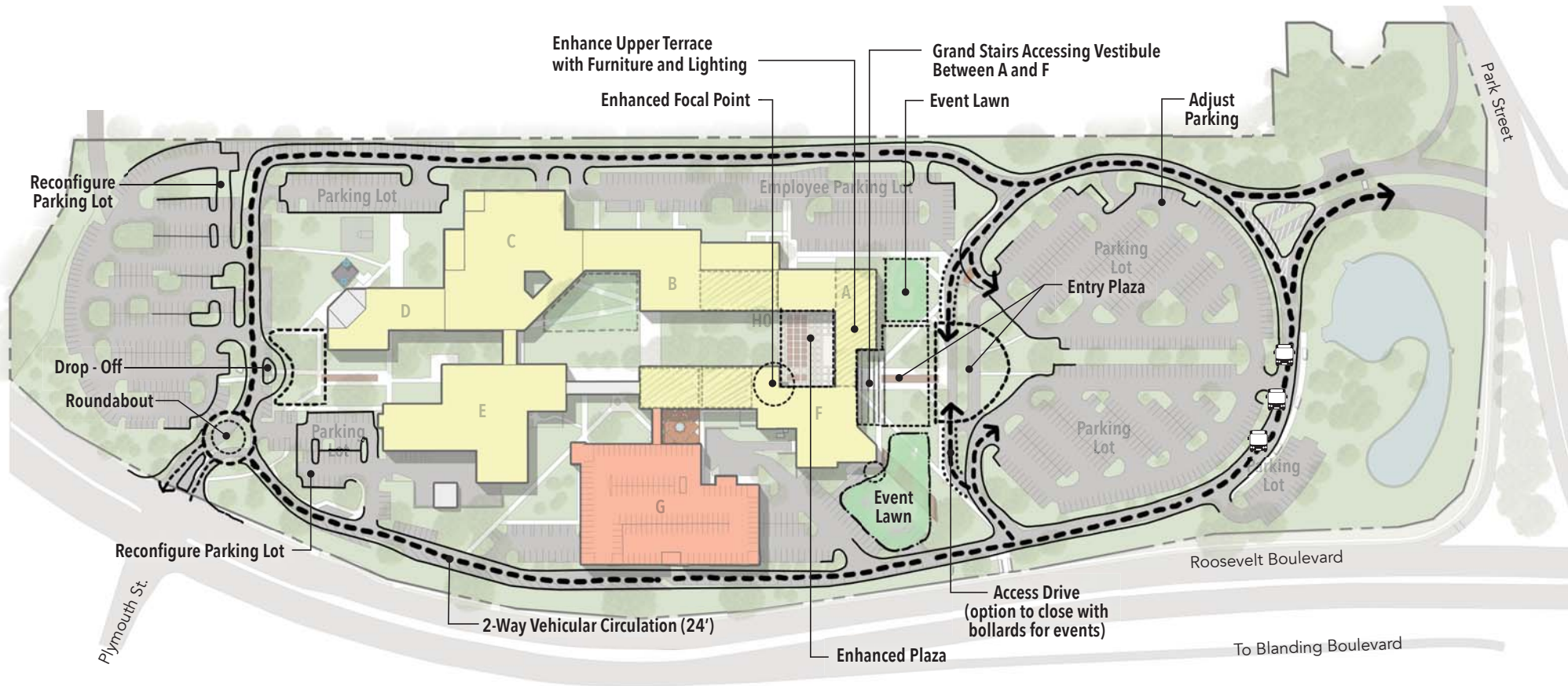
Continuing Workforce Education

The expansion of Continuing Workforce Education on the upper floor of the west wing of the F Building is contemplated in the 5-year conceptual diagram. Provisions for healthcare classes, labs and general academic space is the focus for these improvements based on need. The recent renovations in adjacent spaces (to the east) are consistent with the vision for these spaces.

Center for Cultures, Languages and Societies (CLaS)

The CLaS is a well established and successful program on campus with the potential to offer extensive benefits to students, and the community. The current facilities are constrained and require significant enhancement. The 5-year conceptual diagram contemplates expansion, renovation and updating the entire facility.

3 Kent Campus | Legacy Master Plan

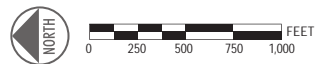


LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- BUS STOP

 Bus Stop

NOTE: Existing conditions information is based on the best available information.



The 20-year (Legacy) Conceptual Diagram for Kent Campus focuses on providing enhanced transportation circulation and an improved student experience. It also seeks to deploy an approach that works to improve the campus identity through community-oriented elements and the incorporation of student life programming that are context specific. Below is a summary of improvements identified for Kent Campus beyond 5 years:

- Restructuring of the campus loop road from a one-way to a two-way continuous configuration
- Reconfiguring parking lots throughout campus to facilitate the two-way loop road
- Installing a roundabout near the north campus vehicular connection
- Installing new green space, outdoor lounge areas and pedestrian environments at the north end of campus adjacent to Building D
- Extensive exterior renovations on the south side of campus between Buildings A and F. These improvements include amphitheater style exterior stair connection from the upper terrace at Buildings A and F with overhead canopy.
- Improved wayfinding and signage

South Campus — Overall, the South Campus is envisioned to be one of two hubs within the FSCJ enterprise. The Downtown Campus discussed in a previous section is contemplated as the other hub. South Campus shares the same operational characteristics as the Downtown Campus by incorporating facilities that typically accommodate or even necessitate that every student of FSCJ will be on campus at some point during their time at the institution.

The 5-year conceptual diagram for the South Campus outlines a robust vision that seeks to transform the campus by reconfiguring circulation, incorporating iconic arrival sequences, proposing extensive new recreation/athletics programming and integrating targeted capital improvements. Key proposed improvements are outlined below:

Vehicular Arrival Improvements

The existing campus arrival from Beach Boulevard is well configured providing adequate service and possesses the basic elements needed to characterize a “branded experience”. However, on campus areas north of Beach Boulevard should be enhanced to improve circulation and reduce confusion.

The conceptual diagram considers an improved arrival through the addition of a roundabout to the south of the Wilson Center as well as a complete reconfiguration on the east side of the campus. The need to reconsider circulation patterns to the east of Building D is necessary to align the new arrival to the proposed Military and Veterans Service Center, but more importantly enhance the hierarchy of vehicular circulation to minimize driver confusion. Generally, the proposed improvements incorporate an internal spine connector with improved connections to the Northeast and Southeast Parking Lots. The spine connector establishes direct connections to campus drop-off areas and a more sensible connection to Beach Boulevard as well as Huffman Boulevard.

The FSCJ Athletics and Recreation Hub

Based on input and directives the need to establish a hub for athletics and recreation at the South Campus was deemed as a primary consideration for the FSCJ Collegewide Master Plan. The conceptual plan proposes a new multipurpose field, baseball and softball complex, track and field, pickleball courts, athletics offices, fitness trail and supporting infrastructure. The conceptual approach considers these improvements as key part of the campus pedestrian system entailing the need to improve as well as incorporate new walkways, seating areas and outdoor lounge areas. Additionally, the conceptual diagram proposes enhanced vehicular arrival improvements within West and Wilson Center parking lots. These vehicular improvements are necessary to improve circulation during events and to provide visitors with a sensible arrival sequence. Ancillary improvements include parking/plaza spaces for buses and food trucks which are envisioned to create a complete “game day” experience in the future.

Proposed Residence Hall

As part of the new vision for South Campus, space for a potential residence hall is considered to the east near Huffman Boulevard. This position allows for appropriate pedestrian connections to campus, flexibility for expansion, maximizes parking,

integrates with adjacent residential uses/off-site vehicular connections and allows for construction to occur with minimal disturbance.

Conceptually, the Residence Hall is flexible in term of accommodation with the potential to facilitate a range of users. Those users include but are not limited to student athletes, those aging out of foster care and/or lodging for staff/faculty.

Military and Veterans Service Center

One of the central improvements proposed is a new Military and Veterans Service Center. These improvements are situated to play a major role in the campus experience. The proposed location is part of the vehicular arrival sequence and is central to campus activities with adjacencies to food service, linkages to the proposed recreation/athletics programming and a direct connection to the Northeast and Southeast Parking Lots.

Charter School

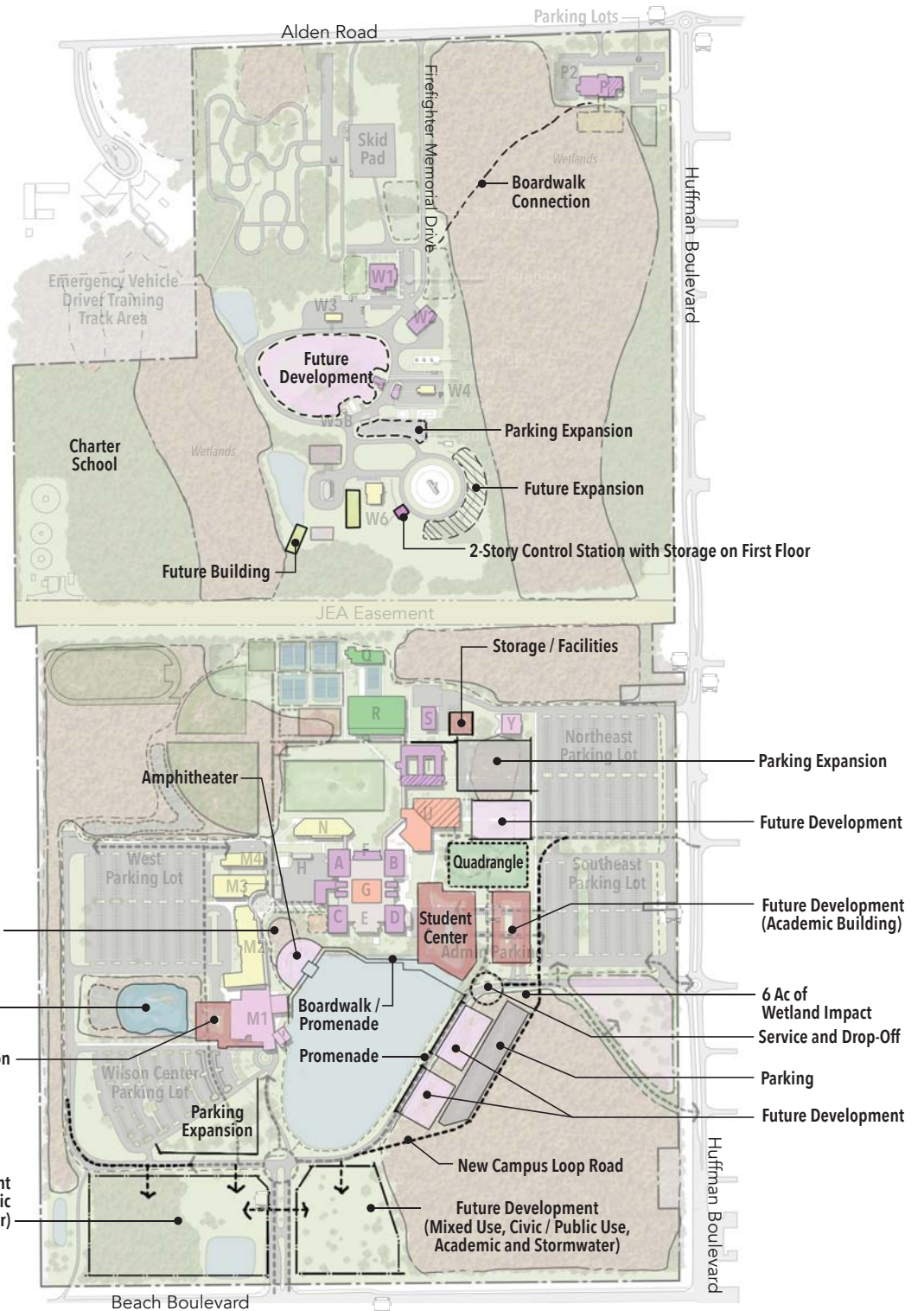
The conceptual diagramming process included a generalized analysis to accommodate potential space for a future Charter School. This analysis was performed with close coordination with leadership at FSCJ to ensure that the variables considered and reviewed were consistent with the goals of the college in providing space for the third-party user.

A range of parcel options were explored based on multiple variables including impact to campus functions and campus synergies. A scoring matrix based on these variables was prepared with two locations being deemed optimum. Those locations include 5 to 8 acre parcels located to the west at the terminus of Saints Road and an eastern location somewhat centered along the Huffman Boulevard frontage.

South Campus Fire Academy

The 5-year conceptual diagram for the South Campus Fire Academy contemplates a need for growth and expansion. Some immediate needs are instructional space, Emergency Medical Services (EMS) classroom space, storage facility, and parking expansion. Current capital improvements include a pavement study targeting replacing and repairing asphalt as a high priority due to the truck traffic that this facility needs. Key proposed improvements are outlined below:

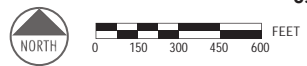
4 South Campus / Fire Academy of the South / EMS Training Center | Legacy Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- BUS STOP Bus Stop

NOTE: Existing conditions information is based on the best available information.



Proposed Instructional Buildings

The conceptual diagram considers future expansion on the southern portion of the fire academy site. Based on input and site observation, additional storage and instructional space is a priority. Generally, the proposed expansion includes a 16k sf classroom building, 18k sf building for instructional/EMS training, tower/burn building, and 11k sf storage/2 truck bay facility.

Outdoor Space

Based on the outdoor instructional demonstrations, several shade structures are necessary throughout the fire academy as well as an outdoor seating plaza.

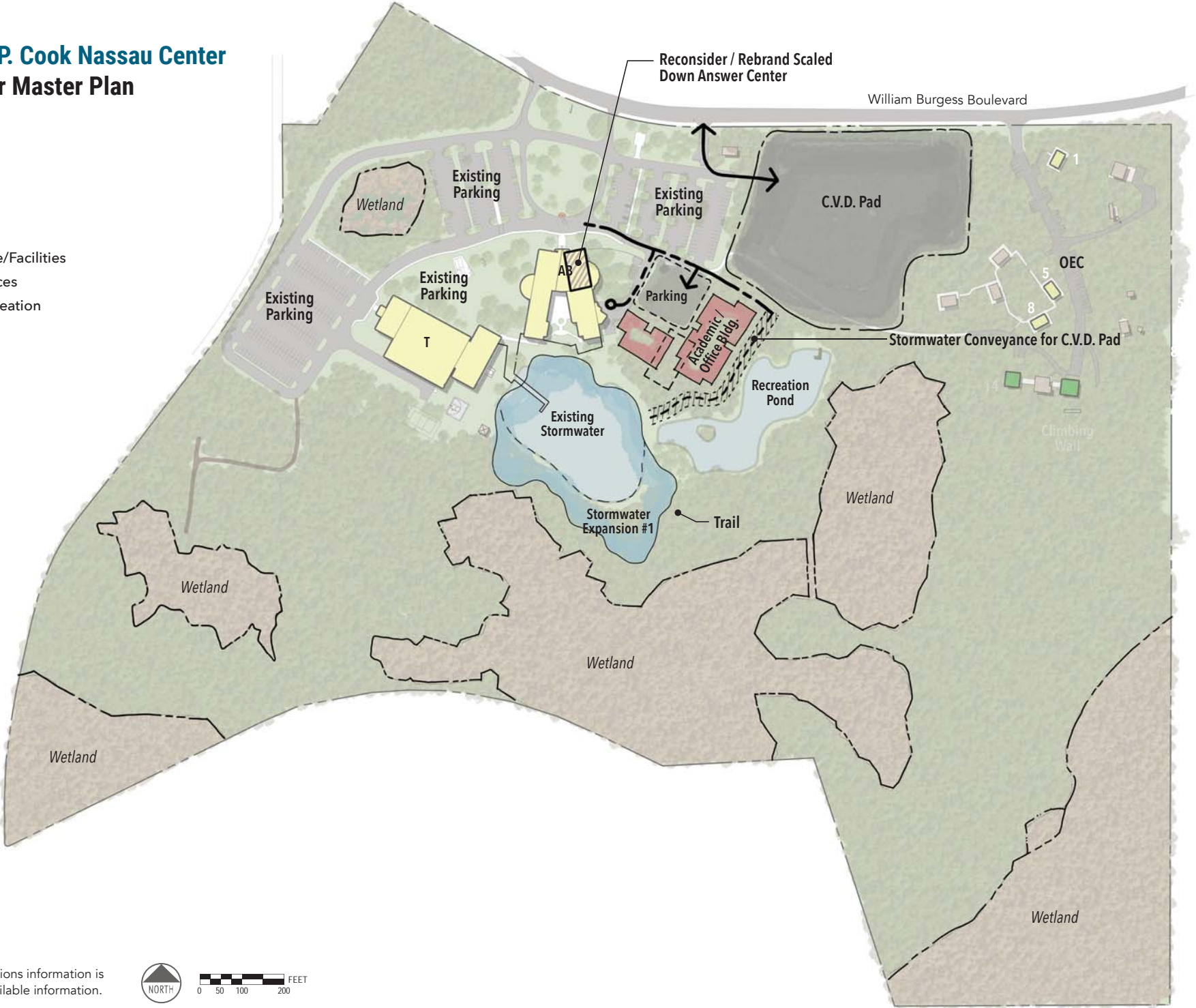
The 20-year (Legacy) conceptual diagram for the fire academy considers the need for future expansion and connectivity to the EMS training facility. Overall, this plan seeks to expand this program and create an FSCJ/Fire Academy branding opportunities with the use of signage and wayfinding. The following elements are proposed in the Legacy Diagram:

- Parking expansion
- Boardwalk for pedestrian connectivity
- Future expansion
- Improve wayfinding and signage

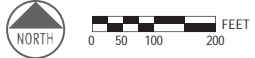
6 Betty P. Cook Nassau Center 5-Year Master Plan

LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop



NOTE: Existing conditions information is based on the best available information.



Nassau Center – The 5-Year Conceptual Diagram for Nassau Center contemplates a short-term approach that involves implementation of new assets as well as a programmatic function that works to support existing assets. The acknowledgement of the great potential for this campus to grow as Nassau County grows is articulated in the Legacy Plan. The 5-Year Conceptual Diagram defines the following:

Commercial Vehicle Driving (CVD) Improvements

The CVD Improvements are in the advanced stages of engineering, but during the preparation of the master plan careful consideration for access/egress and stormwater improvements is required.

Multi-Use Building

To the east of Building AB a Multi-Use Building is proposed to accommodate potential needs to further support completion of degrees. This building is contemplated to include programming for general education classrooms, labs and supporting office space. There is additional opportunity to provide student life functions within this structure as well.

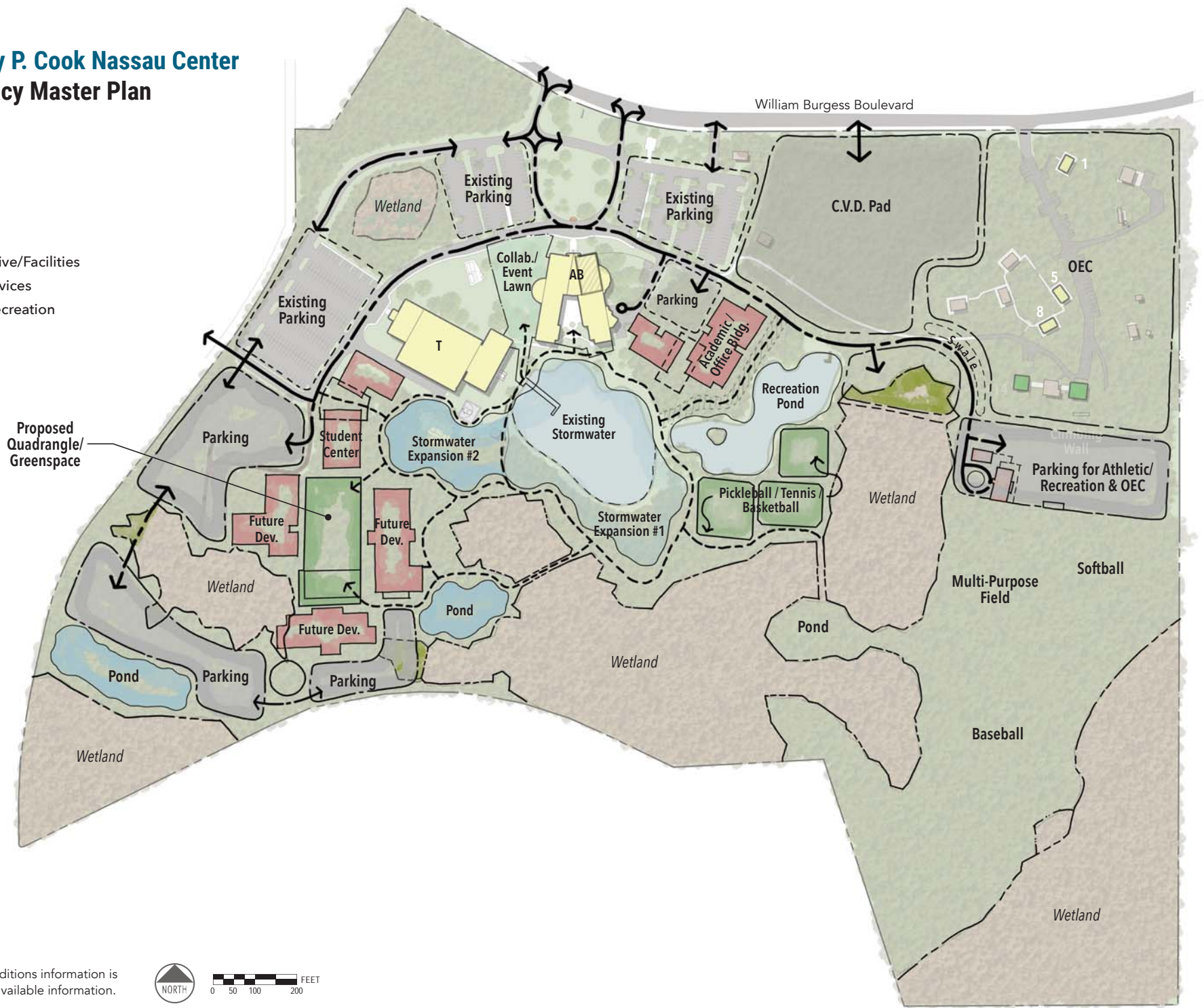
Outdoor Education Center (OEC)

The OEC is a true asset to the College and the region. The master planning process identified a shared consensus of the value of the OEC by expressing its synergies with the identity of Nassau Center and the potential for robust utilization. While the master plan does not call for specific improvements to the OEC, the need for a plan to properly preserve, access, market and utilize the asset is necessary. Considerations for developing a “Marketing, Business and Engagement Plan” should be advanced to support the preservation and utilization of the OEC.

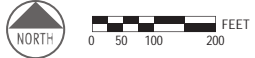
6 Betty P. Cook Nassau Center Legacy Master Plan

LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

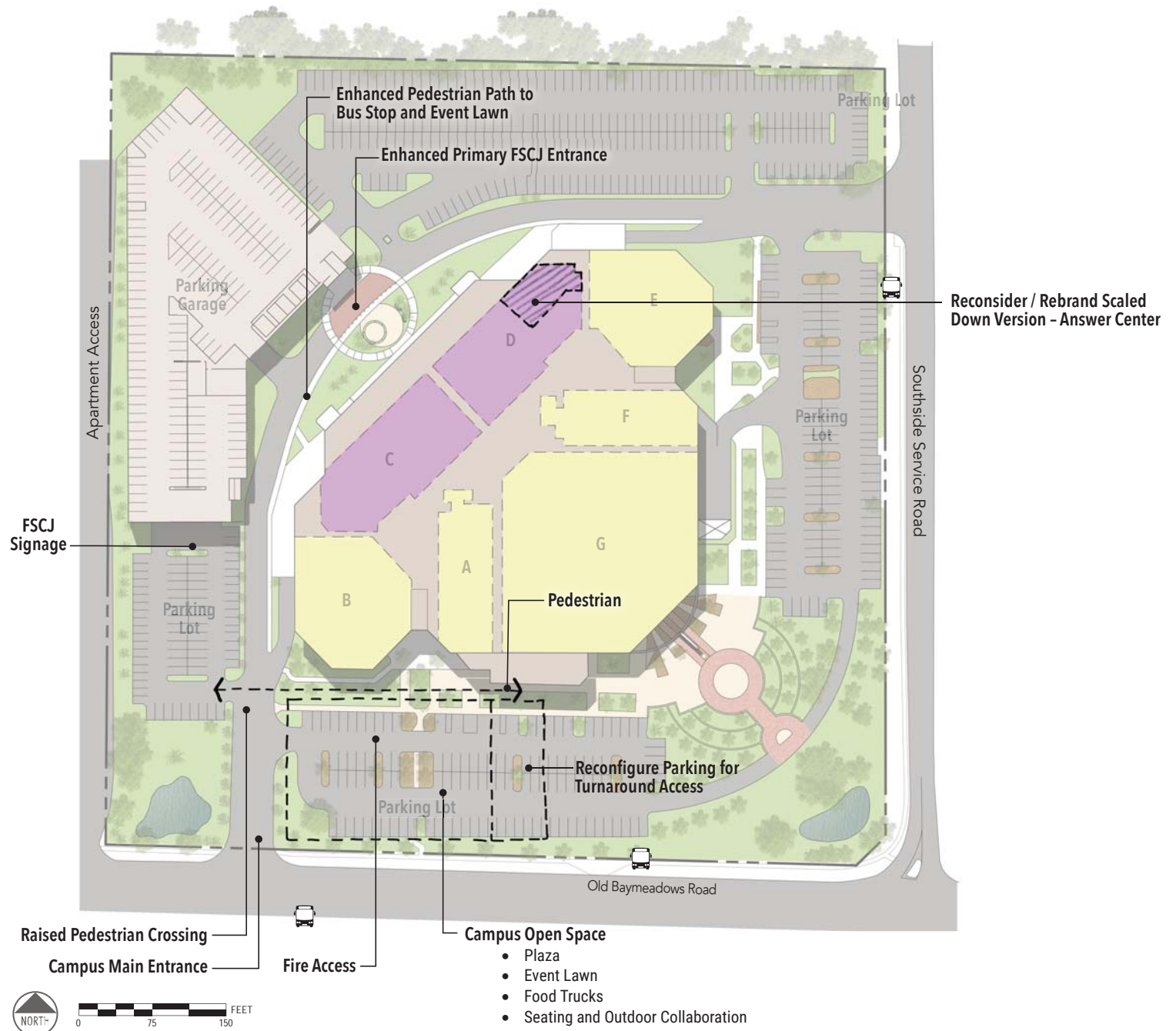


NOTE: Existing conditions information is based on the best available information.



The 20-year (Legacy) Conceptual Diagram for Nassau Center considers measured expansion to east and west. Incorporating existing wetland systems, the central pond/lake feature and the OEC will maintain the identity of Nassau Center. The evolution of a campus node to the west characterized by a central quadrangle and an internal trail and promenade is the structure defining the future of Nassau Center.

7 Deerwood Center | 5-Year Master Plan



- LEGEND**
- Academic
 - Administrative/Facilities
 - Student Services
 - Athletics/Recreation
 - Support
 - Bus Stop

NOTE: Existing conditions information is based on the best available information.

The 5-year conceptual diagram for the Deerwood Center contemplates maintain the location as a medical hub emphasizing measured expansion while embracing partnerships. There were several discussions expressing the value of enhancing the student experience with outdoor space and promoting connectivity to adjacent food venues. Key proposed improvements are outlined below:

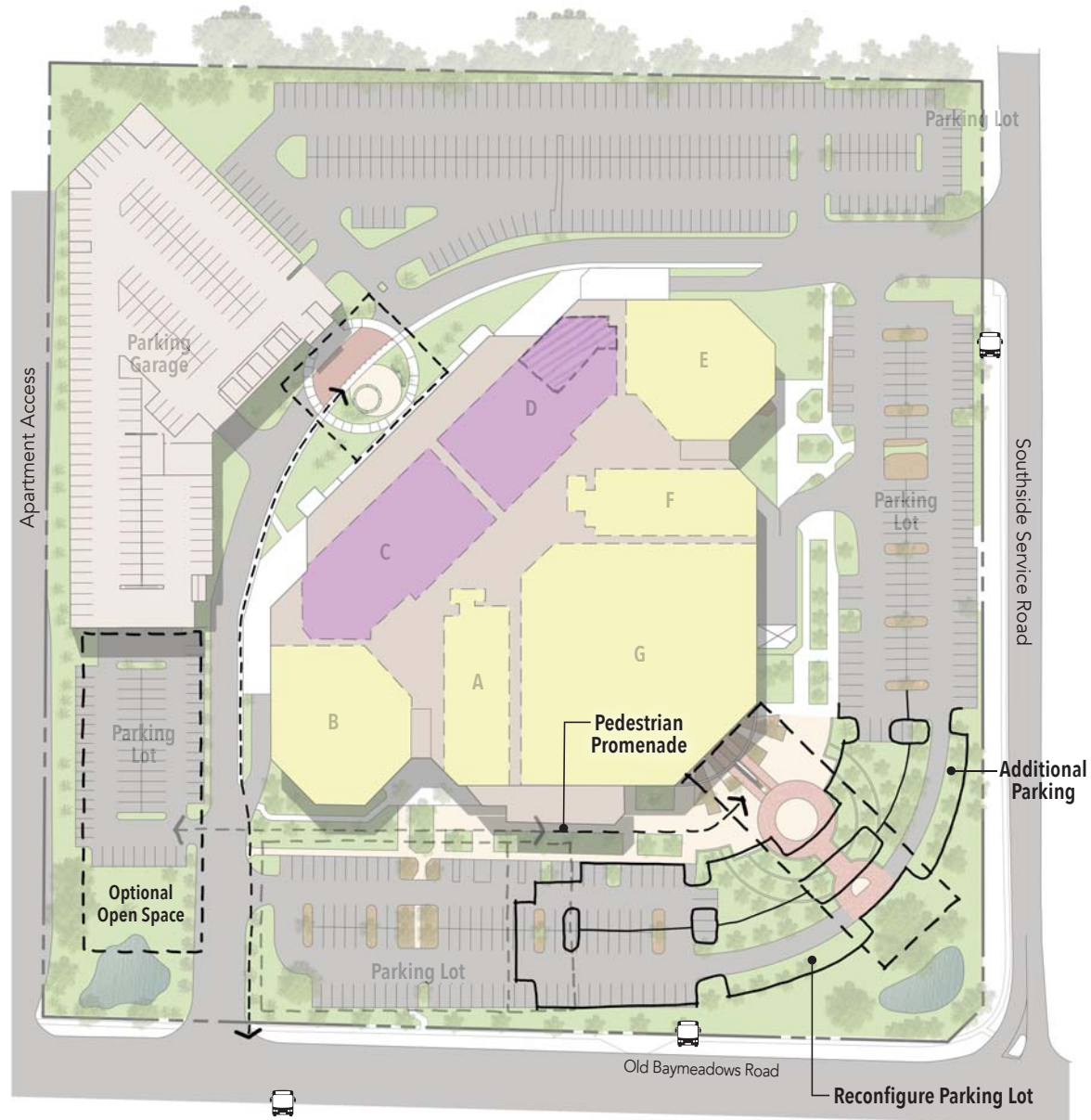
Signage and Primary Entrance

The existing campus arrival is currently from Old Baymeadows Road and Southside Service Road. The need to create an identifiable campus entrance with signage and landscape features is contemplated from Old Baymeadows Road. Specific improvements such as a raised pedestrian crossing, gateway signage, and enhanced landscaping are potential elements.

Campus Open Space

The need for outdoor space to enhance the student experience as well as overflow event space was deemed desirable. The proposed improvements are intended for several opportunities and flexible uses. These improvements require some reconfiguration of circulation, parking while maintaining fire access. The open space has a dual function including utilization as an event amenity as well as creating a new identity for Deerwood Center.

7 Deerwood Center | Legacy Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

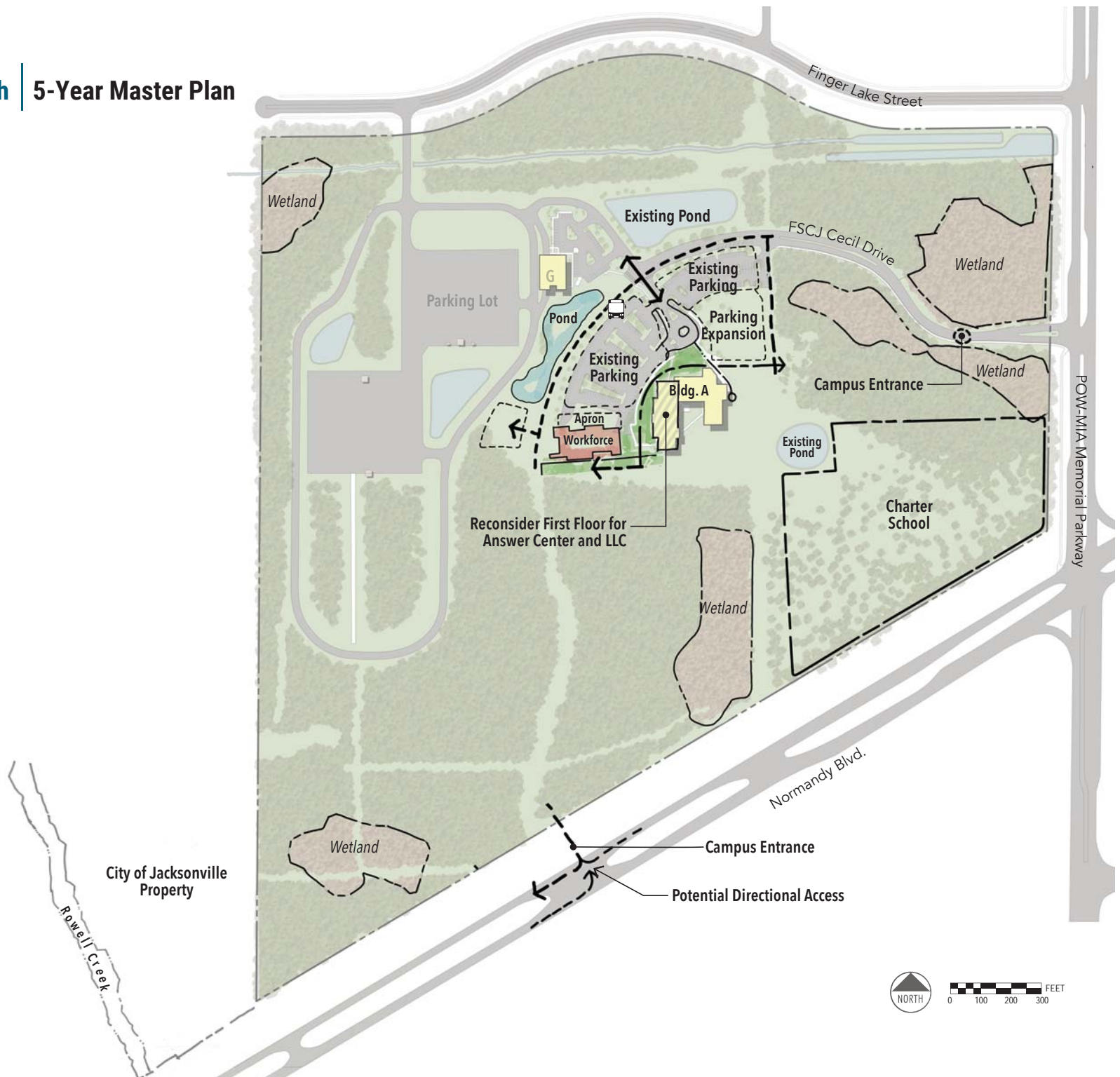
NOTE: Existing conditions information is based on the best available information.



The 20-year (Legacy) conceptual diagram proposes exterior architectural improvements by completing the remainder outdoor event spaces and reconfiguring the parking to enhance the street frontage. Conceptually a linear promenade connects all outdoor event spaces to enhance overflow interior events as an additional amenity. The following elements are proposed in the Legacy Diagram:

- Reconfigure parking
- Pedestrian promenade
- Open space/event lawn

8 Cecil Center North | 5-Year Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

NOTE: Existing conditions information is based on the best available information.

Cecil Center — Cecil Center plays a vital role in supporting the vision for the FSCJ Collegewide Master Plan. This is primarily due to two reasons. First, the timing and sequencing of the improvements cited below are prerequisites for much of the expansion at the Downtown Campus. Second, the opportunities associated with supporting the needs for Continuing Workforce Education (CWE) are important to the College and to the region.

CWE Center

At Cecil Center (North), the 5-Year Conceptual Diagram is comprised of one project and related supporting infrastructure. The construction of a CWE Center. The vision is to provide academic programming for logistics, construction and technical certifications. Some of this program will be relocated from the Downtown Campus, but new programming is also envisioned. Support services, potential expansion of food service, parking expansion and pedestrian infrastructure is envisioned in this expansion as well.

Access Coordination with the City of Jacksonville

The City of Jacksonville owns property to the west of campus which includes open space and extensive regional park improvements. Both the City of Jacksonville and FSCJ have recognized potential access synergies to Normandy Boulevard to the South. Both entities need a full signalized connection and the potential to share this connection is beneficial to both parties. Discussions related to this opportunity should continue to ensure proper coordination of this opportunity.

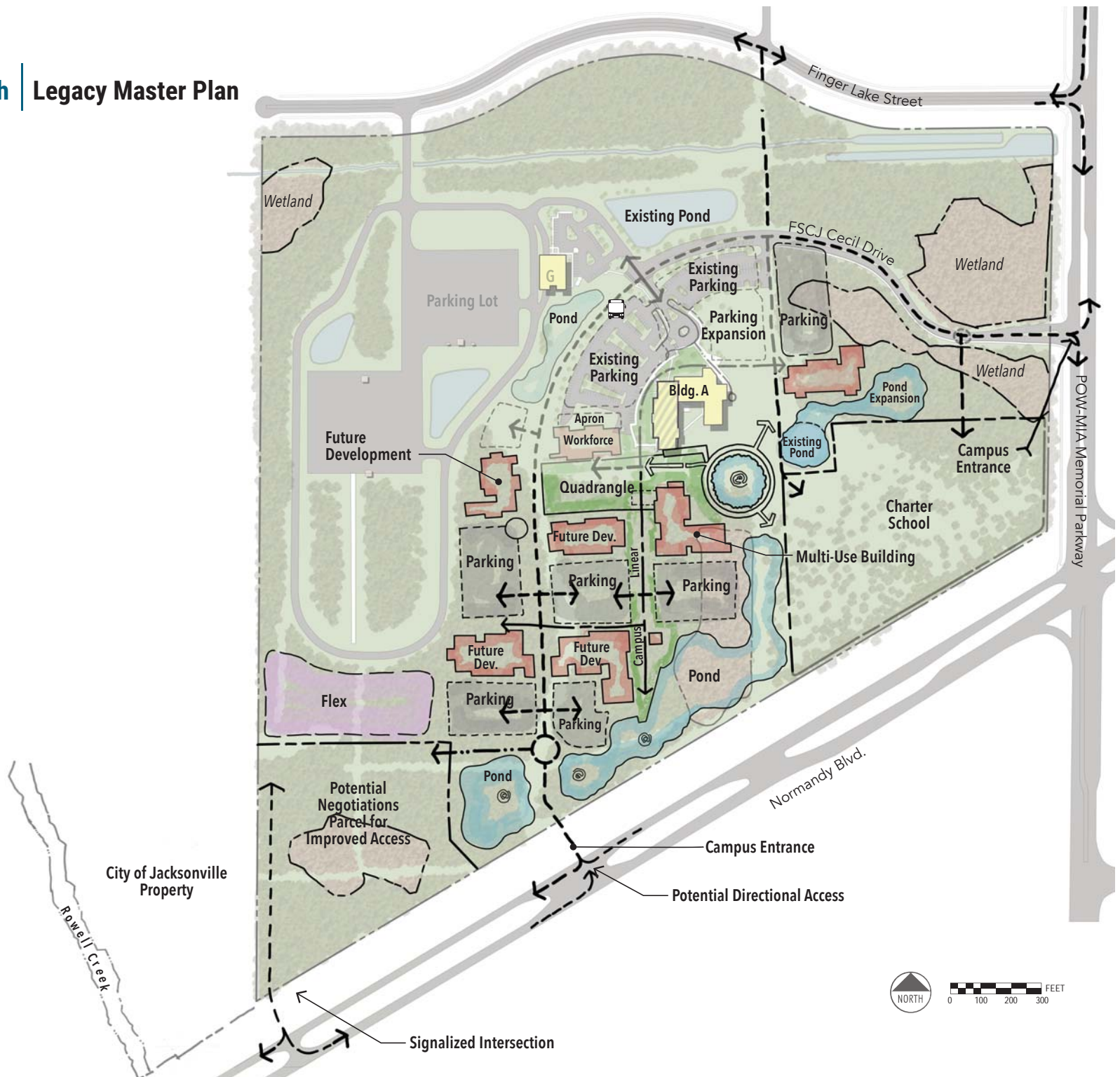
The 20-year (Legacy) Conceptual Diagram for Cecil Center (North)

leverages the extensive land assets acknowledging the potential growth within the region. The master plan considers expansion based on aspirations of campus needs that incorporates several new buildings configured around a legacy walk and quadrangle. Below is a summary of improvements identified for Cecil Center beyond 5 years:

- Dedicated access to the charter school from FSCJ Cecil Drive
- Multi-use building comprised primarily of student services and student life activities
- New connection to Normandy Boulevard
- Connection to adjacent city park
- New quadrangle
- Campus greenway and legacy walk
- Supporting infrastructure
- Academic and administrative buildings

Cecil Center (South) offers unique programming within the State College System and region for aerospace and aviation. The FSCJ Collegewide Master Plan accommodates needs in the legacy term to support new programming for unmanned flight and airport business operations.

8 Cecil Center North | Legacy Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

NOTE: Existing conditions information is based on the best available information.



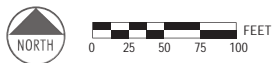
8 Cecil Center South | 5-Year Master Plan



LEGEND

- Academic
- Administrative/Facilities
- Student Services
- Athletics/Recreation
- Support
- Bus Stop

NOTE: Existing conditions information is based on the best available information.





WVStar
Veterans Memorial Arena

SOUTH DIVISION
CHAMPIONS

SHARKS

2010 2011 2012
2013

#fscjgrad2022 FSCJ #fscjgrad2022 FSCJ #fscjgrad2022 FSCJ

FSCJ #fscjgrad2022 FSCJ #fscjgrad2022 FSCJ #fscjgrad2022 FSCJ

chapter 4

Collegewide Master Plans

The Collegewide Master Plans

The Collegewide Master Plans are the synthesis of a consensus driven process that integrates existing conditions, qualitative and quantitative attributes of the College and the FSCJ Visionary Impact Plan 2.0. Extensive improvements with a fervent focus on renovations to enhance the Collegewide Master Plan Goal, Objectives and Strategies are identified. A respectful approach to FSCJ's brand, resources and context are embedded in each of the proposed outcomes, in terms of the 5-Year and Legacy Master Plans. Each campus and center are represented individually with proposed improvements organizationally sequenced for each in the 5-year plans. The Master Plan also recognizes the need for a thoughtful structure for implementation enterprise wide.

Prior to commencing detailed work to finalize the 5-Year and Legacy Master Plans, a comprehensive review of finding derived through the Data Gathering, Analysis/Findings and targeted supplementary discussions with FSCJ leadership and the Steering Committee was completed. This review coupled with the design processes associated with the Conceptual Master Planning and Diagramming process supported an iterative approach that yielded a few initiatives worthy of additional commentary and discussion. These initiatives are integrated into each of the Campus and Center Master Plans outlined in this section.

• Campus and Center Identity

Creating a unique and identifiable “DNA” for each campus and center is a primary part of each of the Master Plans and is formulated into our Collegewide Master Plan Goal, Objectives and Strategies (reference Objective 1). Generally, the solution to define identity was to create a contextually based approach relating to how the campus community and the neighboring residents engage and perceive each campus based on setting. Continuity across FSCJ was deemed important as well. A consistent approach articulating the primary entrance to campus was the methodology deployed through the use of an iconic architectural canopy interpreted differently at each location. Additionally, referencing the Character Statements provided in the Executive Summary further express the approach to campus identity. Below is commentary articulating the methods used to define campus and center identity.

-
- **Downtown Campus** – Urban architectural themes that are grand in scale as well as integration of urban plaza spaces and street networks.
 - **North Campus** – A pedestrian scaled architectural canopy icon is contemplated south and east of Building A. A renewed campus entry sequence that is symbiotic with the neighborhood and utilizes the existing landscape to define the North Campus’ DNA.
 - **Kent Campus** – Community centricity is the defining approach where an architectural canopy is used as an icon to define the campus entrance to the south. The existing trees and proposed community elements coalesce to create a properly scaled identity that offers consistency across the enterprise but distinction at Kent Campus.
 - **South Campus** – A unique approach to the campus identity embraces the ever-present lake as a long-term solution to establishing a theme. The arrival sequence culminates into a canopy clad iconic structure that articulates the center point of the campus arrival. The Military and Veterans Service Center and Student Services (Answer Center) are part of this experience.
 - **Betty P. Cook Nassau Center** – Embracing environmental themes and the existing natural assets along with the Outdoor Education Center are combined to articulate a “campus set in the pine flatwoods”. Further expansion should consider the existing vegetation between future buildings as an asset worthy of preservation. A pedestrian scaled architectural canopy is proposed to the west of Building AB marking the edge of pedestrian the primary pedestrian function spaces.
 - **Deerwood Center** – The uniqueness of Deerwood Center supports an urbanized campus entrance with a renewed open space at the entrance that should be implemented to function as a urban plaza. The backdrop for this plaza is a properly scaled architectural canopy that properly transitions the imposing existing architectural framework to the softer proposed urban space.
 - **Cecil Center North** – The existing architectural improvements include an iconic canopy that translates well to the approach. However, accommodations for a new iconic structure is proposed between Building A and the proposed Continued Workforce Education Center. Cecil Center North is articulated to take on the identity and scale of a traditional campus articulated by a sweeping quadrangle lined with architectural improvements interconnected by a pedestrian linear park.
-

- Signage

Campus identification and wayfinding signage is closely aligned with campus identity. Upon commencement of the Collegewide master planning process, a renewed signage program was underway and partially in place. Based on the outcome of the collegewide Master Plan, revisiting and potentially developing a renewed approach to campus signage is recommended.

- Student Services (Answer Centers)

There is extensive discussion throughout this document related to student services and the notion of creating a new and consistent approach to this operation across all campuses and centers. Ultimately the process culminated into a distinctive process and related improvements for Student Services even borrowing from precedent at Broward College. A consistent naming and thematic expression for all new student services improvements will be branded as the Answer Center.

Answer Centers will be present at each campus and center with a consistent theme and a replicated approach using similar design elements across the FSCJ enterprise. Generally, a three-tier level of engagement based on active self-reliance by the student is contemplated. Engagement through electronic means, such as kiosks, is the initial engagement configuration with the opportunity for assistance as needed. The second tier of engagement and interface includes a “service center” setting. This setting provides active engagement with FSCJ staff in an open setting that is interactive and maintains a “one stop” atmosphere where operations such as registration and financial services are collectively engaged. The third level includes additional support that is somewhat individualized, addressing specific departmental support and engagement.

- Faculty and Staff Offices

The results from the questionnaire, combined with the quantitative analysis and several discussions defined a minimal need for extensive modification and expansion of office space. However, integration of shared or hoteling space was a topic often elevated during discussion. An initiative to define office space at each campus that could support sharing and hoteling should be considered if it doesn't already exist. The data gathering and analysis associated with the development of the Collegewide Master Plan wasn't granular enough to fully develop a detailed approach to office space sharing/hoteling and its benefits and shortfalls. A recommended approach is to expand current similar operations and replicate models in place to support administration and faculty that occupy multiple campuses. At a minimum every location should have an office where FSCJ employees can schedule space and “plug in” to perform necessary duties.

- Prototypes

The College Wide master planning process yielded architectural prototypes for Faculty Resource Centers and Smart Classrooms. The prototypes are intended to provide guidance for the future development of these improvements at all locations. See appendices for more information.

Downtown Campus | 5-Year Master Plan

The evolution of the Downtown Campus Master Plan from the earlier described Conceptual Master Plans (conceptual diagrams) have fine-tuned thoughts related to the extent, location, and configuration of improvements. Overall, the 5-Year Downtown Campus Master Plan embraces the initial focus of the conceptual diagrams through modifications to vehicular circulation, improving pedestrian spaces, rethinking the campus arrival and targeted architectural remodeling. Unique among the enterprise, is the linkage of the Downtown Campus's proposed improvements to those of Cecil Center North. The 5-Year Plan's for both locations define a revised approach to Continuing Workforce Education, with an emphasis in repurposing spaces at the Downtown Campus that support that function through new facilities being relocated to the Nassau Center North location. The following is a list of projects for the 5-Year Downtown Campus Master Plan.

DC.1 Storage Facility

Construct new metal building storage facility (approximately 20,000 sf)

DC.2 Remodel Building A

Remodel to accommodate student life, student services (Answer Center), assessment and testing, childcare, expanded faculty resource center, auditorium renovation and refreshing of targeted areas (approximately 100,000 sf)

DC.3 Outdoor Courtyard Enhancement and Outdoor Child's Play Area

Correlated to improvements contemplated in DC.2.

DC.4 Architectural Entry Feature and Campus Entrance Exterior Courtyard

The north side of Building A includes a new pedestrian courtyard, gathering space and architectural canopy.

DC.5 Legacy Walk Improvements

Exterior walkway including benches, lighting, specialty pavers and signage celebrating history and achievements of the College. A key facet of this improvement is the celebration of those that are a critical part of FSCJ's legacy.

DC.6 Remodel Applied Technology Center (ATC)

Converting Space Currently Occupied by ATC and Technical Training to Science, Technology, Engineering and Mathematics Education. (approximately 10,000 sf)

DC.7 Reconfiguration of Parking Lots 4,5 & 6

Reconfiguration to accommodate closed entrance at Caroline Street and Rudolph McKissick Sr. Boulevard and set the foundation for future improvements. Future modifications are contemplated in DC.8 and DC.9.

DC.8 Internal Street Improvements

Along with the changes in DC.7 the creation of an internal vehicular and pedestrian road network.

DC.9 Secondary Entrance

Incorporate landscaping, pedestrian improvements, and lighting to create an enhanced entrance from Caroline Street.

DC.10 Remodel Building B

With much of the Building B existing programming moving to Cecil Center North, remodeling this structure to accommodate programming such as Art, Interior Design, Stage Technology and Environmental Science Technology from Kent Campus as well as the Business, Entrepreneurial and Success Center.

Additional 5-Year Master Plan Considerations –

Includes renovation to support two (2) smart classrooms see prototypes in the appendices (24 SS each) and incorporation of 10 electric vehicle charging stations.





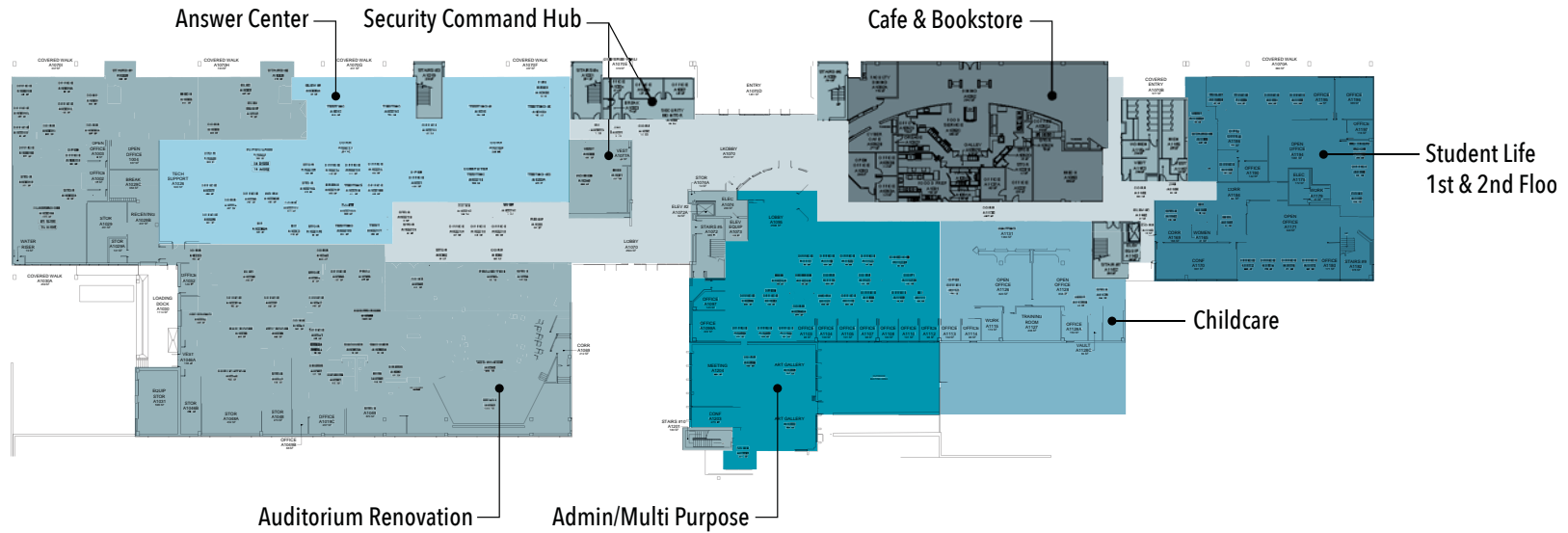
Downtown Campus Main Entrance with Cafe View



Downtown Campus Main Entrance

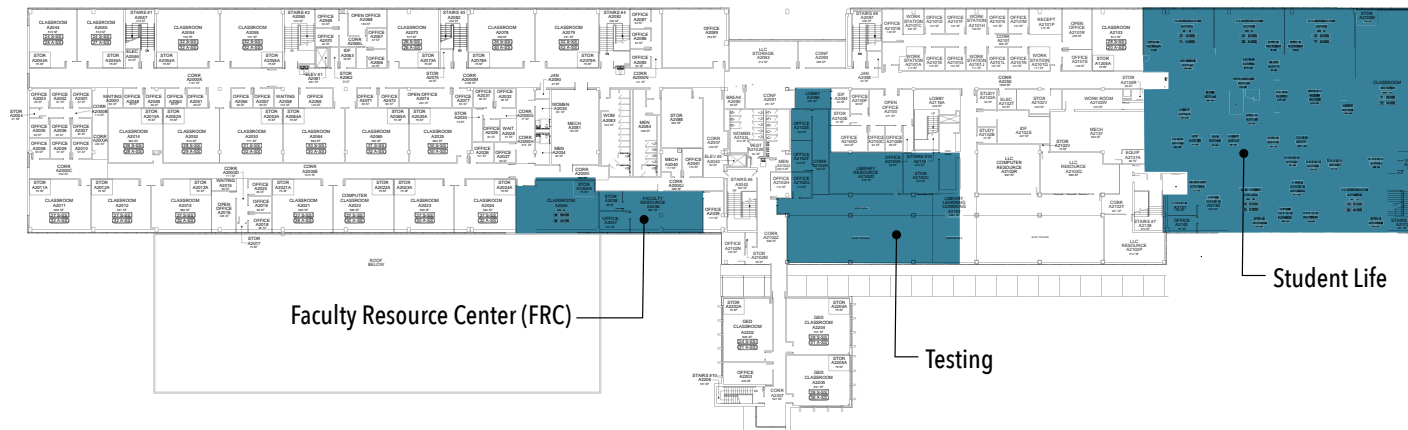
REMODEL ENTIRE FIRST FLOOR BUILDING A *(See discussion on previous page DC.2)*

82,750 SF



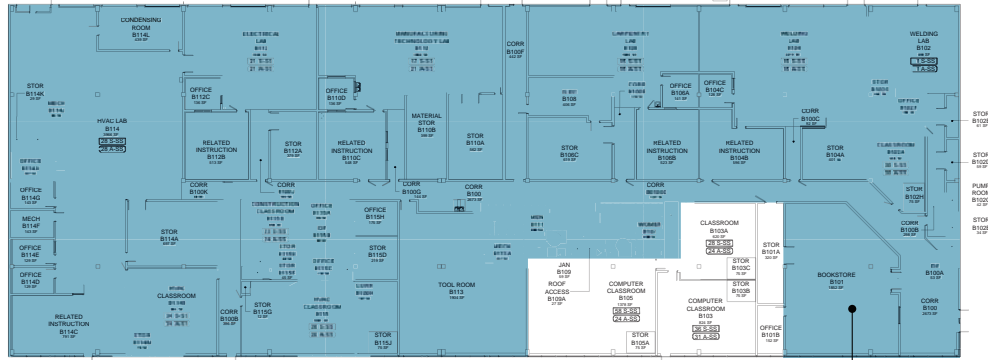
REMODEL SECOND FLOOR BUILDING A *(See discussion on previous page DC.2)*

20,200 SF



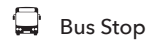
REMODEL BUILDING B (See discussion on previous page DC.10)

36,000 SF



Relocate Workforce Remodel for Student Career Center

1 Downtown Campus | Legacy Master Plan



NOTE: Existing conditions information is based on the best available information.

Downtown Campus | Legacy Master Plan

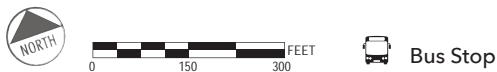
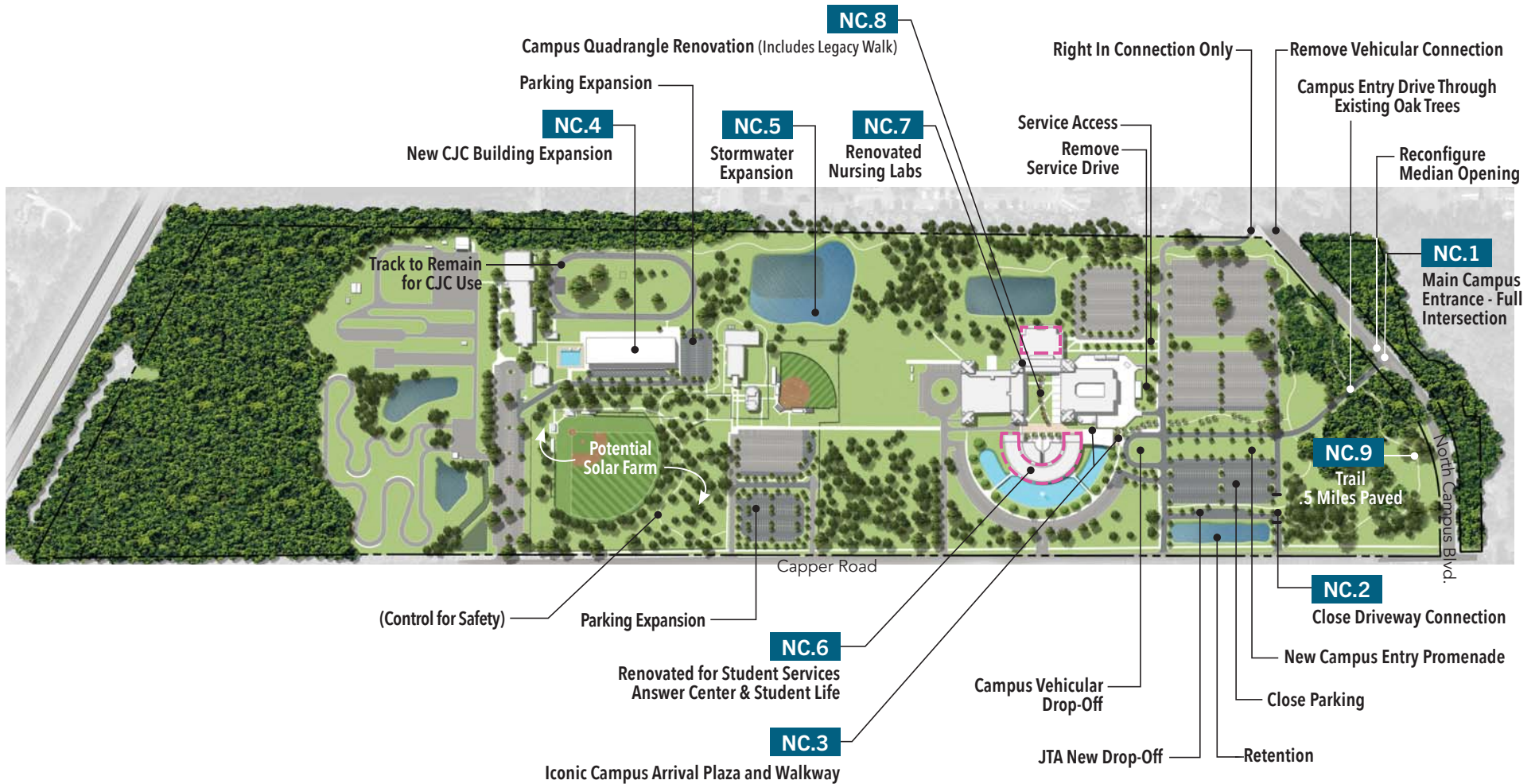
The Legacy Master Plan includes aspirations to integrate with the work contemplated in the 5-Year Collegewide Master Plan. The projects contemplated includes vehicular improvements to streamline vehicular circulation and create a better-connected campus. A primary consideration is commencing processes and establishing a methodology to potentially close off portions of Pearl Street to limit the interruption of a contiguous campus. Legacy Master Plan projects include:

- Expansion of the Culinary Management
- Remodel Building D to accommodate Urban Labs (urban agriculture, fine arts, aquaculture, etc.)
- Enhanced pedestrian linkages and plaza spaces
- Linear park along State Street
- Renovation of Administrative Spaces
- Incorporation of a potential Residence Hall

Downtown Campus | Additional Considerations

Based on discussions during the Analysis and Findings processes, in particular, Workforce and BILT Forums, the opportunity to promote special partnerships and alliances for the Downtown Campus was apparent. The development momentum in Downtown Jacksonville, along with the College's contacts, supports the potential for advancing partnerships with private and public entities in synergistic ways that could be of great benefit. The Master Plan is crafted to maximize efficiencies and create flexibility to support beneficial partnerships.

2 North Campus | 5 Year Master Plan



NOTE: Existing conditions information is based on the best available information.

North Campus | 5-Year Master Plan

The North Campus 5-Year Master Plan is based on the foundation set through discussions, presentations and design work derived through processes completed in the data gathering and analysis/findings processes. Central to those processes and articulated in the North Campus Conceptual Master Plan (conceptual diagrams) were considerations for a new campus arrival sequence, relocated athletics programs (move to South Campus), expansion of the Criminal Justice Center, improvements to the campus courtyard and quadrangle and improvements to student services. The program for the North Campus 5-Year Master Plan includes the following.

NC.1 New Campus Entrance

Develop a new campus arrival sequence from North Campus Boulevard. This entrance is conceived to be centrally located by taking advantage of the large oak canopy to the east as a feature and campus identifier. The new entrance requires remodeling of Parking Lots 3 and 4 to create a dedicated entrance road.

NC.2 Remove egress lane to the north of campus at North Campus Boulevard

To streamline circulation and promote a new arrival and departure sequence (as discussed in NC.1).

NC.3 Campus Arrival Experience

This improvement finalizes the goal of creating a contextual and identifiable campus entrance that celebrates the North Campus's context. The key elements include new pedestrian connection to the campus core, an architectural feature canopy, landscape improvements and vehicular arrival plaza.

NC.4 and **NC.5** Criminal Justice Center Expansion

These projects incorporate architectural and site related improvements to support expansion of the Criminal Justice Center. The planned improvements include additional parking, stormwater improvements, utility infrastructure and a new building. (approximately 50,000 sf)

NC.6 Building E Remodel

Remodeling Building E contemplates a robust program incorporating a new student services center (the Answer Center), relocation of the medical STEM lab and establishing enhanced multipurpose space. Architecturally, the improvements should be configured to provide a more "front-facing" building. (approximately 30,000 sf)

NC.7 Building B and C Remodel

The focus of the remodel for Building B and C includes accommodations for expanded nursing labs and a new medical STEM lab, renovations are targeted to occur on the third floor. (approximately 10,300 sf)

NC.8 Legacy Walk and Central Quadrangle Improvements

These improvements are envisioned to be co-located in the quadrangle area central to the campus core. Considerations for a complete remodel of the entire space to include enhanced spatial organization, landscaping, lighting, site furnishing, specialty pavement and appropriate integration of the legacy walk. The legacy walk is intended to celebrate the history, legacy, and key influencers of the North Campus through the creative use of landscaping, pavement, site furniture and iconography.

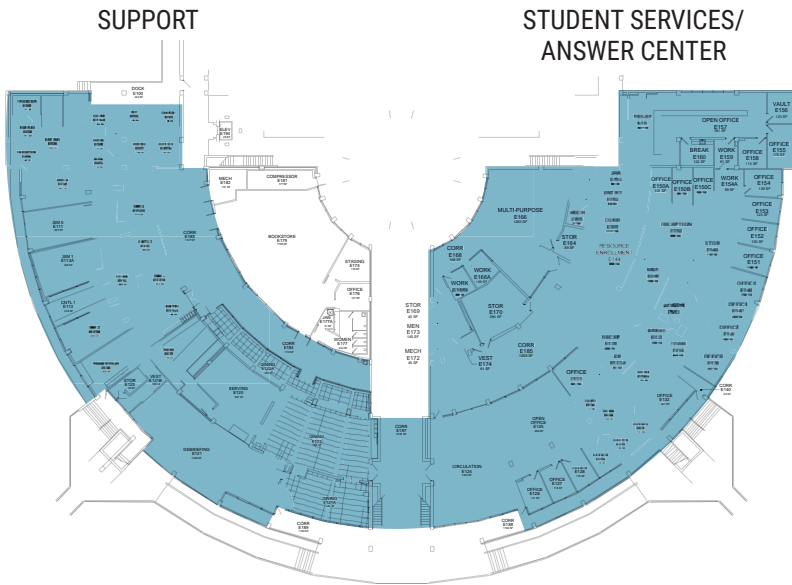
NC.9 Paved Fitness Trail

Located on the east side of campus in the oak tree canopy, a paved asphalt fitness trail is proposed to support the needs of the campus community and neighbors. The improvements should include lighting, site furniture and be a minimum of 8 feet wide. (approximately 2,500 lf)

Additional 5-Year Master Plan Considerations – Includes renovation to support two (2) smart classrooms see prototypes in the appendix (24 SS each), a potential solar farm and study/detailed improvements to create efficiencies in all parking lot 4.

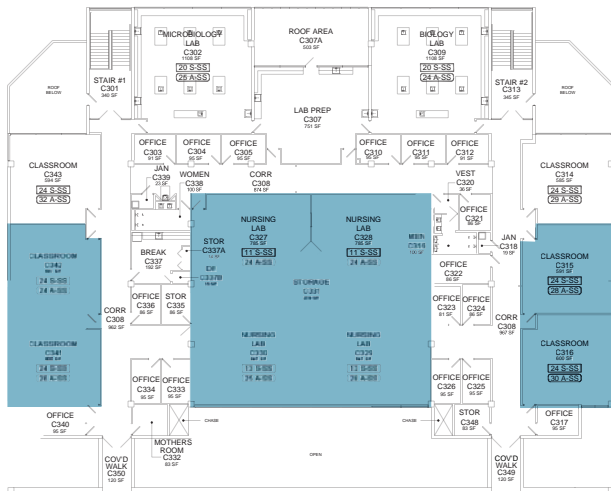
Existing trail improvements should be maintained and considerations for dedicating the track to the Criminal Justice Center should be coordinated in conjunction with athletics moving to the South Campus.

REMODEL BUILDING E (See discussion on previous page NC.6)
30,000 SF

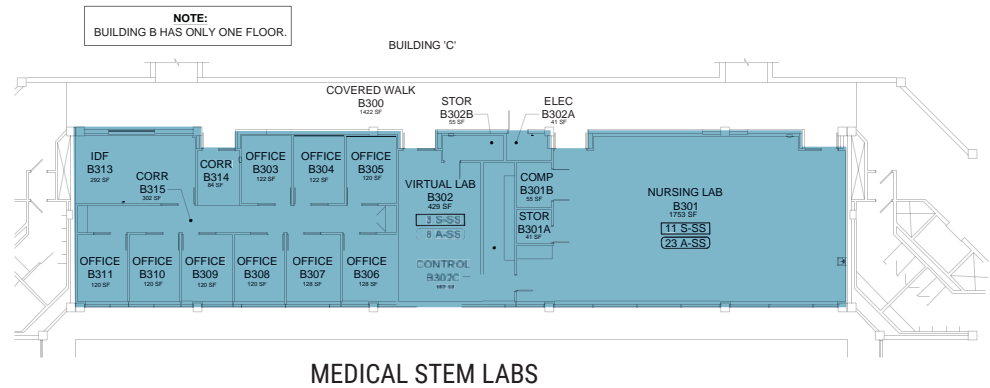


REMODEL BUILDING B AND C (See discussion on previous page NC.7)
10,310 SF

NURSING LABS



4,400 SF



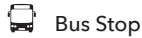
MEDICAL STEM LABS

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2 North Campus | Legacy Master Plan



0 150 300 FEET



NOTE: Existing conditions information is based on the best available information.



0 150 300 FEET

North Campus | Legacy Master Plan

The Legacy Master Plan for North Campus is aspirational and focuses on ensuring preservation of character and the appropriate disposition of space to promote a positive student experience. Future proposed development is configured to create a compact campus promoting the preservation of a parklike setting and creating a critical mass dedicated to the core campus.

Vehicular circulation is configured to create a loop road to the periphery, with the pedestrian and campus related architectural improvements centrally located to promote safety and the FSCJ brand. This plan should be viewed as a framework to advance growth and planning in the future.

3 Kent Campus | 5-Year Master Plan



KC.2
Renovate for Military and Veterans Service Center, Testing and Offices

KC.4

Expansion of Workforce Medical 2nd Floor

KC.3

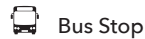
Renovate the Center for Languages, Cultures and Societies

KC.1

Answer Center - Incorporate Self Help Kiosk, Branding and Reconsider Integration of Financial Services

KC.5

Renovate Auditorium Space



Bus Stop

NOTE: Existing conditions information is based on the best available information.

Kent Campus | 5-Year Master Plan

The Kent Campus 5-Year Master Plan contemplates an efficient program that focuses on the student experience and supporting a methodology aimed at growing enrollment setting the foundation for community centricity. It is important to note that Kent Campus' location in the historic community neighborhoods of Riverside, Murray Hill and Avondale creates unique opportunity to promote contextual identity. However, while this is a primary aspect of the overall approach to the campus master plan (theme and campus DNA), the 5-Year Master Plan for Kent Campus focuses on enhancing programming for students first. However, plans beyond the 5-year term balances integration of community-oriented programming. The 5-Year Campus Master Plan improvements for Kent Campus follows:

KC.1 Building A Remodel

The remodeling of Building A to accommodate a new student services experience (the Answer Center) that considers a reinterpretation of the student interface and related support spaces. (approximately 6,600 sf)

KC.2 Building B Remodel

Campus operations, campus dean, conference room/meeting space, Military and Veterans and Veteran's Services Center, testing/assessment and right-sizing of office space is the central focus for the remodel of Building B. (approximately 13,300 sf)

KC.3 Building F Remodel (first floor)

This remodel is contemplated in two parts: the Center for Cultures, Languages and Societies, and conversion of space to maximize efficiencies for Dean's office in F-114. (total remodel is approximately 3,000 sf)

KC.4 Building F Remodel (second floor)

Includes remodeling of upper floor classrooms to support Continuing Workforce Education emphasizing health care-oriented classroom and lab space to complement existing programming. (approximately 10,350 sf)

KC.5 Building F Renovation (first floor)

Refreshing and updating the auditorium space in Building F to support campus and community functions. (approximately 11,300 sf)



Kent Campus Learning Steps

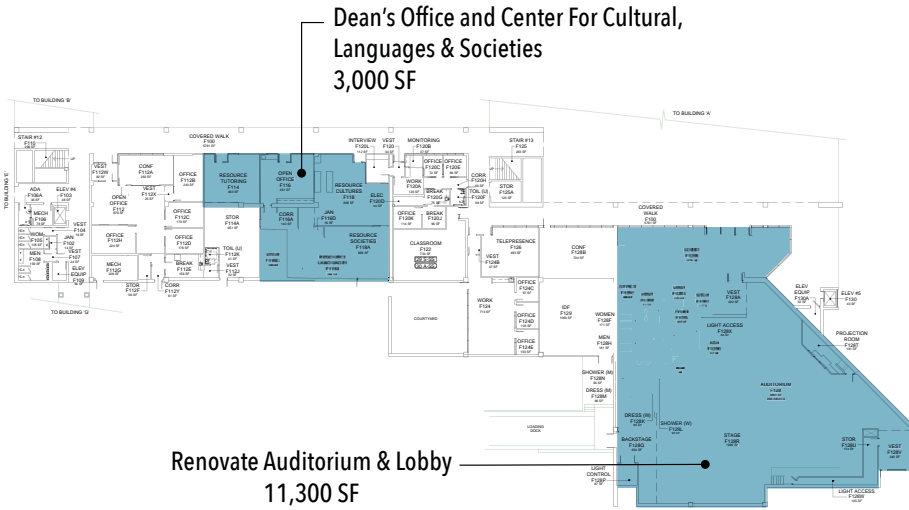


Kent Campus Main Entrance

REMODEL BUILDING F FIRST FLOOR

(See discussion on previous page KC.3 and KC.5)

14,300 SF



Dean's Office and Center For Cultural,
Languages & Societies
3,000 SF

Renovate Auditorium & Lobby
11,300 SF

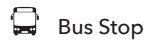
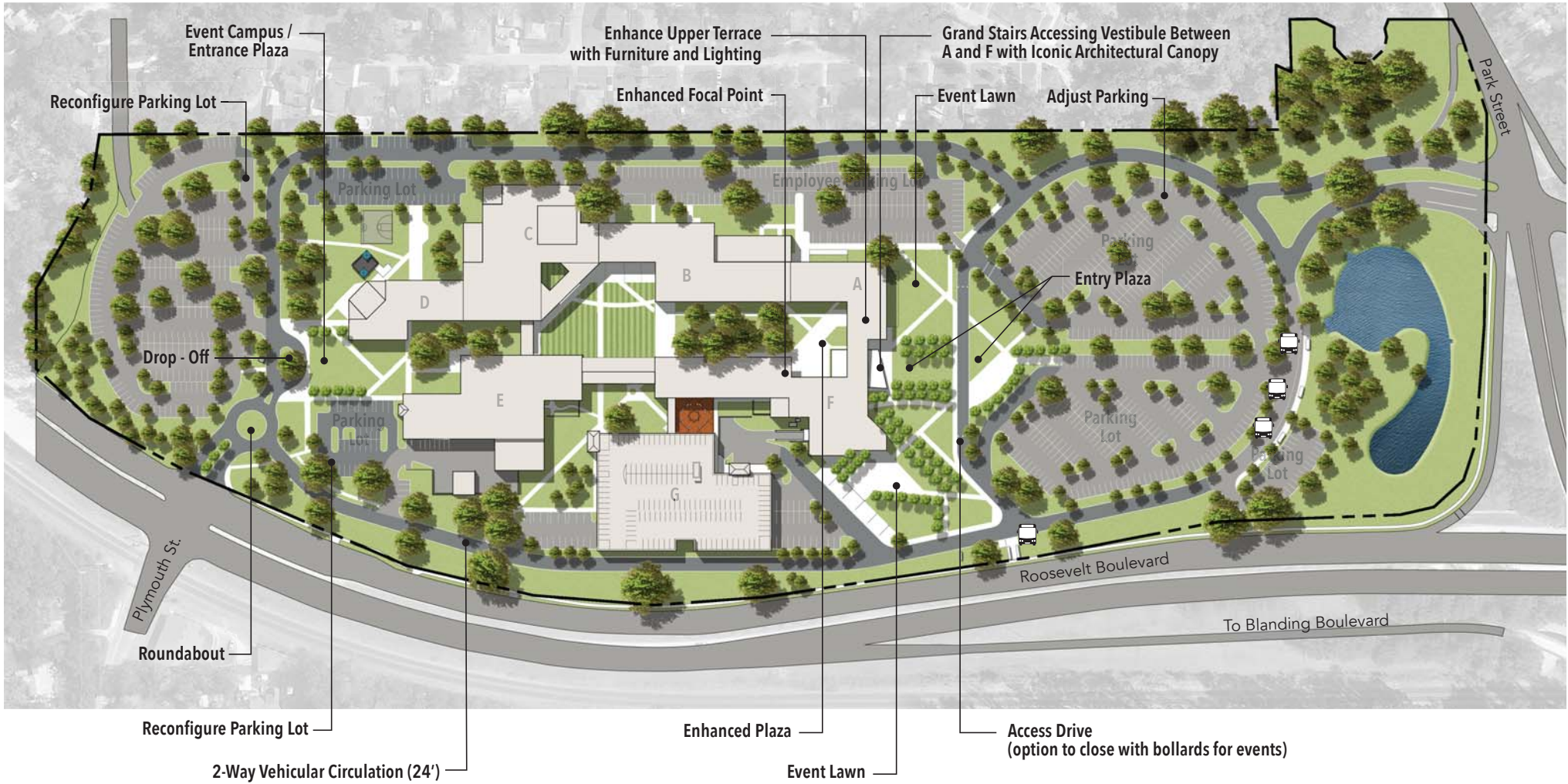
REMODEL BUILDING F SECOND FLOOR

(See discussion on previous page KC.4)

10,350 SF



3 Kent Campus | Legacy Master Plan



Bus Stop

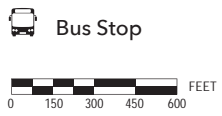
NOTE: Existing conditions information is based on the best available information.

Kent Campus | Legacy Master Plan

The Legacy Master Plan for Kent Campus focuses on community centricity and providing an entrance experience clearly marking the primary entrance to the campus. Vehicular circulation, parking and pedestrian oriented improvements make up the primary elements defined in the Legacy Master Plan. The 5-Year Master Plan projects compliment the ideals set in the Legacy Master Plan. The Legacy Master Plan projects include:

- Creation of a two-way loop road, with a roundabout at the Roosevelt Boulevard entrance. Generally, these improvements contemplate reduction of on-street parking and selective pavement expansion.
- Iconic architectural canopy entrance and grand stair – These improvements celebrate and clearly mark the entrance to the campus core from the south. The addition of “learning stairs” covered by an iconic canopy to promote outdoor events along with soft seating in the vestibule at the top of the stairs (covered connector between A & F upper level) will create a renewed experience. This experience is intended to serve students and the community.
- Outdoor event space is proposed adjacent to the “learning stairs” and the existing auditorium to further enhance the outdoor experience and community events.
- Event lawn space in the interior courtyard.

4 South Campus / Fire Academy of the South / EMS Training Center 5-Year Master Plan



NOTE: Existing conditions information is based on the best available information.

South Campus | 5-Year Master Plan

As one of the central hubs for FSCJ (along with the Downtown Campus), South Campus' 5-Year Campus Master Plan incorporates a robust program that considers a wide range of improvements. The presence of the Fire Academy further enhances opportunity for expansion in the near term. Lastly, ongoing processes are underway to locate a charter school on campus as well. The proposed 5-Year projects are as follows:

SC.1 Building T Remodel

To incorporate the improvements contemplated in SC.2 the testing and assessment center shall be relocated from Building U to Building T. (approximately 2,000 sf)

SC.2 Building U Remodel

As part of the reconfigured entrance sequence the Military and Veterans Services Center and Student Services Center (the Answer Center) is planned to be incorporated into Building U. The Military and Veterans Services Center includes extensive interior and exterior improvements to create an iconic structure that accentuates the primary entrance to campus. The addition of an iconic canopy will work to reinforce the entrance and correlate to the vision contemplated for the College. Collocation with the future Answer Center creates a "front facing" multi-use experience that promises to transform the campus. (approximately 6,200 sf)

SC.3 Campus Entrance and Sequence

A realigned entrance from Beach Boulevard to the remodeled Building U to include a new entrance court, roundabout, and revised interface with administration, Southeast and Northeast Parking Lots. These improvements will transform the arrival experience, minimize vehicular confusion, and streamline access/egress.

SC.4 Athletics Office and E-sports Center

Includes new construction of athletics offices, an e-sports center and golf simulator intended to compliment the relocation of athletics and sports to the South Campus. (approximately 15,000 sf)

SC.5 Athletics and Sports Facilities

The athletics and recreation complex located currently at North Campus was identified to be relocated to South Campus. The Master Plan calls for implementation of a Multipurpose Field, four pickleball courts (repurposed tennis courts), six tennis courts, intercollegiate baseball and softball fields, intercollegiate track with infield, concessions/restroom facility, walkways, and related infrastructure.

SC.6 Outdoor Lounge and Game Space

The outdoor gathering space west of Building C is targeted to be renovated to include an outdoor game area, lounge space, outdoor seating, outdoor pavilion/trellis, landscaping, lighting, and potentially synthetic turf lawn.

SC.7 Residence Hall

A 200 bed residence hall is incorporated into the Master Plan to the west of Huffman Boulevard. Study and analysis to determine the appropriate means of access/egress configuration to Huffman Boulevard will be required where a secondary campus entrance may be considered necessary.

SC.8 Trail

Incorporation of an internal fitness trail comprised of asphalt, seating and lighting is proposed to serve the South Campus. The trail utilizes some existing paved surfaces and is intended to serve the recreation needs of the campus community and potentially support the cross-country team. (Approximately 1.6 miles)

SC.9 Bus Parking

To the south of the athletic and sports facilities (SC.5) on the north side of the West Parking Lot is a dedicated bus parking lane intended to serve FSCJ and visiting team.

SC.10 Covered Walkway

A covered connection from N Building to the West terminating at the circular plaza at Buildings M2 and M3 is integrated into the Master Plan to provide enhanced interconnectivity. (Approximately 270 lf – 10' wide)

SC.11 and SC.12 Expansion of Emergency Medical Services Training Center

Focuses on satisfying academic needs and correlating parking/infrastructure is incorporated into the Master Plan on the northeast corner of the campus property. The expansion is focused on providing additional academic support. (approximately 15,200 sf and 125 parking spaces)

SC.13 Fire Academy Storage

To satisfy the need for storage at the Fire Academy, a structure is proposed to serve several purposes. These include equipment storage, accommodations for two fire trucks and storage of personal gear. (approximately 8,500 sf)

SC.14 and SC.15 Burn Building and Tower

Intended for Fire Academy training purposes to include a new facility and remodeling the existing facility. (approximately 2,800 sf each)

SC.16 Outdoor Lounge and Gathering Space

To the west of the W1 Building the Master Plan provides for a new outdoor lounge space to support the needs of the Fire Academy. Specific programming is flexible, but should include outdoor dining area(s), seating, and a potential game space.

SC.17 Fire Truck Parking Pad

A parking pad for temporary storage, servicing and training is integrated into the Master Plan for South Campus for two fire trucks. The pad should be comprised of reinforced concrete providing ample room for maneuverability. (approximately 12,000 sf)

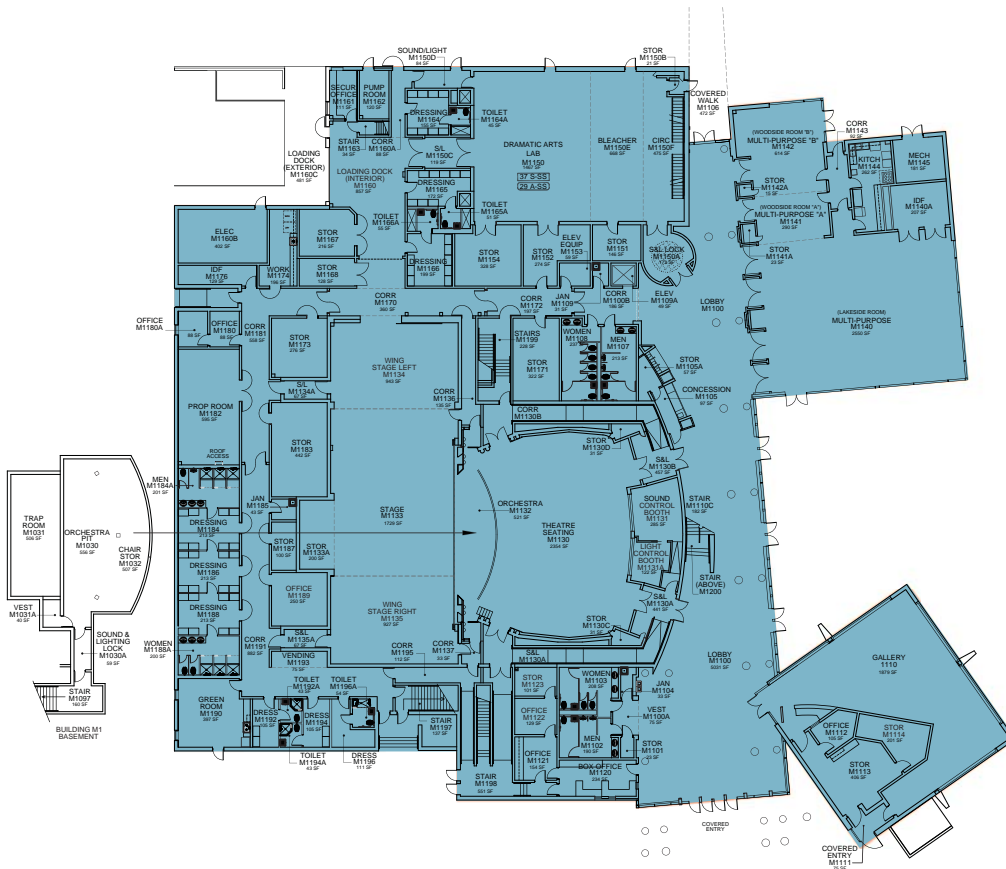
SC.18 Parking Expansion

Student and faculty parking expansion and supporting stormwater infrastructure to accommodate growth and existing operations is provided in the 5-Year Campus Master Plan. (approximately 100 spaces)

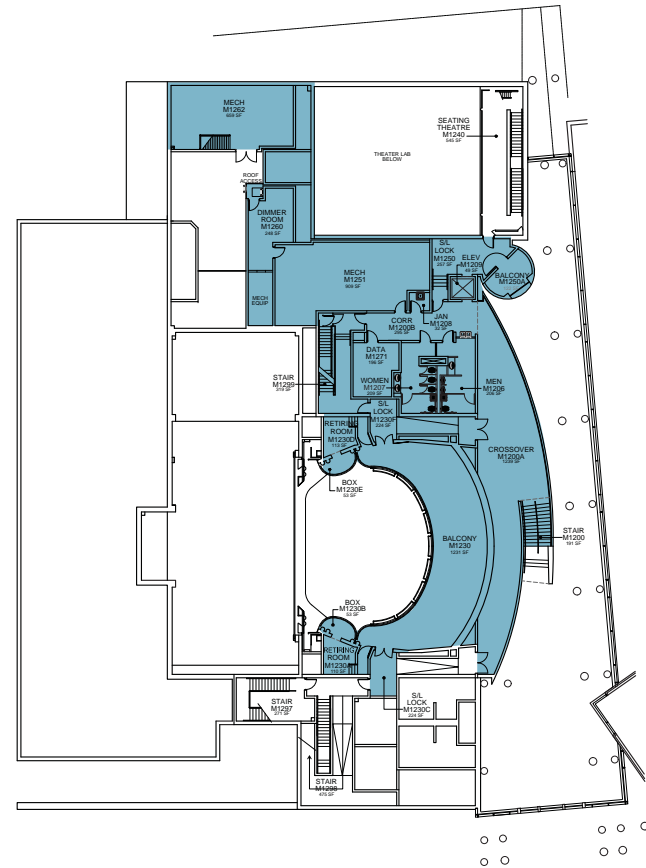
SC.19 Building M1 Renovation (first and second floor)

With the high demand of the Wilson Center for the Arts, refreshing and updating the first and second floors of the building would support the campus, community functions and conference needs to further engage in fundraising and programming needs. (approximately 49,000 sf)

South-Building M-1st Floor



South-Building M-2nd Floor

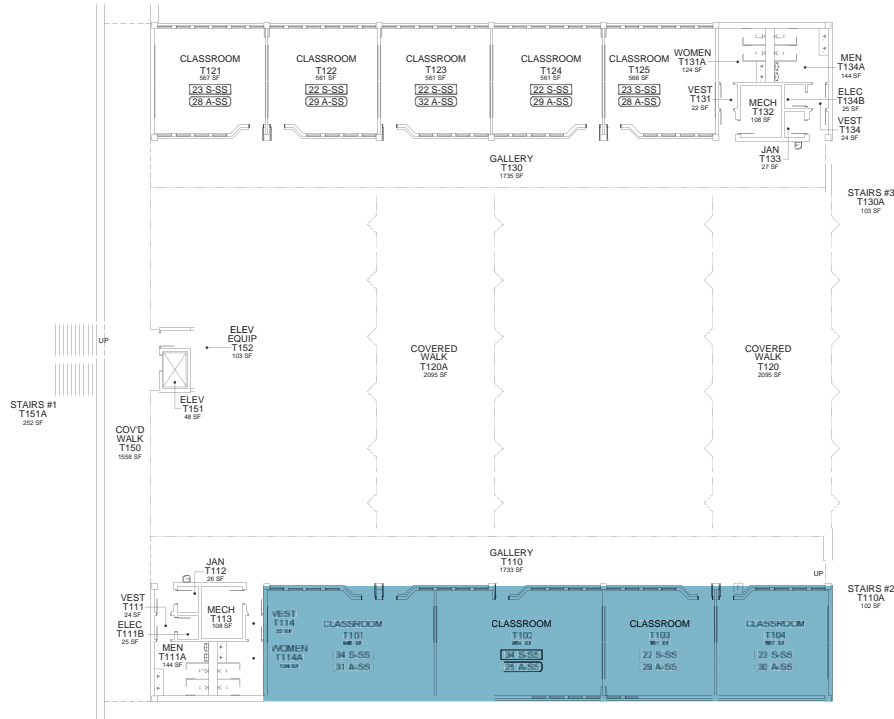


Additional 5-Year Master Plan Considerations

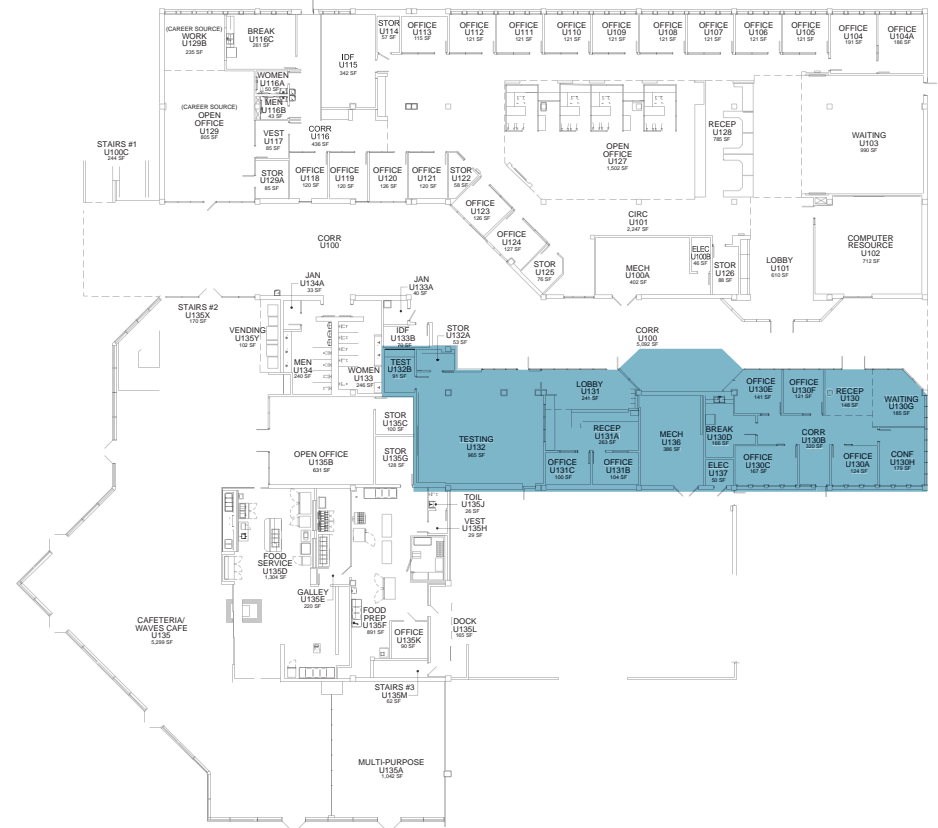
Current analysis and preliminary design studies are underway to support the incorporation of a charter school on the College's property at South Campus. Generally, the process has included preparing for accommodations for approximately five to eight acres to include dedicated parking, circulation, and the charter school structure. In part, the Master Plan process has focused on properly locating the charter school in a location that mutually benefits FSCJ and the proposed facility.

Wetland impacts for accommodating the Athletics and Sports Facilities are a primary consideration based on time and cost. A comprehensive analysis and strategy to implement required impacts should be a part of pending implementation processes. This work should focus on articulating the location and extent of existing wetland systems, identification of the best impact mitigation strategy and relevant budgeting.

REMODEL BUILDING T (See discussion on previous page SC.1) 2,000 SF



REMODEL BUILDING U (See discussion on previous page SC.2) 6,200 SF





South Campus Main Entrance



Military and Veterans Service Center

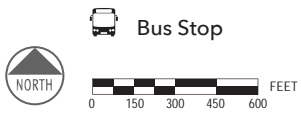


View to the Military and Veterans Service Center



Military and Veterans Service Center Outdoor Activity Space

4 South Campus / Fire Academy of the South / EMS Training Center Legacy Master Plan



NOTE: Existing conditions information is based on the best available information.

South Campus | Legacy Master Plan

For South Campus, the vision for potential expansion through the Legacy Master Plan contemplates an exciting future that embraces the existing context, potential public/private partnerships, and the rethinking of the campus core. In particular, the existing lake is a primary element of the campus long term by providing an interface for pedestrians and future expansion. The northern edge of the lake is envisioned to allow for selective adjacencies of architectural improvements, landscape features and iconic pedestrian connections. The lake's significance will be maintained as a primary identifier of the campus in the 5-Year Master Plan and continue to play a major role in South Campus' identity in the future. Key elements proposed in the Legacy Master Plan include:

- Expansion of the Wilson Center along with relevant additions to parking and stormwater infrastructure.
- New campus core to the east of Building B and D. A proposed new quadrangle flanked by future academic buildings and a student center are the primary framework articulating a future campus that is contextual and consistent with the college experience.
- The Lakefront Promenade and Amphitheater – A robust and visionary series of improvements along the edge of the existing lake take advantage of views into the campus as well as form vantage points within the core. Boardwalks, gathering spaces, walkways and an outdoor performance venue will work together to create a one of kind experience.
- Preservation of the Beach Boulevard fronting parcels is a key tenet of the Master Plan for South Campus. Recognizing the value of this asset is the primary factor driving the preservation of these properties. An analysis that further articulates the potential use and value of this frontage is a worthwhile future operation and successful outcome of the findings of the Legacy Master Plan.
- General expansion of the Fire Academy along with a boardwalk connection between the P Building (EMS Training Center) is integrated into the Legacy Master Plan.

6 Betty P. Cook Nassau Center 5-Year Master Plan





 Bus Stop

NOTE: Existing conditions information is based on the best available information.

Betty P. Cook Nassau Center (Nassau Center)

5-Year Master Plan

The Conceptual Diagramming referenced in Analysis and Findings section of this document defines a measured approach to expansion predicated on growth within the Nassau County Area. Identified as one of the fastest growing counties in Florida (7th in the state per the Florida Bureau of Economic and Business Research), balancing the 5-Year Plan with the timing of deployment with the Legacy Plan will be a critical factor. Based on current needs, enrollment and master planning process the projects articulated in the 5-Year Master Plan are as follows:

NS.1 Building AB Renovation

Incorporating basic upgrades to create a consistent and modernized student services experience (the Answer Center) at Nassau Center is contemplated in the early stages of the 5-Year Master Plan. (approximately 1,000 sf)

NS.2 New Multipurpose Building

Acknowledging the needs to potentially construct or fund a new classroom/office and student life building within the 5-Year period due to potential growth in Nassau County is an appropriate consideration. At a minimum, identifying the most appropriate and efficient location for these improvements sets the trajectory for growth. The proposed building and its location embrace the campus context, respecting nature and the existing lakes and tree cover (approximately 40,000 sf).

Additional 5-Year Master Plan Considerations

The Commercial Vehicle Driving Center is in permitting and design and is envisioned to embrace the themes and campus DNA associated with Nassau Center. To reiterate those themes, the notion of environmental sensitivity, incorporating the existing landscape and respecting the Outdoor Education Center (OEC) are central to the Nassau Center's identity.

Connectivity to the adjacent development underway (Liberty Cove) is provided to reduce cut through traffic while embracing the benefits of interconnectivity.

6 Betty P. Cook Nassau Center Legacy Master Plan





 Bus Stop

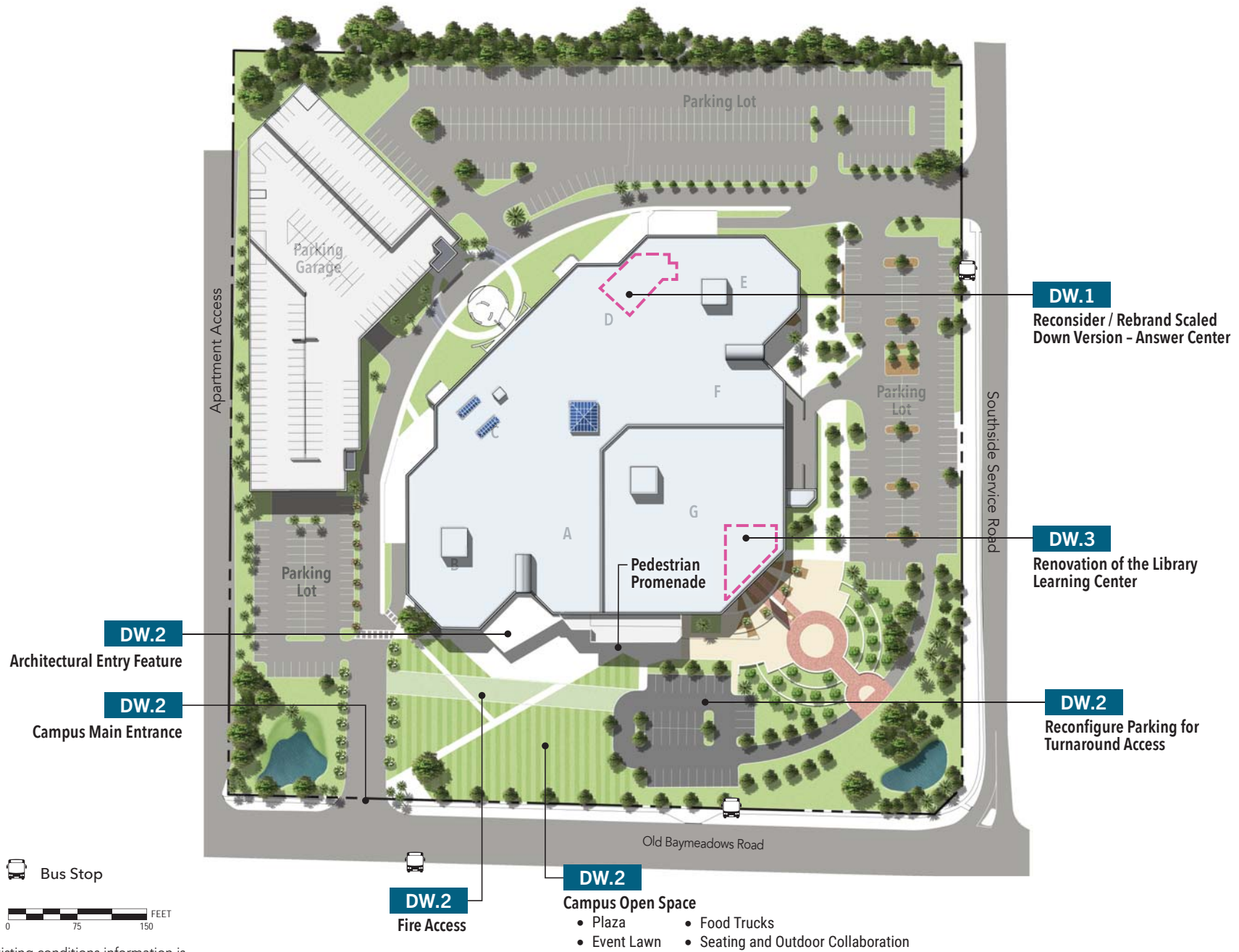
NOTE: Existing conditions information is based on the best available information.

Betty P. Cook Nassau Center (Nassau Center) Legacy Master Plan

The Legacy Master Plan embraces the themes and identity associated with the Nassau Center through careful placement of future expansion. Wetlands, existing lakes and ponds, proposed pedestrian connectivity, building scale and open space create a walkable campus that promotes a contextually environmental ethos while acknowledging the needs for expansion.

The campus core is intended to be a lakeside experience that is walkable, interconnected and embraces the beneficial significance of the OEC. Future flexible expansion is contemplated to the southeast with a proposed corporate retreat center shown in relation to the OEC.

7 Deerwood Center | 5-Year Master Plan



DW.1
Reconsider / Rebrand Scaled Down Version - Answer Center

DW.3
Renovation of the Library Learning Center

DW.2
Architectural Entry Feature

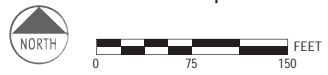
DW.2
Campus Main Entrance

DW.2
Reconfigure Parking for Turnaround Access

DW.2
Fire Access

DW.2
Campus Open Space

- Plaza
- Food Trucks
- Event Lawn
- Seating and Outdoor Collaboration



NOTE: Existing conditions information is based on the best available information.

Deerwood Center | 5-Year Master Plan

The existing configuration, architectural improvements and context coalesce to create a unique setting for Deerwood Center. Deerwood Center is a former two-story mall that was converted to operate as the southernmost asset within the FSCJ portfolio. It functions and feels like no other campus within the enterprise. Among the many strategies related to the Master Plan for Deerwood Center, one of the primary approaches was to create a contextually sensitive solution that embraces, to the extent possible, the notion of a traditional campus. Additionally, the Master Plan seeks to create a recognizable consistency within the enterprise. The projects identified in the 5-Year Master Plan for Deerwood Center include:

DW.1 Building D Renovation

The renovations for D Building consist of minor modifications to create a consistent and modernized student services experience (the Answer Center). These improvements include furnishings, the addition of a self-service center/kiosk(s) and branding elements. (approximately 1,500 sf)

DW.2 New Campus Arrival

Adjacent to Old Baymeadows Road to the south of Buildings A and C a new campus plaza and open space is contemplated by converting a portion of the southern parking lot to a pedestrian space. Additional improvements include areas for outdoor seating, food truck space, event lawn, covered lounge areas and an iconic architectural canopy at the southern entrance. These improvements are contemplated to create a new entrance experience and support the campus community and the adjacent conference space.

DW.3 Renovation of the Library Learning Center (LLC)

Includes modification of the LLC to serve as a medical centric learning space while maintaining tutoring and related learning modules. (approximately 3,000 sf)

Additional 5-Year Master Plan Considerations

Maintaining the current momentum associated with expansion of partnerships with the University of North Florida and potential third parties should be continued to advance the goal of Deerwood Center operating as a medical hub.

7 Deerwood Center | Legacy Master Plan



NOTE: Existing conditions information is based on the best available information.

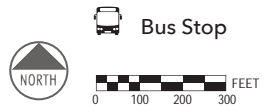
Deerwood Center | Legacy Master Plan

The Legacy Master Plan for Deerwood Center considers the continuation of current operations and the advancement of targeted health care partnerships. Specific improvements include expansion of horizontal infrastructure, exterior pedestrian connectivity and upgrades to the primary entrance to the northwest.



8 Cecil Center North 5-Year Master Plan

- CC.3**
Road Extension
- CC.2**
Parking Expansion
- CC.1**
Continuing Workforce Education Center



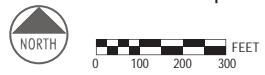
NOTE: Existing conditions information is based on the best available information.

8 Cecil Center North Legacy Master Plan

Potential CVD Expansion

Potential Negotiations Parcel
for Improved Access

City of
Jacksonville
Property



NOTE: Existing conditions information is based on the best available information.



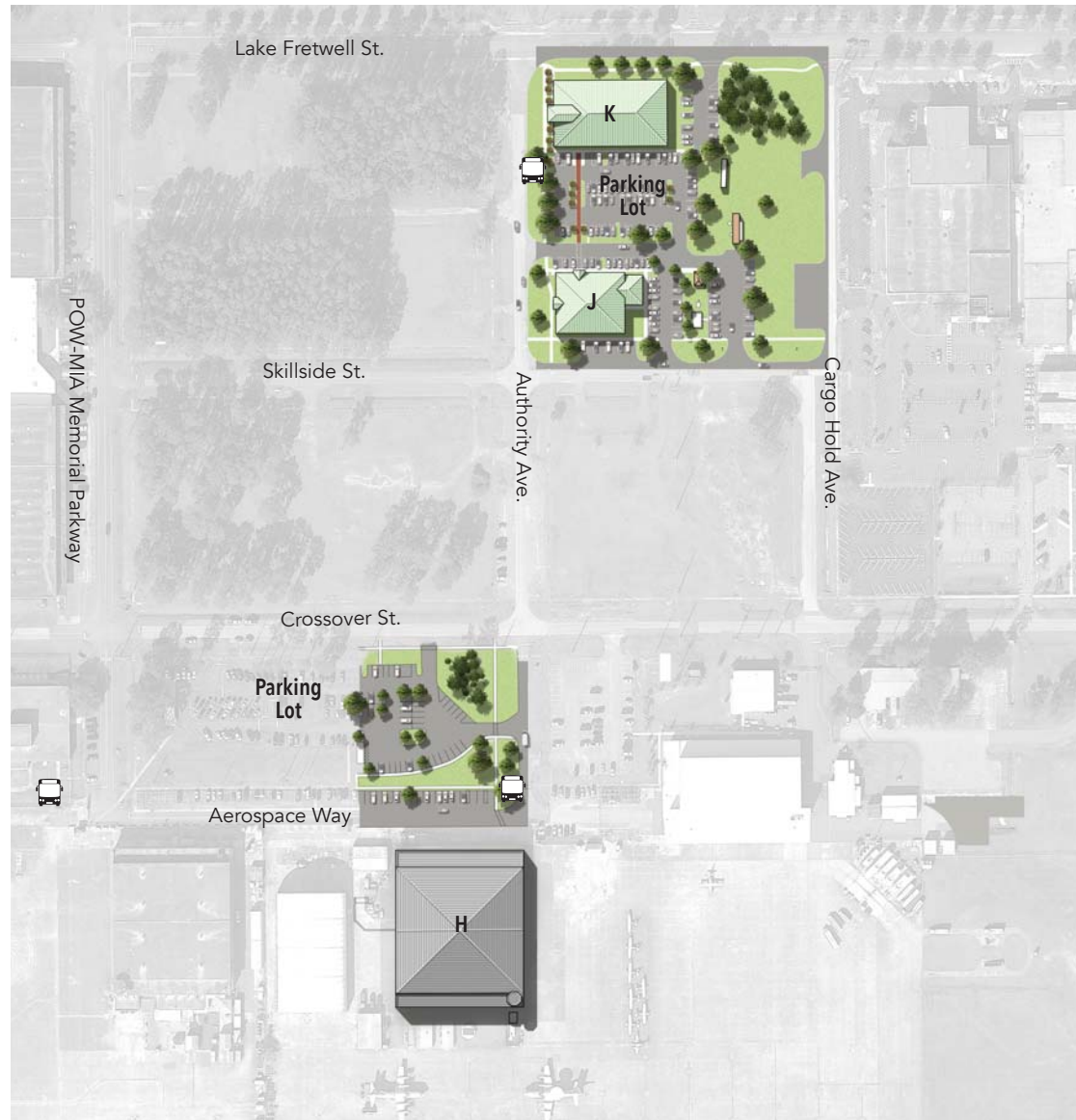
Cecil Center North | Legacy Master Plan

Like Nassau Center, Cecil Center North's Legacy Master Plan considers robust growth in the future. The Legacy Master Plan is intended to provide a framework for that growth while maintaining the integrity of what is in place on campus and looking forward to an identity that embraces the potential of being a bona fide campus in the future.

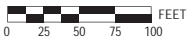
Utilizing the existing architectural/programming improvements, the charter school (under construction) and the vehicular circulation as a viable structure, the Legacy Master Plan contemplates a walkable campus characterized by a large quadrangle and central pedestrian spine (the Campus Linear Park). Lakes, campus entrances, open spaces and architectural improvements work together to create a strong campus framework that embraces a viable long-term strategy for success.



8 Cecil Center South | 5-Year Master Plan



Bus Stop



NOTE: Existing conditions information is based on the best available information.

Cecil Center South | Legacy Master Plan

While a detailed master plan for Cecil Center South was not prepared due to lack of space and expansion capability. The nexus between Cecil Center North and South should be embraced and considered. The use of student services and student life improvements should be shared where possible between the locations. Additionally, any relevant courses that can be provided to students at Cecil Center South, such as general education and AA completion requirements, should be considered as an opportunity for the campus community at Cecil Center North.

Collegewide Project Implementation Sequence and Cost (5-Year Plan)

The table below articulates conceptual level implementation processes for the 5-year plan. The process is defined by three operations; funding, procurement/design and construction. Funding anticipates the processes associated with coordinating resources from the State of Florida and work by the Foundation. Procurement and Design correlates to the conceptual time allotment for acquiring and completing due diligence and related design work. Construction timeframes are associated with commencement of the bidding process not the duration of implementation. In addition to the expenditures estimated to implement the 5-year plan, an on-going annual deferred maintenance budget equating to \$2.50/SF based on overall building area should be integrated into the "facilities budget." The estimated annual overall deferred maintenance budget is \$7,457,500.00 for general improvements, roof repair/replacement and parking lot rehabilitation. For all figures shown, an annual inflation escalator of 1.5% of grand total costs should be considered.

PRJ. ID	Project Descriptions	5 Year Master Plan Summary					Opinion of Probable Cost				20% Contingency	Year 1 Funding
		YR 1	YR 2	YR 3	YR 4	YR 5	Quantity	Units	Unit Cost	Total		
DOWNTOWN CAMPUS												
DC.1	Storage Facility						20,000	SF	\$275.00	\$6,600,000.00	\$1,320,000.00	\$6,600,000.00
DC.2	Building A (Remodel)						103,000	SF	\$400.00	\$49,440,000.00	\$9,888,000.00	\$49,440,000.00
DC.3	Adjacent Outdoor Courtyard and Childcare Support									\$540,000.00	\$108,000.00	\$540,000.00
DC.4	Architectural Entry Feature and Entrance									\$1,800,000.00	\$360,000.00	\$1,800,000.00
DC.5	Legacy Walk						26,000	SF	\$45.50	\$1,404,000.00	\$280,800.00	
DC.6	ATC (Remodel) Workforce Orientation to STEM						10,000	SF	\$325.00	\$3,900,000.00	\$780,000.00	
DC.7	Reconfigure Parking Lots 4,5, & 6									\$300,000.00	\$60,000.00	
DC.8	Internal "Urban" Street Improvements									\$780,000.00	\$156,000.00	
DC.9	Secondary Entrance Renovation									\$450,000.00	\$90,000.00	
DC.10	Building B (Remodel)						36,000	SF	\$375.00	\$16,200,000.00	\$3,240,000.00	
DOWNTOWN CAMPUS SUBTOTAL									\$81,414,000.00	\$16,282,800.00	\$58,380,000.00	
NORTH CAMPUS												
NC.1	New Campus Entry						36,000	SF	\$18.00	\$777,600.00	\$155,520.00	
NC.2	Remove Egress at North Capper Road						9,000	SF	\$5.00	\$54,000.00	\$10,800.00	
NC.3	New Iconic Campus Arrival									\$720,000.00	\$144,000.00	
NC.4	Criminal Justice Center (CJC) Expansion						50,000	SF	\$500.00	\$30,000,000.00	\$6,000,000.00	
NC.5	CJC Parking Expansion						160	Spaces	\$2,500.00	\$480,000.00	\$96,000.00	
NC.6	Building E (Remodel)						30,000	SF	\$375.00	\$13,500,000.00	\$2,700,000.00	
NC.7	Nursing Labs - Building B and C (Remodel)						10,310	SF	\$375.00	\$4,639,500.00	\$927,900.00	
NC.8	Legacy Walk and Quadrangle						35,000	SF	\$25.00	\$1,050,000.00	\$210,000.00	
NC.9	Paved Fitness Trail						2,500	SF	\$45.00	\$135,000.00	\$27,000.00	
NORTH CAMPUS SUBTOTAL									\$51,356,100.00	\$10,271,220.00	\$0.00	
KENT CAMPUS												
KC.1	Building A (Remodel)						6,600	SF	\$375.00	\$2,970,000.00	\$594,000.00	\$2,970,000.00
KC.2	Building B (Remodel)						13,320	SF	\$300.00	\$4,795,200.00	\$959,040.00	
KC.3	Building F (Remodel)-1st Floor						2,965	SF	\$300.00	\$1,067,400.00	\$213,480.00	
KC.4	Building F (Remodel)-2nd Floor						10,350	SF	\$300.00	\$3,726,000.00	\$745,200.00	
KC.5	Building F (Remodel)-1st Floor Auditorium						11,300	SF	\$375.00	\$5,085,000.00	\$1,017,000.00	
KENT CAMPUS SUBTOTAL									\$17,643,600.00	\$3,528,720.00	\$2,970,000.00	

LEGEND

FUNDING PROCUREMENT/DESIGN CONSTRUCTION

NOTE: Wetland Mitigation Cost for Related Impacts are Not Included

PRJ. ID	Project Descriptions	5 Year Master Plan Summary					Opinion of Probable Cost				20% Contingency	Year 1 Funding
		YR 1	YR 2	YR 3	YR 4	YR 5	Quantity	Units	Unit Cost	Total		
SOUTH CAMPUS												
SC.1	Building T (Remodel)						2,900	SF	\$375.00	\$1,305,000.00	\$261,000.00	\$1,305,000.00
SC.2	Building U (Remodel)						6,220	SF	\$500.00	\$3,732,000.00	\$746,400.00	\$3,732,000.00
SC.3	Campus Entrance and Sequence									\$3,600,000.00	\$720,000.00	
SC.4	Athletics Center						15,000	SF	\$500.00	\$9,000,000.00	\$1,800,000.00	
SC.5	Athletics Facilities									\$7,200,000.00	\$1,440,000.00	
SC.6	Outdoor Lounge/Game Space									\$420,000.00	\$84,000.00	
SC.7	New Residential Hall						50,000	SF	\$350.00	\$21,000,000.00	\$4,200,000.00	
SC.8	Trail						8,500	SF	\$60.00	\$612,000.00	\$122,400.00	
SC.9	Bus Drop West of the Wilson Center						31,200	SF	\$5.00	\$156,000.00	\$31,200.00	
SC.10	Covered Walkway						2,600	SF	\$185.00	\$577,200.00	\$115,440.00	
SC.11	EMS Expansion						15,240	SF	\$500.00	\$9,144,000.00	\$1,828,800.00	
SC.12	EMS Parking Expansion						125	Spaces	\$2,500.00	\$375,000.00	\$75,000.00	
SC.13	Fire Academy Storage						8,500	SF	\$275.00	\$2,805,000.00	\$561,000.00	\$2,805,000.00
SC.14	Fire Academy Burn Tower-New						2,800	SF	\$200.00	\$672,000.00	\$134,400.00	\$672,000.00
SC.15	Fire Academy Burn Tower-Remodel						2,800	SF	\$200.00	\$672,000.00	\$134,400.00	\$672,000.00
SC.16	Fire Academy Outdoor Gathering Space									\$150,000.00	\$30,000.00	\$150,000.00
SC.17	Fire Academy - Fire Truck Parking						12,000	SF	\$10.00	\$120,000.00	\$24,000.00	
SC.18	Fire Academy - Parking Expansion						100	Spaces	\$2,500.00	\$300,000.00	\$60,000.00	
SC.19	Building M1 Wilson Center (Renovation)						48,000	SF	\$300.00	\$17,280,000.00	\$3,456,000.00	\$17,280,000.00
SOUTH CAMPUS SUBTOTAL										\$79,120,200.00	\$15,824,040.00	\$26,616,000.00
NASSAU CENTER												
NS.1	Building AB (Renovation)						1,000	SF	\$300.00	\$360,000.00	\$72,000.00	
NS.2	New Multi-Purpose Building						40,000	SF	\$525.00	\$25,200,000.00	\$5,040,000.00	
NASSAU CENTER SUBTOTAL										\$25,560,000.00	\$5,112,000.00	\$0.00
DEERWOOD CENTER												
DW.1	Building D (Renovation)						1,500	SF	\$300.00	\$540,000.00	\$108,000.00	
DW.2	Campus Entry Plaza									\$2,640,000.00	\$528,000.00	
DW.3	Library Learning Center Renovation						3,000	SF	\$300.00	\$1,080,000.00	\$216,000.00	
CENTER SUBTOTAL										\$4,260,000.00	\$852,000.00	\$0.00
CECIL CENTER NORTH												
CC.1	Continuing Workforce Education Center						55,000	SF	\$500.00	\$33,000,000.00	\$6,600,000.00	\$33,000,000.00
CC.2	Parking Lot Expansion						200	Spaces	\$2,500.00	\$600,000.00	\$120,000.00	\$600,000.00
CC.3	Road Extension						20,000	SF	\$18.00	\$432,000.00	\$86,400.00	\$432,000.00
CC.4	Building A (Remodel)						2,000	SF	\$300.00	\$720,000.00	\$144,000.00	
CECIL CENTER SUBTOTAL										\$34,752,000.00	\$6,950,400.00	\$34,032,000.00
MASTER PLAN SUBTOTAL										\$292,105,900.00	\$58,821,180.00	\$121,998,000.00
5% SOFT COST ALLOWANCE										\$14,705,295.00		\$6,099,900.00
MASTER PLAN COLLEGEWIDE GRAND TOTAL										\$308,811,195.00		\$128,097,900.00



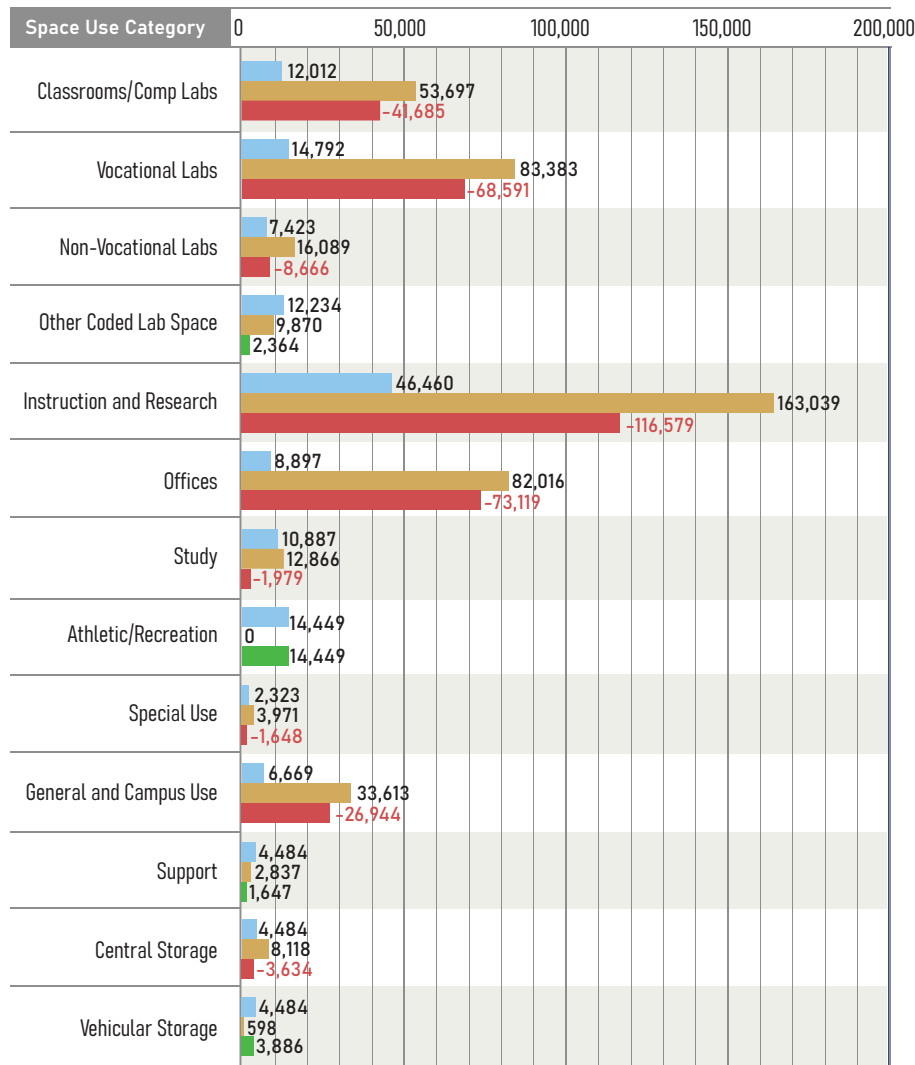
Appendices

Appendix 1 - Generalized Space Projection Data (Legacy Plan)

1 DOWNTOWN CAMPUS

20 Year Plan 2042-2043

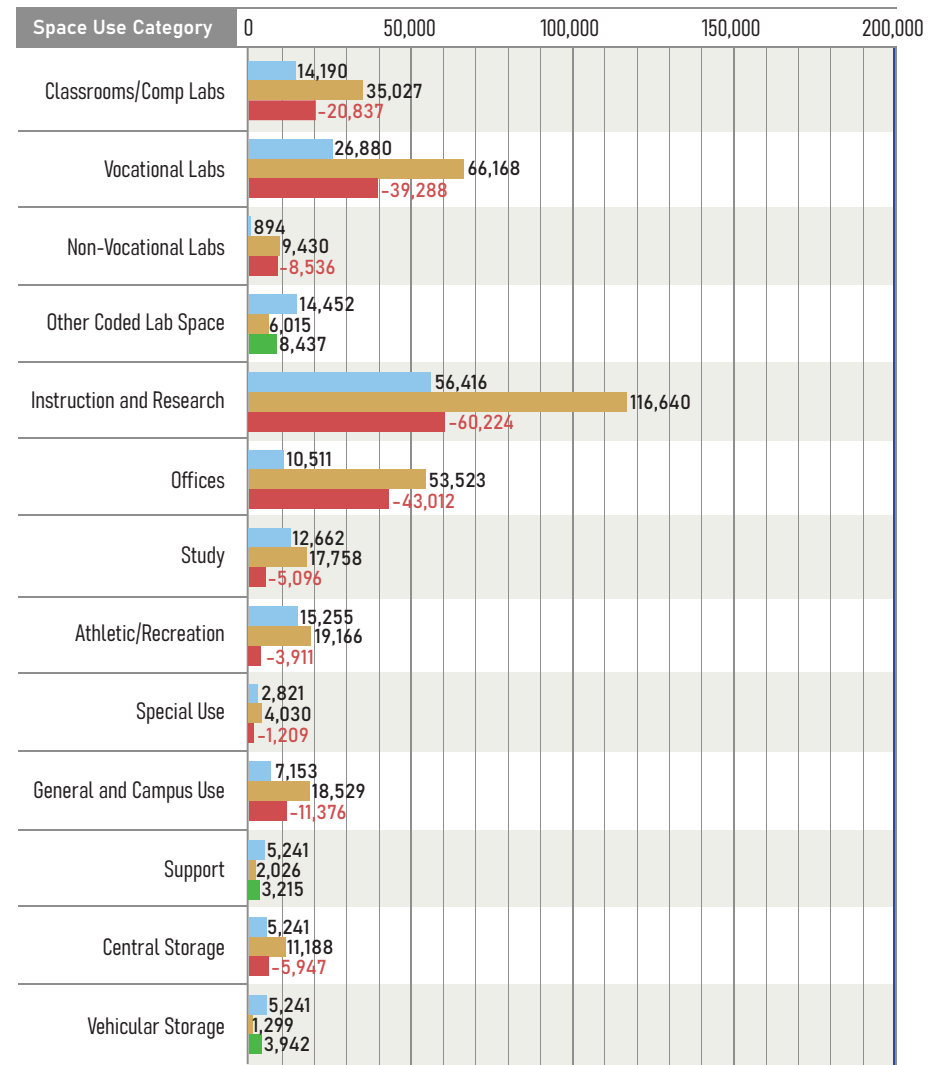
20 Year Facilities' Requirements, Deficits and Surpluses



2 NORTH CAMPUS

20 Year Plan 2042-2043

20 Year Facilities' Requirements, Deficits and Surpluses

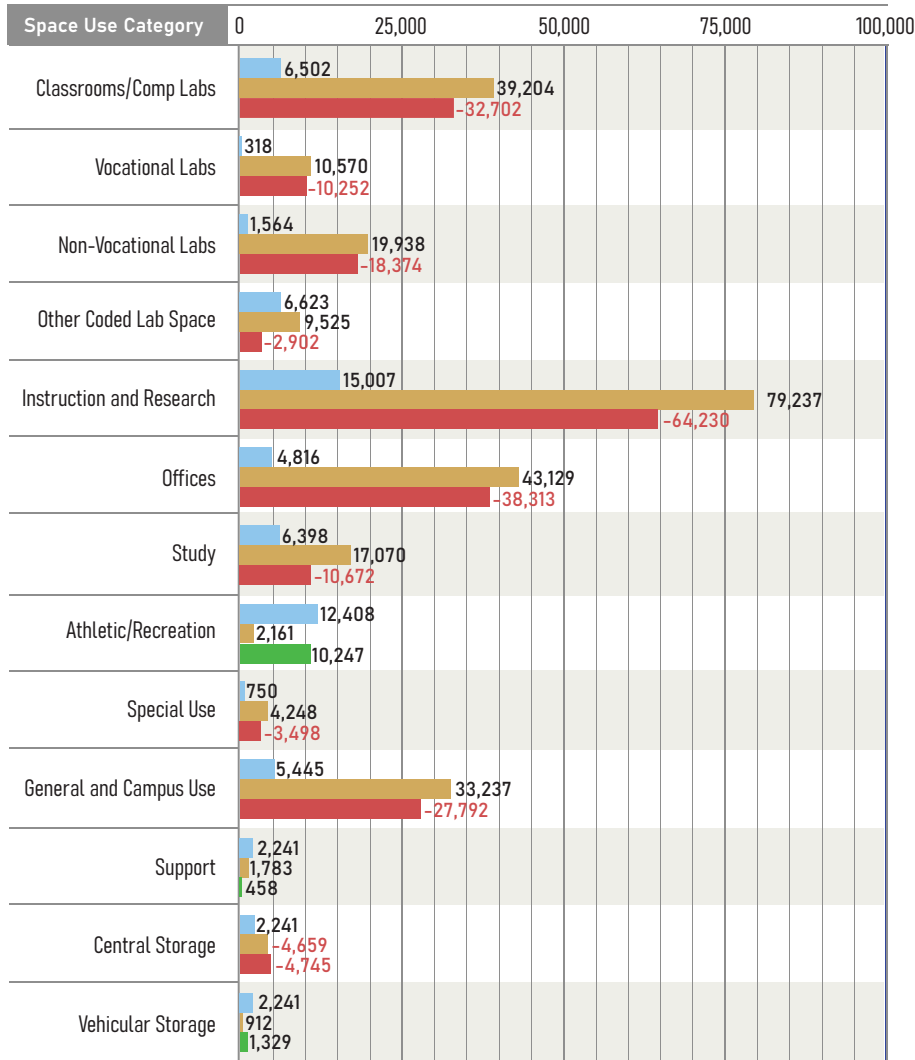


■ Facilities Required
 ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed)
 ■ Facilities Surplus

3 KENT CAMPUS

20 Year Plan 2042-2043

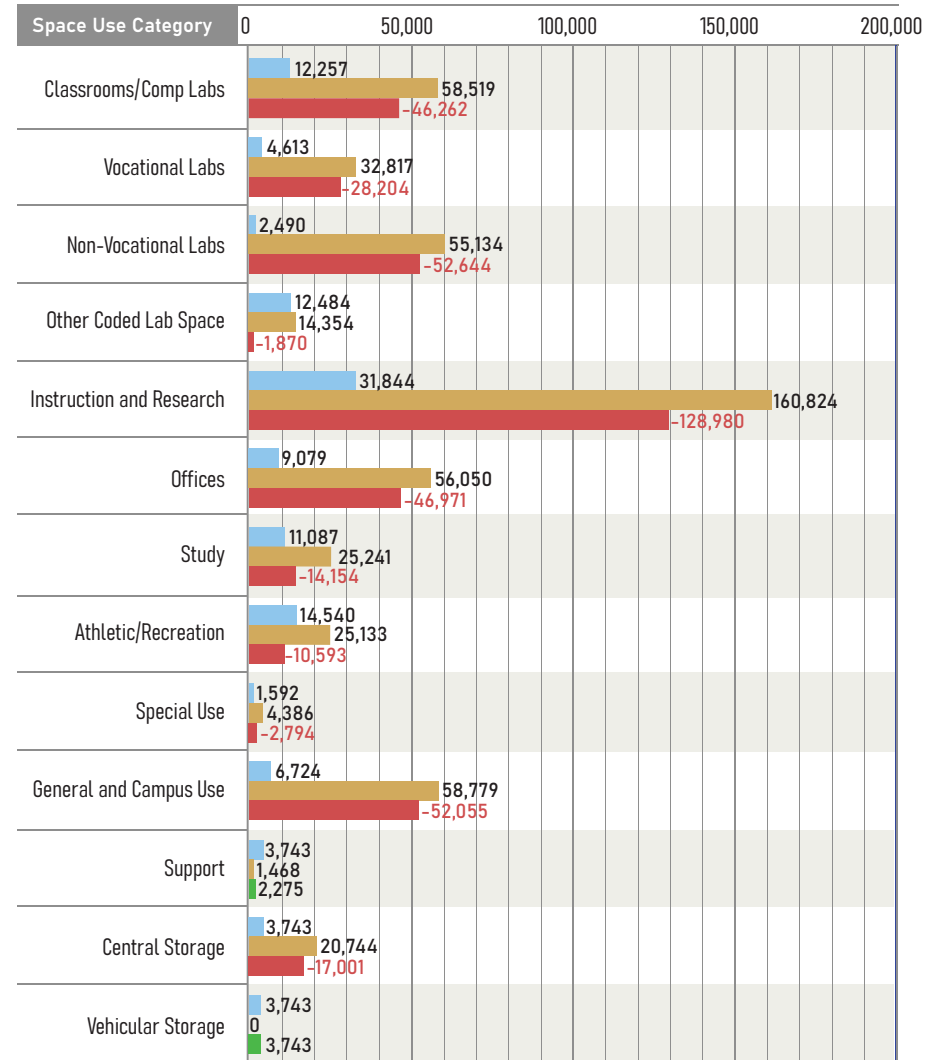
20 Year Facilities' Requirements, Deficits and Surpluses



4 SOUTH CAMPUS

20 Year Plan 2042-2043

20 Year Facilities' Requirements, Deficits and Surpluses

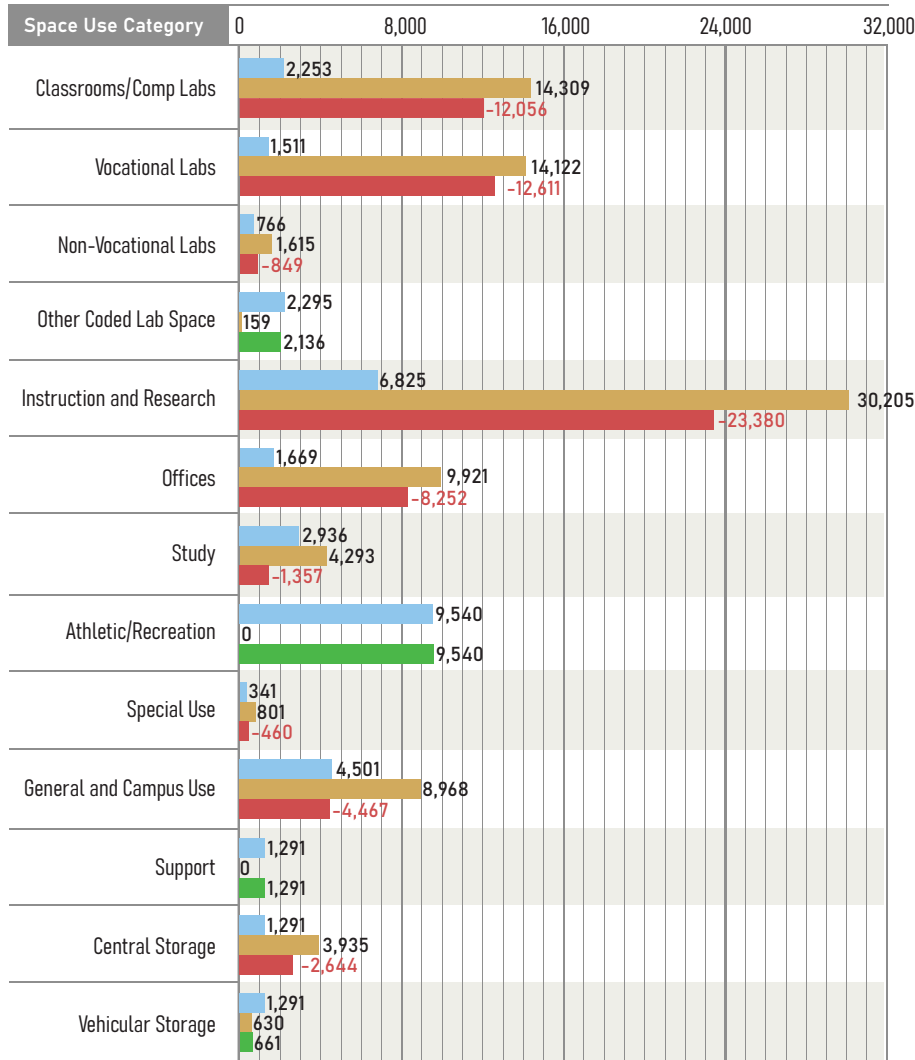


■ Facilities Required ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed) ■ Facilities Surplus

6 BETTY P. COOK NASSAU CENTER

20 Year Plan 2042-2043

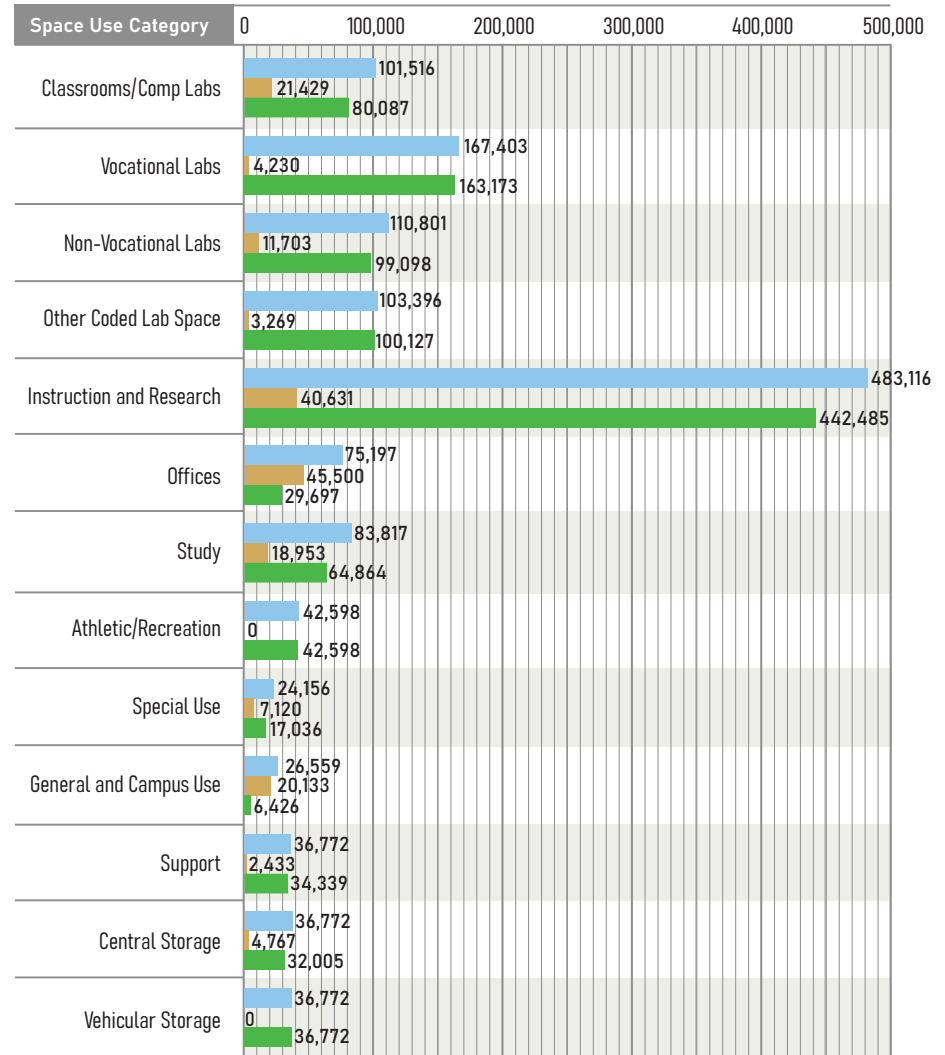
20 Year Facilities' Requirements, Deficits and Surpluses



7 DEERWOOD CENTER

20 Year Plan 2042-2043

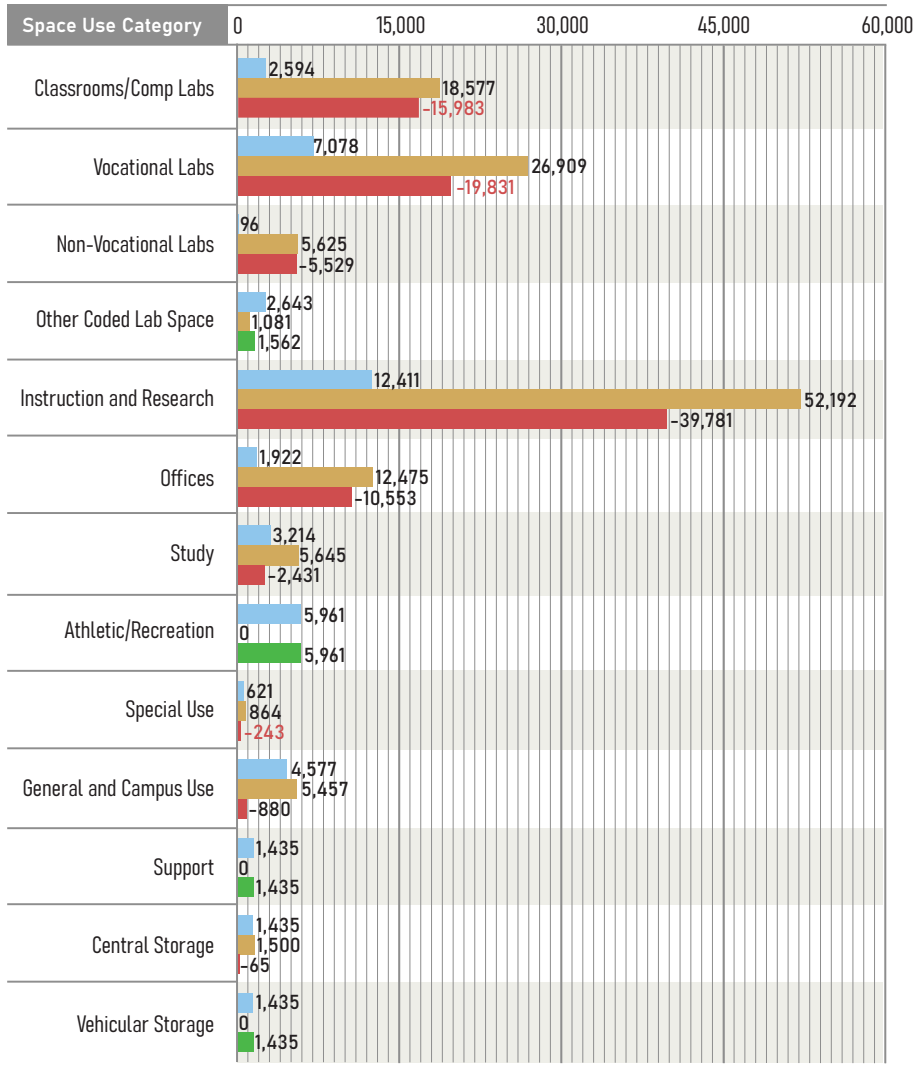
20 Year Facilities' Requirements, Deficits and Surpluses



■ Facilities Required ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed) ■ Facilities Surplus

8 CECIL CENTER

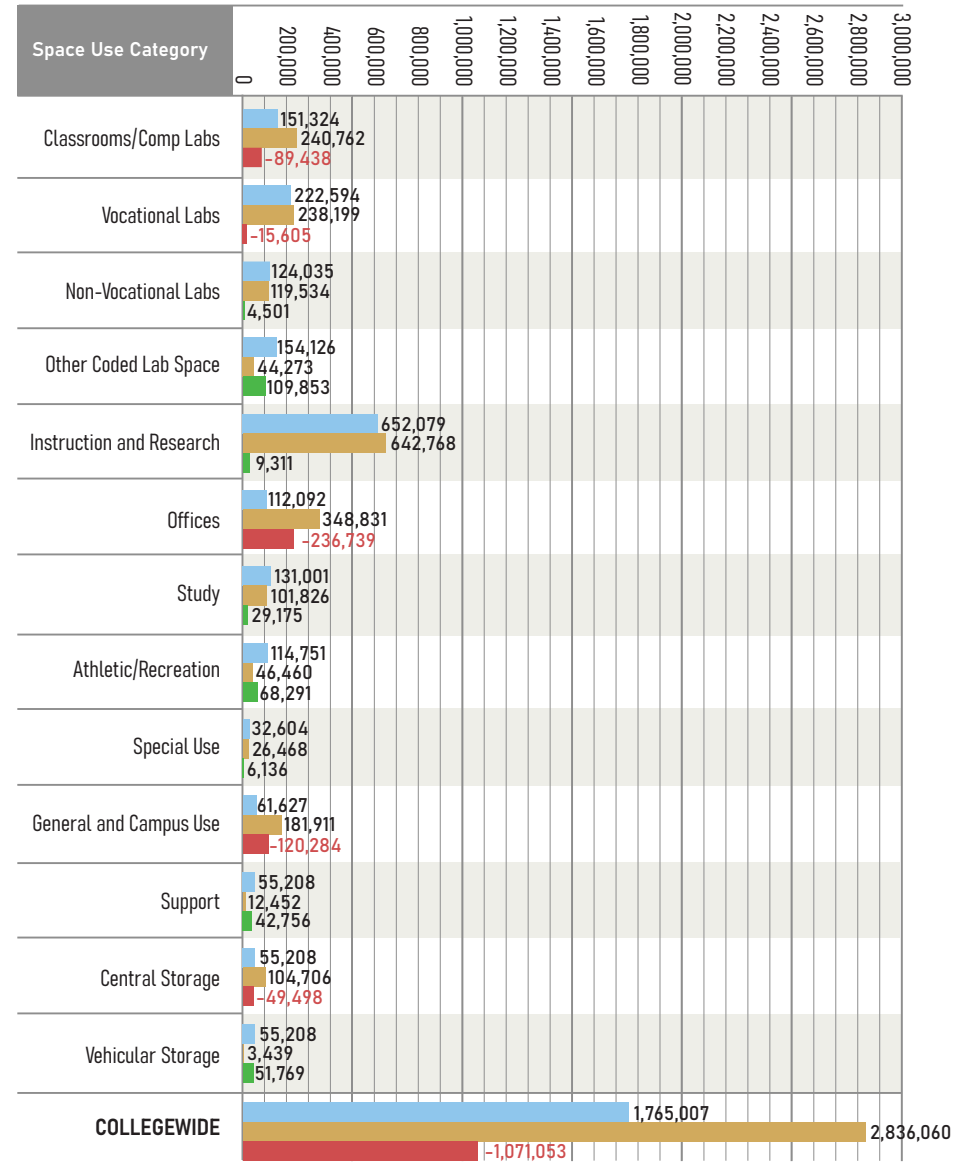
20 Year Plan 2042-2043
20 Year Facilities' Requirements, Deficits and Surpluses



■ Facilities Required ■ Existing Facilities (Planning Baseline) 2021
■ Facilities Deficit (Needed) ■ Facilities Surplus

ALL CAMPUSES

Collegewide 20 Year Plan 2042-2043
20 Year Facilities' Requirements, Deficits and Surpluses



Appendix 2 - Pavement Conditions Assessment

FSCJ Collegewide Pavement Study – Master Plan Update 2022

As part of the master plan for 2022, Prosser performed site visits in September and October, 2022 to all of the FSCJ locations to review the current condition of the parking lot pavement in comparison to the Collegewide Pavement Study completed by Hanson dated July 3, 2013. The purpose of our review was to perform a cursory review of the pavement conditions and establish if the “order of priority” from the previous study should be changed or if any of the work had been completed as recommended. It shall be noted that our review was not intended to provide a comprehensive update, but simple a high-level review from a master planning perspective. In the event FSCJ intends to move forward with pavement repairs on any of the parking lots, we recommend a formal condition assessment and pavement rehabilitation plan and specifications be developed for each parking lot where repair, sealcoating or resurfacing is to occur. We have also added a summary of the condition of the South Campus as it was not contemplated in the July 3, 2013 Hanson report. Below please find updates for each campus in the same order as the 2013 Study

Downtown Campus



Lot 8 (North Lot per Hanson Report) and Lot 7 (East Lot per Hanson Report) have been completed per the 2013 study. As such, we recommend moving these lots to the bottom of the priority list. Lot 10 (B-Center Lot per Hanson Report) is approaching the sealcoat life cycle and all items remain to be completed.

North Campus



Lot 8 (A-West Lot per Hanson Report) has visible damage now that was not noted in 2013. The parking lot has curb and pavement uplift due to tree roots around the landscape islands that could cause trip hazards. This parking lot is used by CJC pavement repairs in these areas are recommended as a priority.

Kent Campus



No apparent repairs were observed to have been completed on the Kent Campus since the 2013 study. As such, the pavement has aged another 10 years and is beginning to show additional signs of deterioration. The priority per the Hanson Report order remains consistent but recommend that repairs be performed on those lots that receive the most usage first.

South Campus



The parking lots on the South campus appear in relatively good condition and appear to have been repaired/replaced in the last 10 years. One particular location to address is the Fire Training facility. The Fire Training facility has significant cracking, asphalt displacement and crumbling asphalt. These repairs should be placed as a high priority given the truck traffic that this facility receives.

Betty P. Cook Nassau Center



It is apparent that since the study in 2013, numerous minor repairs for potholes, cracks, etc. have been made throughout this campus. It is our recommendation that priority remain as dictated by the Hanson Report for those parking lots that receive the most usage upgrades should be prioritized for repairs, sealcoating and restriping.

Deerwood Center



South Lot and East Lot have been completed per the 2013 study. Based upon pavement condition observed, we recommend moving the West Lot to priority #1 and Northeast Lot to priority #2. While the Northeast Lot appears to be in worse condition than the West Lot, it is our understanding that the West Lot is more heavily used, and it should be prioritized according to use.

Cecil Center North



The parking lots on this campus remain in good condition. It is recommended that minor crack sealing and sealcoating be performed in the near future to extend the life of the pavement. It shall be noted that at the southeast corner of the CVD training pad, water is continuously ponding on the asphalt. This may result in the quicker degradation of the asphalt and recommend resolving this issue while any other repairs are made to the lot.

Cecil Center South

North lot appears to have been resurfaced per the 2013 study. Recommend keeping priority in the same order for Center and South lots and moving the North Lot to last priority since it has been completed.

Appendix 3 - Roof Assessment Summary

The roof assessment was based on the roof review report provided by FSCJ on July 21, 2022, and with limited knowledge of each building's current roof system and its history of repair and/or replacement.

The design team reviewed and analyzed the provided FSCJ roof report and offered recommendations that are based on the analysis.

The current roofing systems are to be replaced and/or overlaid with a similar roofing material assuming that all roof substrates are acceptable and do not require replacement prior to re-roofing.

The provided estimated costs of the re-roofing reflects the pricing for the re-cover installation of the existing assembly with compatible materials and all accessories but does not reflect full tear-off demolition cost.

An alternate roof re-cover other than the existing roof system material may be an option depending on the existing roof assembly and whether or not it has been previously re-covered.

Since the reported date of re-roof in the FSCJ roof report does not clarify if an overlay or re-cover of the original construction roof assembly has occurred, or if the re-cover has occurred and two-systems are present, a full demolition tear-off and in-depth evaluation of the substrate should be anticipated, and an additional demolition tear-off cost will need to be accounted for.

The re-roof costs per square foot are based on the 2022 market estimates and may not fully reflect the current and full cost of each roof to be replaced, due to the current market condition and material lead time. To achieve a more accurate cost estimation, an in-field inspection of each roof is recommended prior to replacement.

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATION												
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION
04 South Cont.	01 & 02	123	18708	1979	1979	1999	MODBIT	16	\$ 299,328.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	A	306	88460	1979	2002	2022	MODBIT	16	\$ 1,415,360.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	A	201	37361	1971	1971	1991	MODBIT	16	\$ 597,776.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
08 Cecil	A	801	11819	2008	N/A	2028	METAL	26	\$ 307,294.00	Metal Roof	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
03 Kent	A	501	16891	1980	2015	2035	MODBIT	16	\$ 270,256.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	A	101	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
06 Nassau	AB	29	30058	2000	N/A	2020	METAL	26	\$ 781,508.00	Nassau Center is mainly metal roofing construction	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
10 AO	AO	101	20448	1982	2016	2036	MODBIT	16	\$ 327,168.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
11 Main St	ASF	11	23098	1982	1998	2018	MODBIT	16	\$ 369,568.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	B	307	40952	1979	2006	2026	MODBIT	16	\$ 655,232.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
03 Kent	B	502	32870	1980	2015	2035	MODBIT	16	\$ 525,920.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	B	102	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	B	202	6350	1971	1999	2019	MODBIT	16	\$ 101,600.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
03 Kent	C	503	40982	1980	2015	2035	MODBIT	16	\$ 655,712.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	C	308	33563	1979	2007	2027	MODBIT	16	\$ 537,008.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	C	207	19117	1979	1999	2019	MODBIT	16	\$ 305,872.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	C	103	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
07 Deerwood	Classroom	701	14384	1983	2018	2038	MODBIT	16	\$ 230,144.00	Lower Roof - Completed Roof Recovery 2018 Upper roof 2022	1. 2022 AERIAL INDICATES SINGLE-PLY MEMBRANE OVERLAY AT LOWER ROOF. UPPER ROOF INDICATES ASPHALT	MOD-BIT OVERLAY
02 North	D	203	45527	1971	1997	2017	MODBIT	16	\$ 728,432.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	D	309	17783	1979	2006	2026	MODBIT	16	\$ 284,528.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
03 Kent	D	504	12284	1980	2015	2035	MODBIT	16	\$ 196,544.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	D	104	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
03 Kent	E	505	32833	1980	2014	2034	MODBIT	16	\$ 525,328.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	E	213	24400	1990	2013	2033	SINGLE-PLY MEMBRANE	14	\$ 341,600.00		1. 2022 AERIAL INDICATES SINGLE-PLY MEMBRANE 2. RE-COVER STATUS UNKNOWN	SINGLE-PLY RE-COVER
04 South	E	105	2639	1971	2005	2025	MODBIT	16	\$ 42,224.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	E	310		1979	1979	1999	UNKNOWN		\$ -	Guard House	BUILDING LOCATION/SIZE UNKNOWN	
03 Kent	F	506	31853	1980	2015	2035	MODBIT	16	\$ 509,648.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	F	215	16637	1995	2016	2036	METAL ROOF & MODBIT	16	\$ 266,192.00		1. 2022 AERIAL INDICATES CURVED METAL ROOF AT NORTH BLDG AND SOUTH COVERED WALKWAY. MAIN BUILDING ASPHALT	METAL ROOF RE-COVER & MOD-BIT OVERLAY
04 South	F	106	2639	1971	2005	2025	MODBIT	16	\$ 42,224.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
06 Nassau	FAC 1	1	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 10	10	431	1974	1974	1994	METAL	26	\$ 11,206.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 11	11	787	1974	1974	1994	METAL	26	\$ 20,462.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 12	12	1620	1993	1993	2013	METAL	26	\$ 42,120.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 13	13	1620	1974	1974	1994	METAL	26	\$ 42,120.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER

Source: Data Provided by Haskell

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATION												
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION
06 Nassau	FAC 16	16					METAL	26	\$ -		BUILDING LOCATION/SIZE UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 2	2	1374	1974	1974	1994	METAL	26	\$ 35,724.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 28	28	900	1996	1996	2016	METAL	26	\$ 23,400.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 3	3	924	1974	1974	1994	METAL	26	\$ 24,024.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 4	4	360	1974	1974	1994	METAL	26	\$ 9,360.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 5	5	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 6	6	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 7	7	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 8	8	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
06 Nassau	FAC 9	9	2004	1974	1974	1994	METAL	26	\$ 52,104.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
04 South	G	107	64244	1971	2000	2020	MODBIT	16	\$ 1,027,904.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
08 Cecil	G	10	7158	2011	2013	2033	METAL	26	\$ 186,108.00	Metal Roof & Insulation with Metal Deck	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
03 Kent	G	210	2200	2001	N/A	2021		26	\$ 57,200.00	Parking Garage	1. 2022 AERIAL INDICATES METAL ROOF AT STAIRWELLS 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
08 Cecil	H	14	27585	2001	2007	2027	MODBIT	16	\$ 441,360.00		BUILDING LOCATION/SIZE UNKNOWN	MOD-BIT OVERLAY
04 South	H	108	7101	1971	2002	2022	MODBIT	16	\$ 113,616.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	HO	134		1990	1990	2010	MODBIT	16	\$ -		BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY
11 Main St	HAZ MAT	36	230	1996	2000	2020	MODBIT	16	\$ 3,680.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	I	109	2000	1971	1971	1991	MODBIT	16	\$ 32,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
08 Cecil	J	9	12558	2009	N/A	2029	METAL	26	\$ 326,508.00			METAL ROOF RE-COVER
04 South	J	110	2000	1971	2004	2024	MODBIT	16	\$ 32,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
08 Cecil	K	8	17603	2001	N/A	2021	METAL	26	\$ 457,678.00		BUILDING LOCATION/SIZE UNKNOWN	METAL ROOF RE-COVER
02 North	K	204	4888	1971	1971	1991	MODBIT	16	\$ 78,208.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	L	212	1500	1975	1975	1995	MODBIT	16	\$ 24,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	L	112	500	1971	1971	1991	MODBIT	16	\$ 8,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
08 Cecil	L	905		2011	N/A	2031			\$ -		BUILDING LOCATION/SIZE UNKNOWN	
04 South	M1	132	44445	1996	2014	2034	MODBIT	16	\$ 711,120.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	M2	132	32000	1997	2012	2032	MODBIT	16	\$ 512,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	M3	132	18203	1997	2014	2034	MODBIT	16	\$ 291,248.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	M4	132	8000	1997	2014	2034	MODBIT	16	\$ 128,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
11 Main St	MSB	940	4257	1921	2020	2040	MODBIT	16	\$ 68,112.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	N	118	13484	1977	2016	2036	MODBIT	16	\$ 215,744.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	N	208	4768	1983	2012	2032	MODBIT	16	\$ 76,288.00		1. 2022 AERIAL INDICATES SINGLE-PLY MEMBRANE 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
03 Kent	O	507		1980	1980	2000	MODBIT		\$ -	Guard House	BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY
02 North	O1	220	221	1993	1993	2013	ASPHALT SHINGLE	5	\$ 1,105.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE
04 South	O1	113		1972	1972	1992	MODBIT	16	\$ -		BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY
02 North	O2	221	220	1993	1993	2013	ASPHALT SHINGLE	5	\$ 1,100.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATION												
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION
04 South	O2	113		1972	1972	1992	MODBIT	16	\$ -		BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY
02 North	P	227	32592	2000	N/A	2020	MODBIT	16	\$ 521,472.00	Criminal Justice-Roof-Recovery Plan in Progress	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	P	114	18708	1972	1972	1992	MODBIT	16	\$ 299,328.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	P1	228	1003	2000	N/A	2020	ASPHALT SHINGLE	5	\$ 5,015.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE
02 North	P2	229	1003	2000	N/A	2020	ASPHALT SHINGLE	5	\$ 5,015.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE
04 South Cont.	P301	116	800	1973	1973	1993	MODBIT	16	\$ 12,800.00	Well House approx. 800 sq/ft	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	Q	117	6796	1976	1994	2014	MODBIT	16	\$ 108,736.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	Q	211	700	1975	1996	2016	MODBIT	16	\$ 11,200.00		1. 2022 AERIAL INDICATES BASEBALL DUGOUT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	R	121	41329	1981	1996	2016	MODBIT	16	\$ 661,264.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	R	210	700	1983	1996	2016	MODBIT	16	\$ 11,200.00		1. 2022 AERIAL INDICATES BASEBALL DUGOUT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	R1	209	400	1983	1983	2003	MODBIT	16	\$ 6,400.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	S	122	4959	1981	1981	2001	MODBIT	16	\$ 79,344.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	S	205	1000	1971	1971	1991	MODBIT	16	\$ 16,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	S-100	219		1996	1996	2016	MODBIT	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN	MOD-BIT OVERLAY
01 Downtown	T	312	139427	2000	N/A	2020	MODBIT	16	\$ 2,230,832.00	ATC	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
06 Nassau	T	30	35495	2007	N/A	2027	METAL	26	\$ 922,870.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
04 South Cont.	T	124	13360	1985	2004	2024	MODBIT	16	\$ 213,760.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	U	125	38456	1985	2020	2040	MODBIT	16	\$ 615,296.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	U	311	20246	1980	2004	2024	MODBIT	16	\$ 323,936.00	URC - Light Weight & Rig ISO on Metal Deck	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	V	217		1996	1996	2016	UNKNOWN	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN	
02 North	W	216		1996	1996	2016	UNKNOWN	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN	
04 South Cont.	W1	127	12485	1990	2004	2024	MODBIT & METAL	16	\$ 199,760.00		1. 2022 AERIAL INDICATES MODBIT & METAL 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER & MODBIT OVERLAY
04 South Cont.	W2	128	6558	1990	2004	2024	MODBIT & METAL	16	\$ 104,928.00		1. 2022 AERIAL INDICATES MODBIT & METAL 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER & MODBIT OVERLAY
04 South Cont.	W3	129	18203	1990	1990	2010	ASPHALT SHINGLE	5	\$ 91,015.00	Tower	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE
04 South Cont.	W4	137	6558	1995	1995	2015	ASPHALT SHINGLE	5	\$ 32,790.00	Burn Building - No Roof		
04 South Cont.	W5A	131	1200	1990	1990	2010	ASPHALT SHINGLE	5	\$ 6,000.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE
04 South Cont.	W5B	138		1995	1995	2015	ASPHALT SHINGLE	5	\$ -	Shingles	BUILDING SIZE/LOCATION UNKNOWN	ASPHALT SHINGLE
04 South Cont.	W5C	139	1200	1995	1995	2015	ASPHALT SHINGLE	5	\$ 6,000.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE
04 South Cont.	W6	144	5000	2011	N/A	2031	MODBIT	16	\$ 80,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
11 Main St	WHSE	35	27723		1997	2017	MODBIT	16	\$ 443,568.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	Y	133	4458	1992	1992	2012	METAL	26	\$ 115,908.00	Metal Roofs Typical	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
02 North	Y	218		1996	1996	2016	MODBIT	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN	MOD-BIT OVERLAY
									\$ 23,239,182.00			

Source: Data Provided by Haskell

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATION													
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION	
04 South Cont.	01 & 02	123	18708	1979	1979	1999	MODBIT	16	\$ 299,328.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	A	201	37361	1971	1971	1991	MODBIT	16	\$ 597,776.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
06 Nassau	AB	29	30058	2000	N/A	2020	METAL	26	\$ 781,508.00	Nassau Center is mainly metal roofing construction	1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
11 Main St	ASF	11	23098	1982	1998	2018	MODBIT	16	\$ 369,568.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	B	202	6350	1971	1999	2019	MODBIT	16	\$ 101,600.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	C	207	19117	1979	1999	2019	MODBIT	16	\$ 305,872.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	D	203	45527	1971	1997	2017	MODBIT	16	\$ 728,432.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
01 Downtown	E	310		1979	1979	1999	UNKNOWN		\$ -	Guard House	BUILDING LOCATION/SIZE UNKNOWN		
06 Nassau	FAC 1	1	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 10	10	431	1974	1974	1994	METAL	26	\$ 11,206.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 11	11	787	1974	1974	1994	METAL	26	\$ 20,462.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 12	12	1620	1993	1993	2013	METAL	26	\$ 42,120.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 13	13	1620	1974	1974	1994	METAL	26	\$ 42,120.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 14	14	1480	1994	1994	2014	METAL	26	\$ 38,480.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 15	15	100	1994	1994	2014	METAL	26	\$ 2,600.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 2	2	1374	1974	1974	1994	METAL	26	\$ 35,724.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 28	28	900	1996	1996	2016	METAL	26	\$ 23,400.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 3	3	924	1974	1974	1994	METAL	26	\$ 24,024.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 4	4	360	1974	1974	1994	METAL	26	\$ 9,360.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 5	5	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 6	6	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 7	7	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 8	8	2090	1974	1974	1994	METAL	26	\$ 54,340.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
06 Nassau	FAC 9	9	2004	1974	1974	1994	METAL	26	\$ 52,104.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RECOVER STATUS UNKNOWN	METAL ROOF RE-COVER	
04 South	G	107	64244	1971	2000	2020	MODBIT	16	\$ 1,027,904.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	G	210	2200	2001	N/A	2021		26	\$ 57,200.00	Parking Garage	1. 2022 AERIAL INDICATES METAL ROOF AT STAIRWELLS	METAL ROOF RE-COVER	
04 South	H0	134		1990	1990	2010	MODBIT	16	\$ -		BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY	
11 Main St	HAZ MAT	36	230	1996	2000	2020	MODBIT	16	\$ 3,680.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South	I	109	2000	1971	1971	1991	MODBIT	16	\$ 32,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	K	204	4888	1971	1971	1991	MODBIT	16	\$ 78,208.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
08 Cecil	K	8	17603	2001	N/A	2021	METAL	26	\$ 457,678.00		BUILDING LOCATION/SIZE UNKNOWN	METAL ROOF RE-COVER	
04 South	L	112	500	1971	1971	1991	MODBIT	16	\$ 8,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	L	212	1500	1975	1975	1995	MODBIT	16	\$ 24,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RECOVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	O	507		1980	1980	2000	MODBIT		\$ -	Guard House	BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY	
04 South	01	113		1972	1972	1992	MODBIT	16	\$ -		BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY	
02 North	01	220	221	1993	1993	2013	ASPHALT SHINGLE	5	\$ 1,105.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RECOVER STATUS UNKNOWN	ASPHALT SHINGLE	
04 South	02	113		1972	1972	1992	MODBIT	16	\$ -		BUILDING SIZE/LOCATION UNKNOWN	MOD-BIT OVERLAY	
02 North	02	221	220	1993	1993	2013	ASPHALT SHINGLE	5	\$ 1,100.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RECOVER STATUS UNKNOWN	ASPHALT SHINGLE	

Source: Data Provided by Haskell

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATION													
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION	
04 South	P	114	18708	1972	1972	1992	MODBIT	16	\$ 299,328.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	P	227	32592	2000	N/A	2020	MODBIT	16	\$ 521,472.00	Criminal Justice-Roof-Recovery Plan in Progress	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	P1	228	1003	2000	N/A	2020	ASPHALT SHINGLE	5	\$ 5,015.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE	
02 North	P2	229	1003	2000	N/A	2020	ASPHALT SHINGLE	5	\$ 5,015.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE	
04 South Cont.	P301	116	800	1973	1973	1993	MODBIT	16	\$ 12,800.00	Well House approx. 800 sq/ft	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South Cont.	Q	117	6796	1976	1994	2014	MODBIT	16	\$ 108,736.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	Q	211	700	1975	1996	2016	MODBIT	16	\$ 11,200.00		1. 2022 AERIAL INDICATES BASEBALL DUGOUT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South Cont.	R	121	41329	1981	1996	2016	MODBIT	16	\$ 661,264.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	R	210	700	1983	1996	2016	MODBIT	16	\$ 11,200.00		1. 2022 AERIAL INDICATES BASEBALL DUGOUT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	R1	209	400	1983	1983	2003	MODBIT	16	\$ 6,400.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	S	205	1000	1971	1971	1991	MODBIT	16	\$ 16,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South Cont.	S	122	4959	1981	1981	2001	MODBIT	16	\$ 79,344.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	S-100	219		1996	1996	2016	MODBIT	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN	MOD-BIT OVERLAY	
01 Downtown	T	312	139427	2000	N/A	2020	MODBIT	16	\$ 2,230,832.00	ATC	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	V	217		1996	1996	2016	UNKNOWN	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN		
02 North	W	216		1996	1996	2016	UNKNOWN	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN		
04 South Cont.	W3	129	18203	1990	1990	2010	ASPHALT SHINGLE	5	\$ 91,015.00	Tower	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE	
04 South Cont.	W4	137	6558	1995	1995	2015	ASPHALT SHINGLE	5	\$ 32,790.00	Burn Building - No Roof			
04 South Cont.	W5A	131	1200	1990	1990	2010	ASPHALT SHINGLE	5	\$ 6,000.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE	
04 South Cont.	W5B	138		1995	1995	2015	ASPHALT SHINGLE	5	\$ -	Shingles	BUILDING SIZE/LOCATION UNKNOWN	ASPHALT SHINGLE	
04 South Cont.	W5C	139	1200	1995	1995	2015	ASPHALT SHINGLE	5	\$ 6,000.00	Shingles	1. 2022 AERIAL INDICATES ASPHALT SHINGLE 2. RE-COVER STATUS UNKNOWN	ASPHALT SHINGLE	
11 Main St	WHSE	35	27723		1997	2017	MODBIT	16	\$ 443,568.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South Cont.	Y	133	4458	1992	1992	2012	METAL	26	\$ 115,908.00	Metal Roofs Typical	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER	
02 North	Y	218		1996	1996	2016	MODBIT	16	\$ -		BUILDING LOCATION/SIZE UNKNOWN	MOD-BIT OVERLAY	
									\$ 10,112,146.00				

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATION													
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION	
03 Kent	A	501	16891	1980	2015	2035	MODBIT	16	\$ 270,256.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
10 AO	AO	101	20448	1982	2016	2036	MODBIT	16	\$ 327,168.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	B	502	32870	1980	2015	2035	MODBIT	16	\$ 525,920.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	C	503	40982	1980	2015	2035	MODBIT	16	\$ 655,712.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
07 Deerwood	Classroom	701	14384	1983	2018	2038	MODBIT	16	\$ 230,144.00	Lower Roof - Completed Roof Recovery 2018 Upper roof 2008 reroof	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	D	504	12284	1980	2015	2035	MODBIT	16	\$ 196,544.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	E	505	32833	1980	2014	2034	MODBIT	16	\$ 525,328.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
03 Kent	F	506	31853	1980	2015	2035	MODBIT	16	\$ 509,648.00	15 yr. Roof Recovery	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
02 North	F	215	16637	1995	2016	2036	METAL ROOF & MODBIT	16	\$ 266,192.00		1. 2022 AERIAL INDICATES CURVED METAL ROOF AT NORTH BLDG AND SOUTH COVERED WALKWAY. MAIN BUILDING ASPHALT 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER & MOD-BIT OVERLAY	
04 South	M1	132	44445	1996	2014	2034	MODBIT	16	\$ 711,120.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South	M3	132	18203	1997	2014	2034	MODBIT	16	\$ 291,248.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South	M4	132	8000	1997	2014	2034	MODBIT	16	\$ 128,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
11 Main St	MSB	940	4257	1921	2020	2040	MODBIT	16	\$ 68,112.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South	N	118	13484	1977	2016	2036	MODBIT	16	\$ 215,744.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
04 South Cont.	U	125	38456	1985	2020	2040	MODBIT	16	\$ 615,296.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY	
									\$ 6,338,432.00				

Source: Data Provided by Haskell

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATIONS 2022-2027												
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION
01 Downtown	A	306	88460	1979	2002	2022	MODBIT	16	\$ 1,415,360.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	A	101	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	B	102	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	B	307	40952	1979	2006	2026	MODBIT	16	\$ 655,232.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	C	103	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	C	308	33563	1979	2007	2027	MODBIT	16	\$ 537,008.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	D	104	6750	1971	2005	2025	MODBIT	16	\$ 108,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
01 Downtown	D	309	17783	1979	2006	2026	MODBIT	16	\$ 284,528.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	E	105	2639	1971	2005	2025	MODBIT	16	\$ 42,224.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	F	106	2639	1971	2005	2025	MODBIT	16	\$ 42,224.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South	H	108	7101	1971	2002	2022	MODBIT	16	\$ 113,616.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
08 Cecil	H	14	27585	2001	2007	2027	MODBIT	16	\$ 441,360.00		BUILDING LOCATION/SIZE UNKNOWN	MOD-BIT OVERLAY
04 South	J	110	2000	1971	2004	2024	MODBIT	16	\$ 32,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	T	124	13360	1985	2004	2024	MODBIT	16	\$ 213,760.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
06 Nassau	T	30	35495	2007	N/A	2027	METAL	26	\$ 922,870.00		1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
01 Downtown	U	311	20246	1980	2004	2024	MODBIT	16	\$ 323,936.00	URC - Light Weight & Rig ISO on Metal Deck	1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	W1	127	12485	1990	2004	2024	MODBIT & METAL	16	\$ 199,760.00		1. 2022 AERIAL INDICATES MODBIT & METAL 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER & MODBIT OVERLAY
04 South Cont.	W2	128	6558	1990	2004	2024	MODBIT & METAL	16	\$ 104,928.00		1. 2022 AERIAL INDICATES MODBIT & METAL 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER & MODBIT OVERLAY
									\$ 5,760,808.00			

FSCJ CAMPUS-WIDE ROOF RE-COVER RECOMMENDATIONS & COST ESTIMATIONS 2022-2027												
Campus	Building	FACILITY #	SQ FT	YEAR OF CONSTRUCTION	YEAR OF RE-ROOF	20+ YEAR REROOF NEEDED	TYPE	COST PER SQ/FT	TOTAL COST	EXISTING FSCJ NOTES	HASKELL NOTES	RECOMMENDED RE-ROOF OPTION
08 Cecil	A	801	11819	2008	N/A	2028	METAL	26	\$ 307,294.00	Metal Roof	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
02 North	E	213	24400	1990	2013	2033	SINGLE-PLY MEMBRANE	14	\$ 341,600.00		1. 2022 AERIAL INDICATES SINGLE-PLY MEMBRANE 2. RE-COVER STATUS UNKNOWN	SINGLE-PLY RE-COVER
08 Cecil	G	10	7158	2011	2013	2033	METAL	26	\$ 186,108.00	Metal Roof & Insulation with Metal Deck	1. 2022 AERIAL INDICATES METAL ROOFING 2. RE-COVER STATUS UNKNOWN	METAL ROOF RE-COVER
08 Cecil	J	9	12558	2009	N/A	2029	METAL	26	\$ 326,508.00			METAL ROOF RE-COVER
08 Cecil	L	905		2011	N/A	2031			\$ -		BUILDING LOCATION/SIZE UNKNOWN	
04 South	M2	132	32000	1997	2012	2032	MODBIT	16	\$ 512,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
02 North	N	208	4768	1983	2012	2032	MODBIT	16	\$ 76,288.00		1. 2022 AERIAL INDICATES SINGLE-PLY MEMBRANE 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
04 South Cont.	W6	144	5000	2011	N/A	2031	MODBIT	16	\$ 80,000.00		1. 2022 AERIAL INDICATES ASPHALT 2. RE-COVER STATUS UNKNOWN	MOD-BIT OVERLAY
									\$ 1,829,798.00			

Source: Data Provided by Haskell

ROOFING ASSUMPTIONS
1. Estimated cost of re-roof reflects pricing for re-cover of the existing assembly with compatible materials. This does not reflect full tear-off cost.
2. Estimated cost of re-roof assumes all accessory installation (roof accessories, walkpads, sacrificial pads for lightning protection, etc.)
3. Estimated cost assumes substrate is acceptable for re-roof and does not require replacement (LWIC, metal decking, plywood substrate, etc.)
4. FSCJ reported date of re-roof does not clarify if an overlay (re-cover) of the original construction roof assembly has occurred. If re-cover has occurred and two-systems are present, a full tear-off and in-depth evaluation of the substrate should be anticipated in cost (additional tear-off cost).
5. Tear-off costs should be anticipated for buildings requiring re-roof that having two existing roof systems: Approx. \$2-4 sq/ft (typical for up to 2-story buildings. Higher-story buildings can increase cost due to need for additional machinery such as cranes).
6. Aerial infrared roof moisture inspection conducted February, 2011 by ICC Thermal Mapping & Surveying, is not reliable as the basis for re-roof determination due to age of survey. Recommend scheduling an additional moisture inspection survey.
7. Alternate roof re-cover options other than the existing roof system material may be an option depending on the existing roof assembly and if has been previously re-covered.
8. Shipping and market material escalations should be anticipated to fluctuate at a minimum of a quarterly basis (as much as a 25% fluctuation could be anticipated). Pricing based on 2022 material costs.
Recent market estimates for roofing re-cover types installed per square foot (based on recently received project contracts and/or market research). These prices do not reflect full tear-off cost and/or substrate replacement: 1. Standing Seam Metal Roof: \$24-26 sq/ft 2. LWIC (R-30), 60 Mil PVC: \$22-24 sq/ft 3. ModBit Asphalt 2-Ply: \$14-16 sq/ft 4. Corrugated Metal Roof: \$14-16 sq/ft 5. TPO/PVC Single-Ply Membrane: \$10-14 sq/ft 6. Silicone Roof Coating: \$8-10 sq/ft

Source: Data Provided by Haskell

Appendix 4 - The Military and Veterans Service Center at South Campus

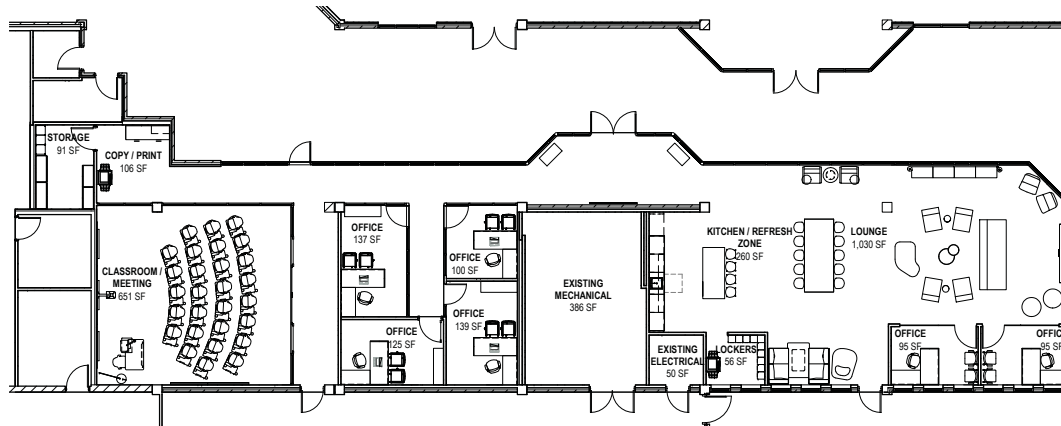
The Military and Veterans Service Center (MVSC) at the Florida State College at Jacksonville provides educational resources, support and assistance to military and veterans students, to support their academic success, leading to a degree, certification or licensure and employment.

The MVSC space at the FSCJ South Campus encompasses 3,750 square feet in Building “U”. The Haskell design team used an open floor plan concept for the project to maximize space and to provide a variety of flexible spaces that provide educational resources to ensure that the unique needs and challenges are met.

The MVSC space includes a large Lounge area with gaming stations, Kitchen/ Refresh Zone with Lockers, and Training Classroom for students. It also includes offices and other amenities for the managing staff.

The success of the design is that users can find both individual spaces for concentration as well as large size spaces for collaboration. The modern aesthetic of textures, geometry, and colors used in the design are lyrically blended to celebrate the spirit of FSCJ.

The design team continued the modern aesthetic inside the space, to the exterior in an effort to highlight this unique space in the FSCJ South Campus by adding screen façades to create an eye-catching design and attractive look and to enhance the aesthetics of the building.



FLOOR PLAN
3/32" = 1'-0"

Outdoor Activity Area



FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER



Source: Data Provided by Haskell



 **HASKELL**

FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER

FSCJ



 **HASKELL**

FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER

FSCJ



 **HASKELL**

FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER

FSCJ



 **HASKELL**

FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER

FSCJ



FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER



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FSCJ SOUTH CAMPUS
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FSCJ SOUTH CAMPUS
MILITARY & VETERANS SERVICE CENTER

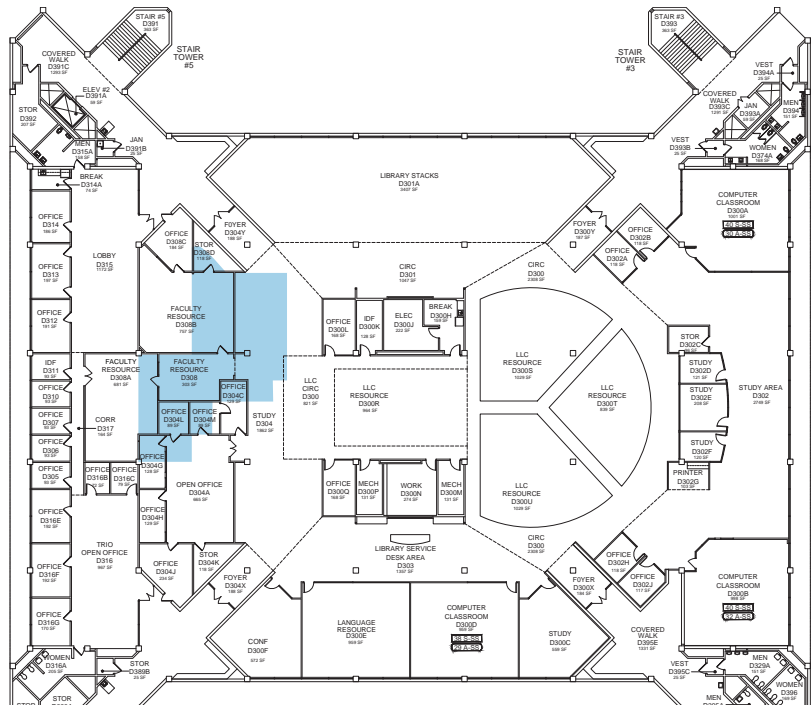


Appendix 5 - Faculty Resource Center Prototype

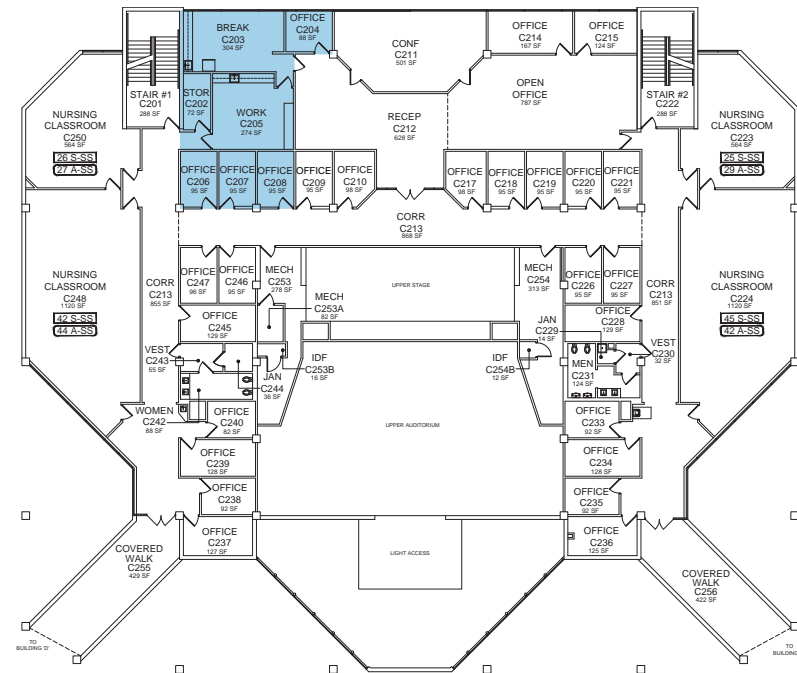
Faculty Resource Center (FRC) are currently utilized throughout FSCJ's campuses; however, there has been discussion that these spaces are outdated, not located on every campus, locations in the buildings are hard to find, and operational hours are not convenient. Due to limited hours some FRC's are located in the Library and Learning Commons (LLC). It is our understanding that the Downtown Campus is currently well used therefore the prototypes listed are for the remainder sites as a guidance for each specific location discussed with the FRC focus group.

North Campus

The existing FRC in the North campus is located on the third floor of building D, although it has a large space area, its location is not the best accessibility wise. Moving the FRC to building C makes it more easily reachable and provides a more confined space including the necessary amenities from printing station, private offices, a lounge area and a coffee corner. It also grants a closer location to the external office spaces.

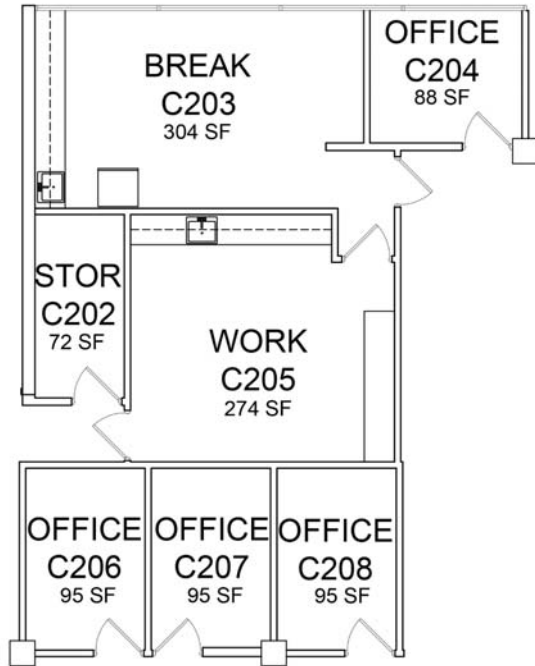


Existing Location Building D - 990 SF

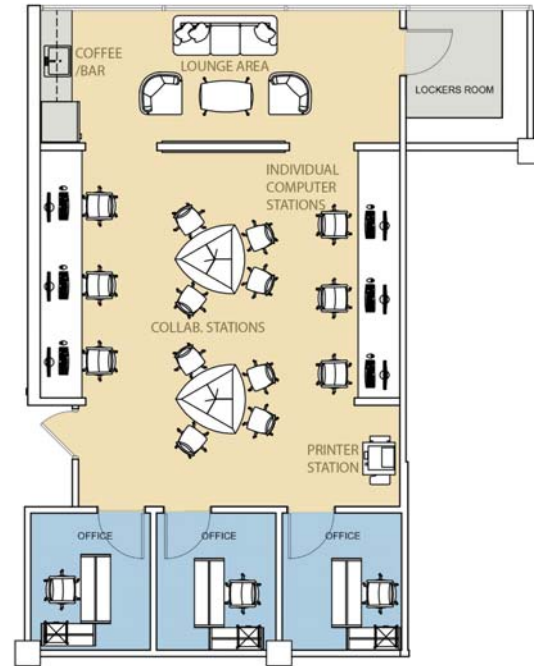


Proposed Location Building C - 1,073 SF

Appendix 5 - Faculty Resource Center Prototype



Existing Faculty Resource Center

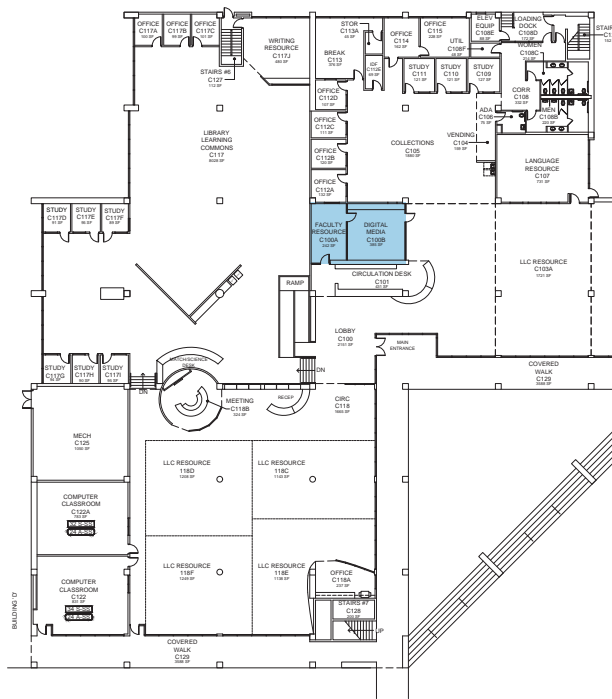


Proposed Faculty Resource Center

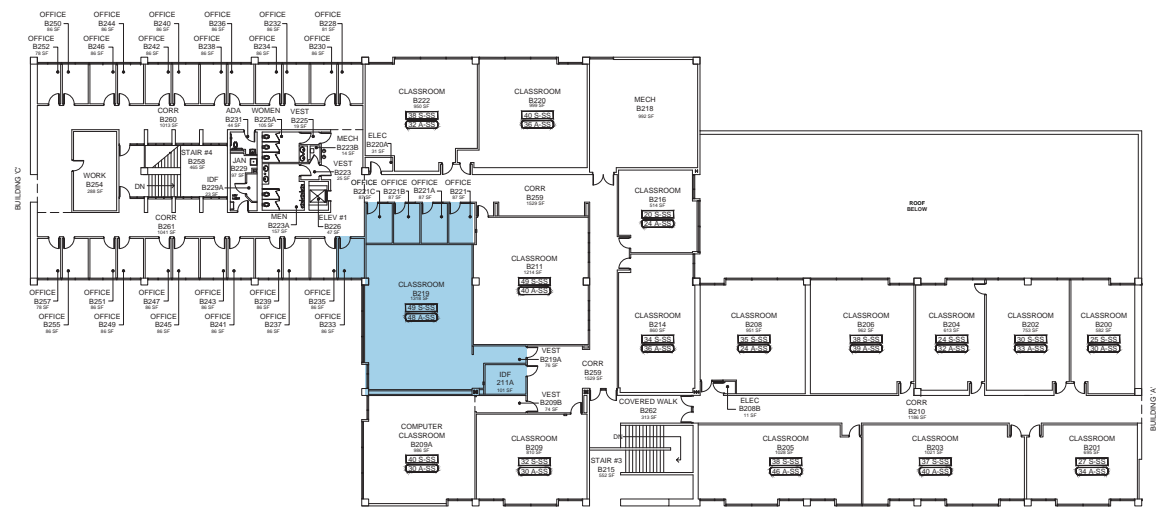
Appendix 5 - Faculty Resource Center Prototype

Kent Campus

The existing FRC in Kent campus is in the C building, its space is very limited which doesn't acquire all the amenities nor the private office spaces needed. Relocating the FRC in building B makes it more centered in relation to the other office spaces in addition to the larger area it occupies which gives more space to a lounge area, lockers room, private offices, coffee corner and several individual computer stations.

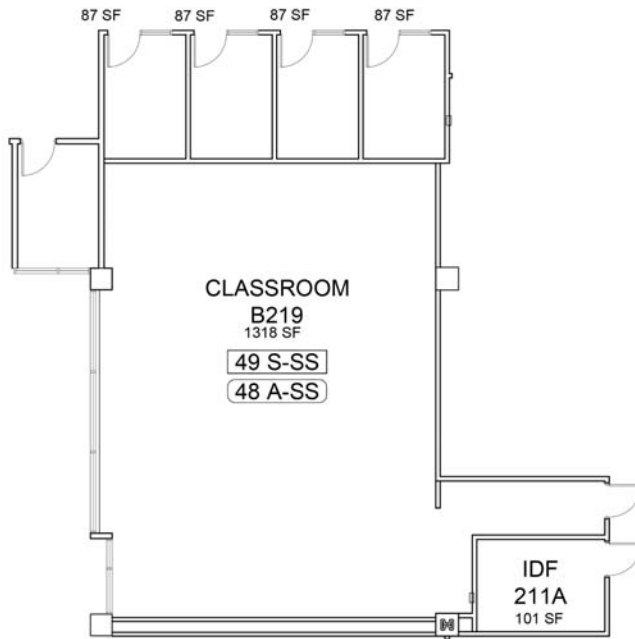


Existing Location Building C - 627 SF

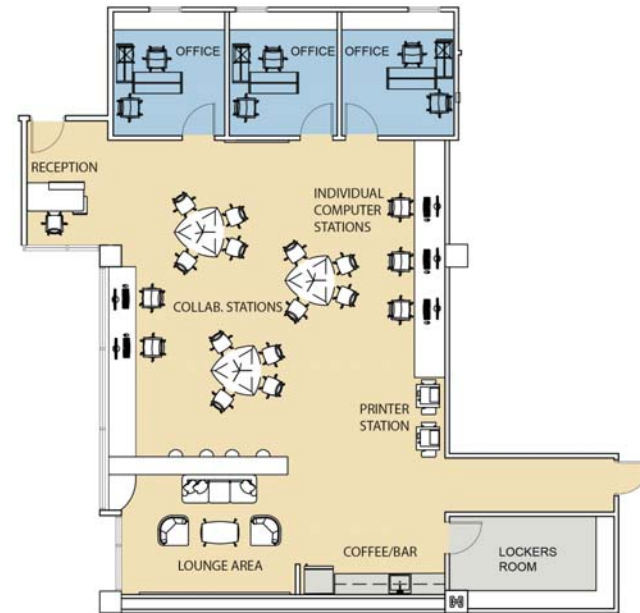


Proposed Location Building B - 1,985 SF

Appendix 5 - Faculty Resource Center Prototype

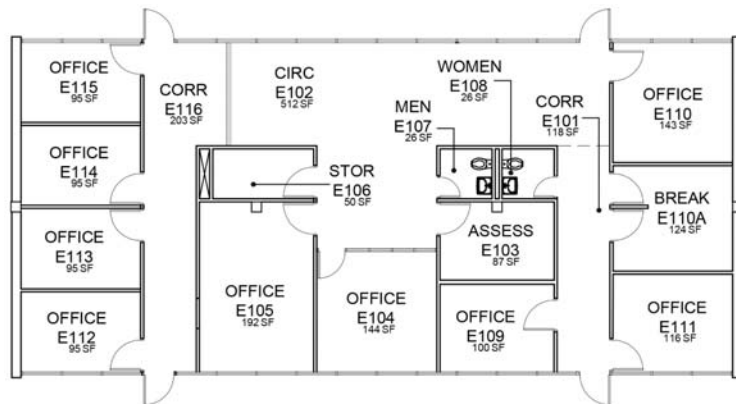


Existing Faculty Resource Center



Proposed Faculty Resource Center

Appendix 5 - Faculty Resource Center Prototype



Existing Faculty Resource Center

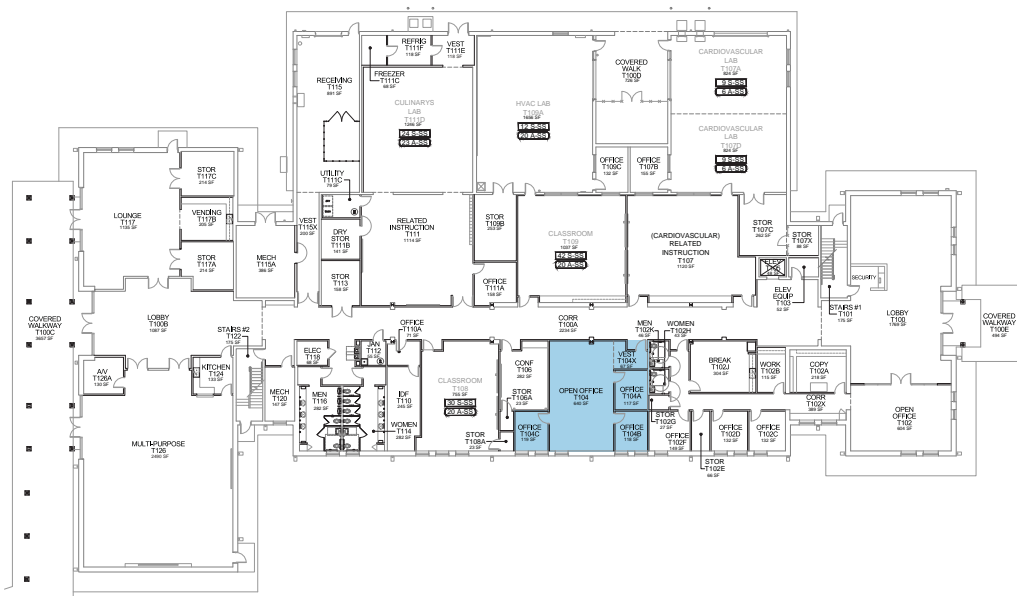


Proposed Faculty Resource Center

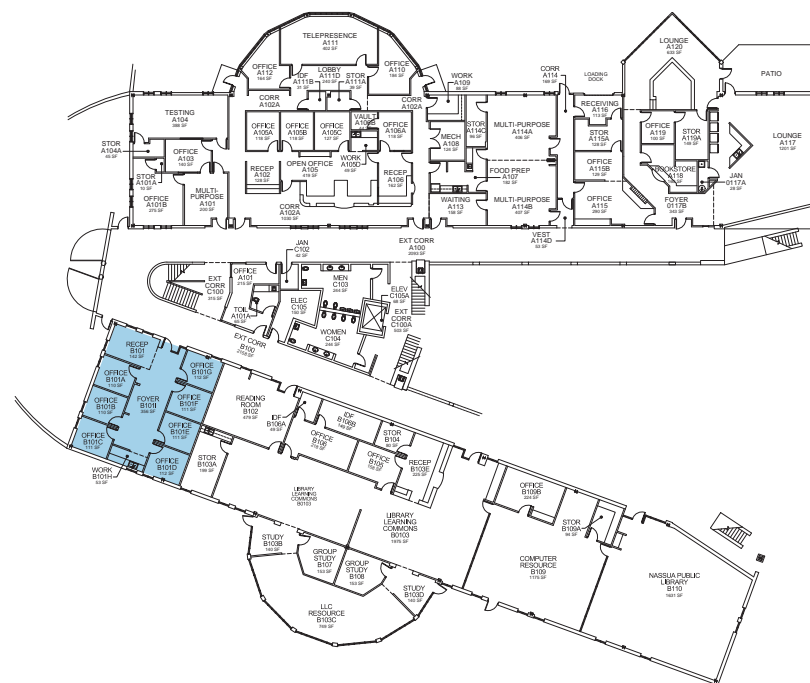
Appendix 5 - Faculty Resource Center Prototype

Nassau Center

The Nassau Campus existing FRC is located in building T which is more dedicated to classrooms and labs and is far away from all the other building offices. Relocating the FRC to the first-floor level of building AB will provide easier accessibility to the amenities, it also allows the resource center to be adjacent to all the other offices and a little isolated from where the students crowd.

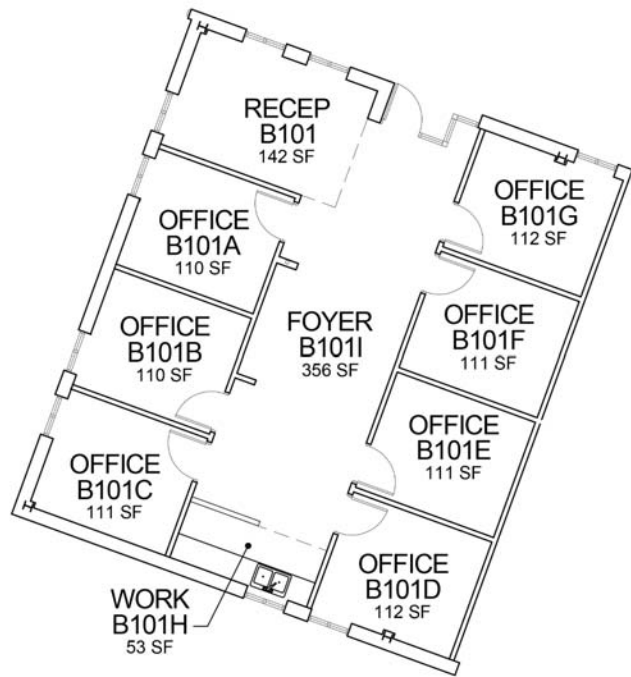


Existing Location Building T - 1,085 SF

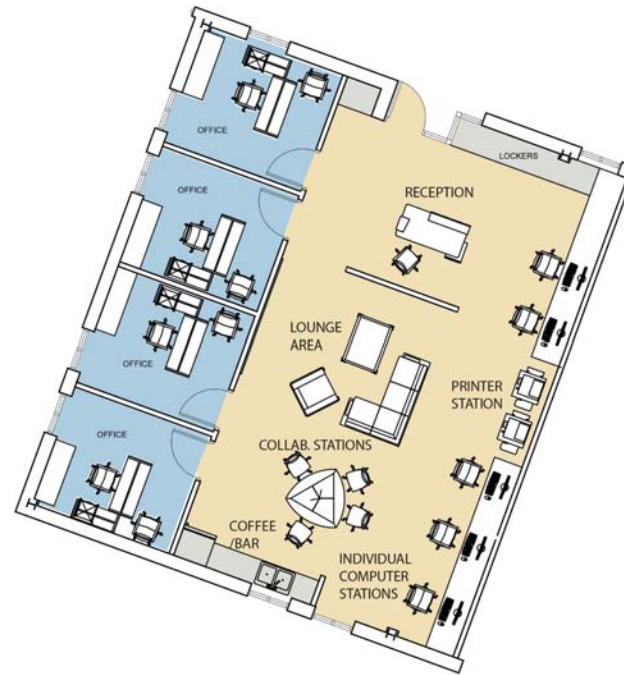


Proposed Location Building AB - 1,378 SF

Appendix 5 - Faculty Resource Center Prototype



Existing Faculty Resource Center



Proposed Faculty Resource Center

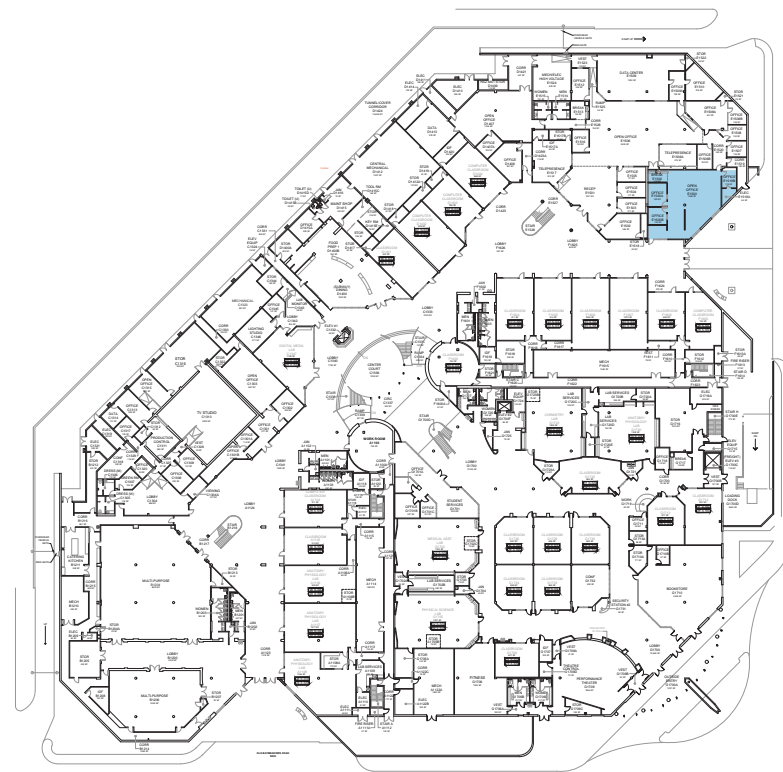
Appendix 5 - Faculty Resource Center Prototype

Deerwood Center

The FRC in Deerwood campus has a perfect usage and location in the middle of the campus, near the main elevator and the majority of the offices, although it's very exposed and doesn't provide enough privacy for the professors. To thrive this location and optimize the user experience we may adjust the privacy issue by incorporating a window sheathing solution to give more privacy and add to the privileges of the location. Otherwise moving the FRC to the first floor right next to the building entrance will provide easier accessibility and more space for a lounge, a coffee bar, and several individual workstations. In addition to the privacy this location grants, away from the student congestion.

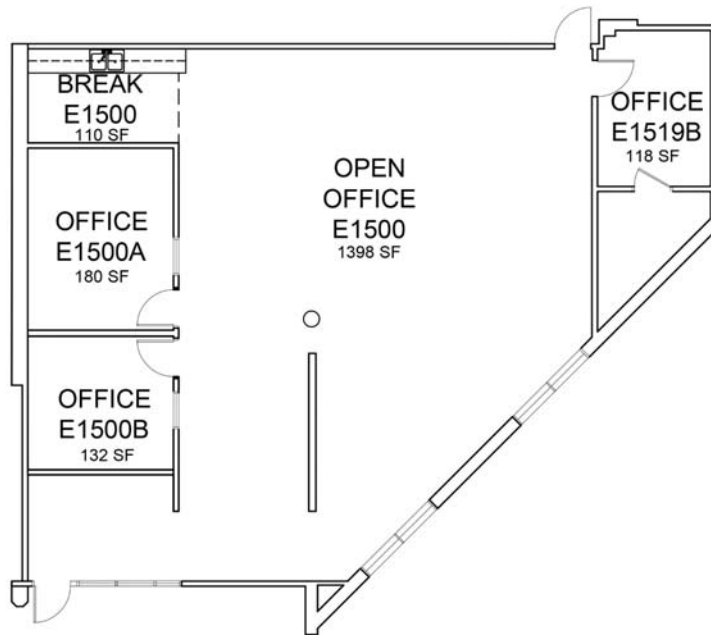


Existing Location Building C - 1,200 SF

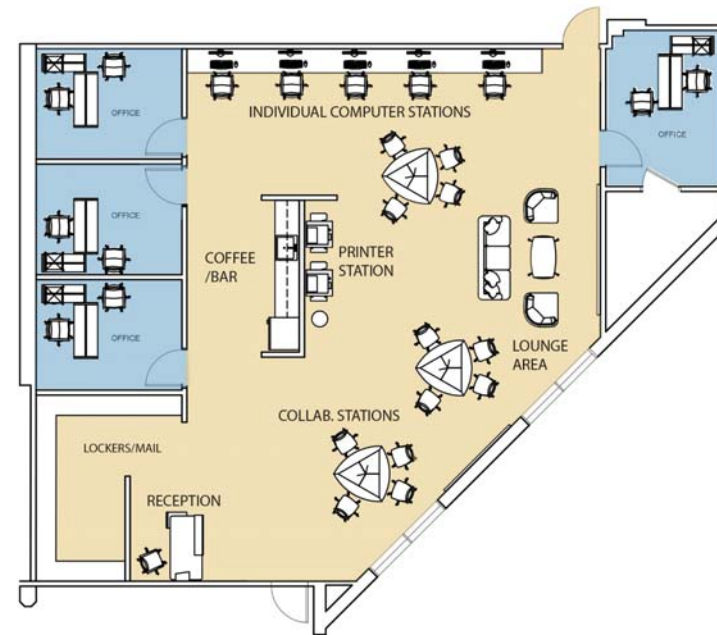


Proposed Location Building E - 1,960 SF

Appendix 5 - Faculty Resource Center Prototype



Existing Faculty Resource Center



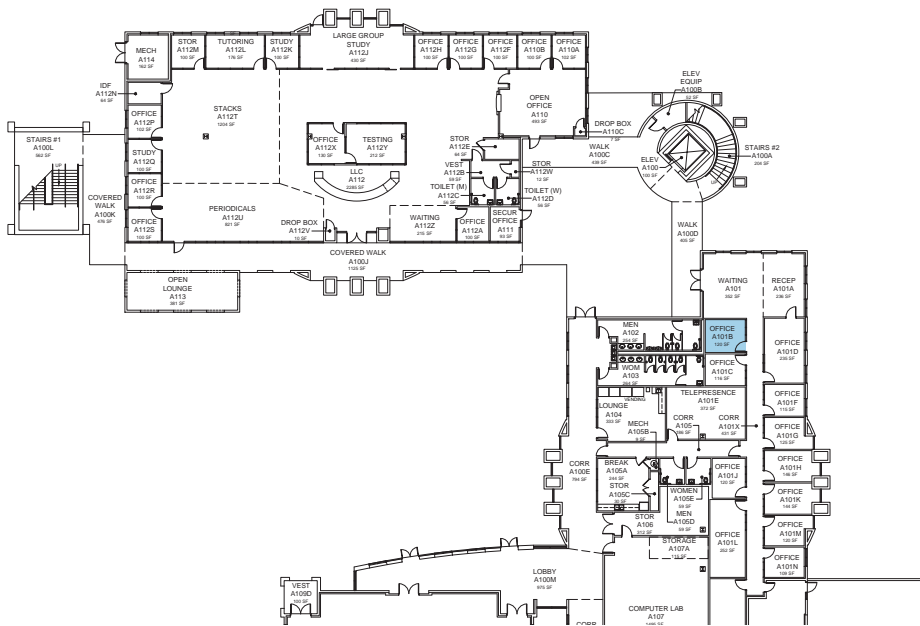
Proposed Faculty Resource Center

Appendix 5 - Faculty Resource Center Prototype

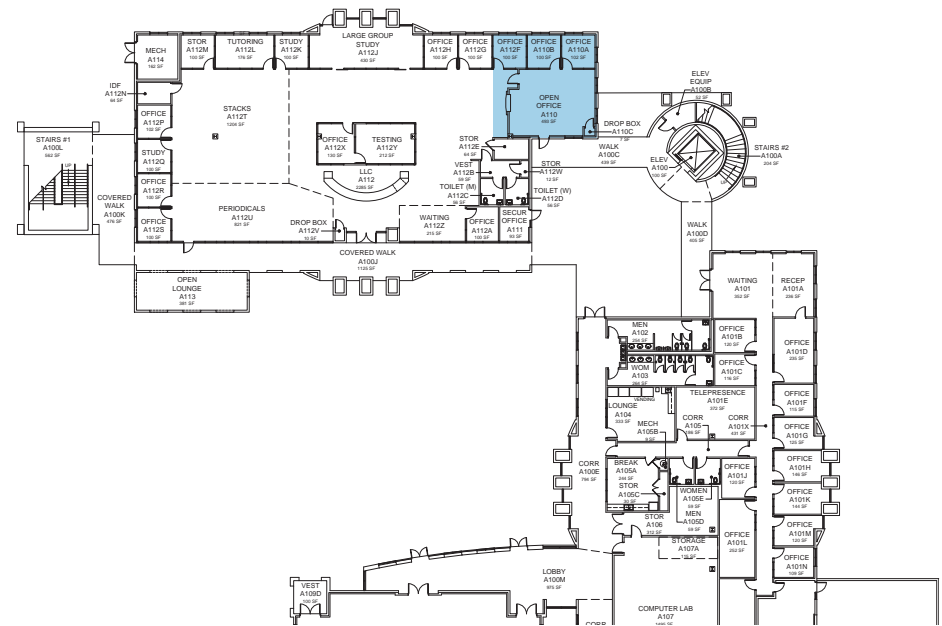
Cecil Center

Both existing and new locations of the FRC are in building A.

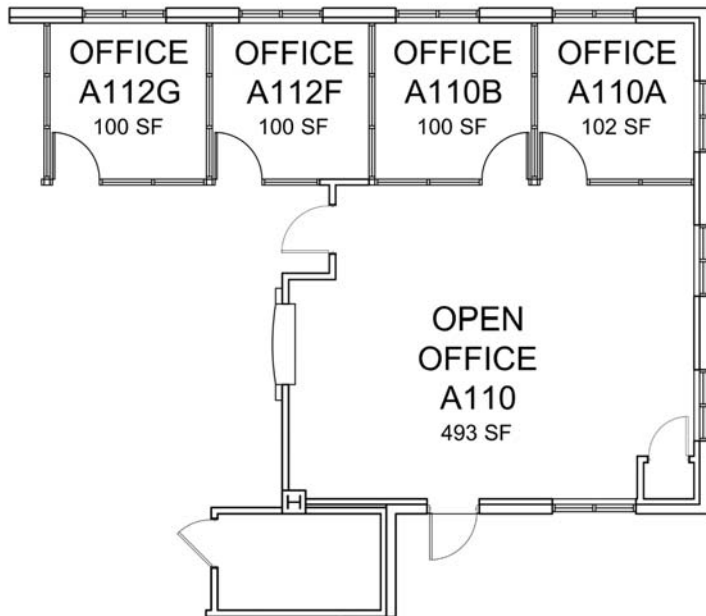
While all the other buildings in the center are more dedicated to labs, building A has the most classrooms and offices. The existing RC was not as efficient due to its very small space which doesn't acquire all the amenities needed. Moving the FRC location to the first floor of the same building will allow a more expanded RC with a lounge, separate offices, lockers, individual computer stations and a printing center.



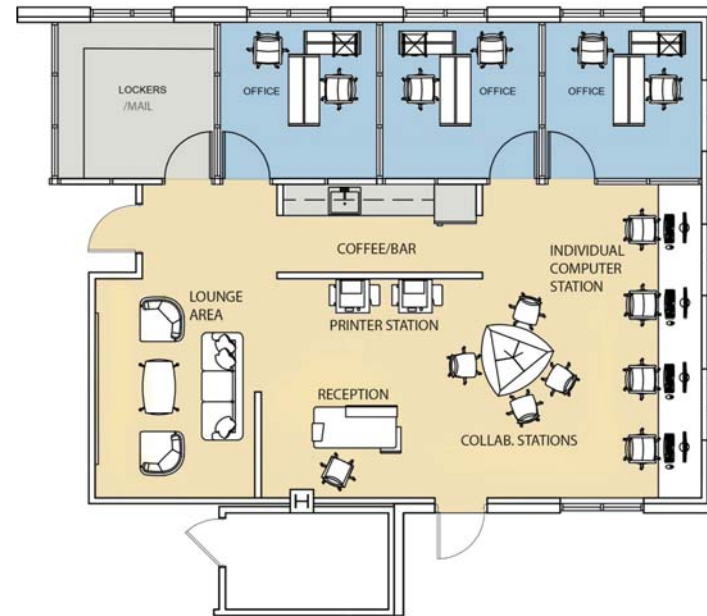
Existing Location Building A - 120 SF



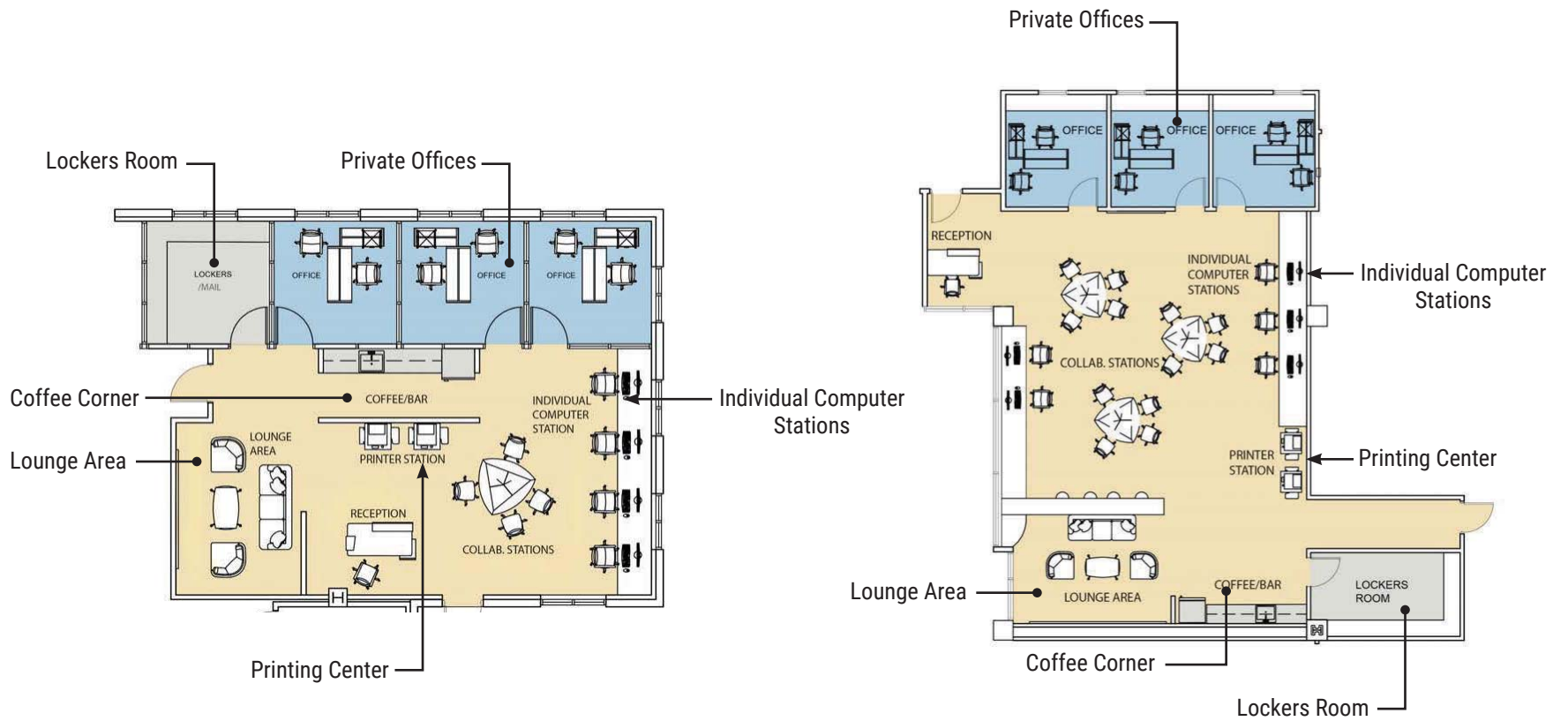
Appendix 5 - Faculty Resource Center Prototype



Existing Faculty Resource Center



Proposed Faculty Resource Center



Source: Data Provided by PQH Group

Appendix 6 - Smart/Flex Classroom Prototypes

Post pandemic we've discovered the importance of technology in creating an easier way of communication and learning.

Telepresence spaces are allowing online synchronous participation through technology and help students virtually join the lectures and classes as if they are attending.

An optimal telepresence flex space should incorporate screen sharing technologies, LCD screens mounted in various locations and by providing technology infrastructure (power, network access).

As for the space planning consideration for the monitor placement around the room, to limit visibility conflicts and challenges. Also, the audio factor is of a major importance, remote learners and other online sources must be clearly audible for classroom students. Aside from technology, the space has to be flexible to promote the interaction between the in class students and the ones joining online.

The strategy adopted to design the classrooms was focused on making it as flexible as possible while considering sightline and audibility. The usage of rolling/foldable tables and chairs to create different arrangements and encourage easy shifts between setups for lectures and discussions was a primary consideration.



Source: Data Provided by PQH Group

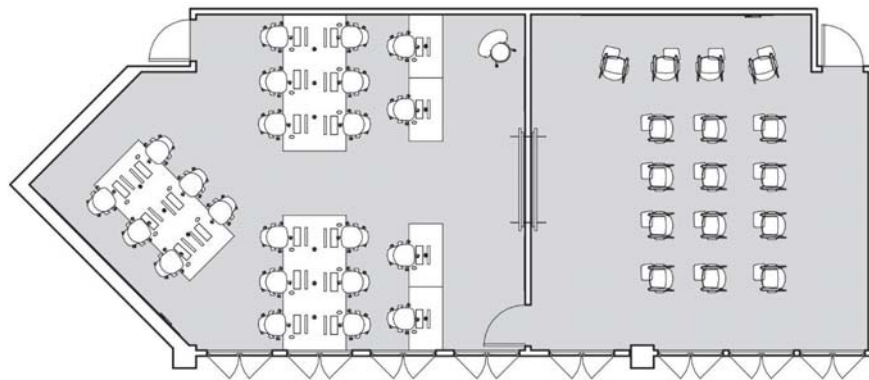
Arrangement A represents a computer lab consisting of 22 fixed individual computer stations and rolling chairs supporting the flexibility of space.

The class is prepped with whiteboards, 2 monitors, and sound systems at both ends of the room to allow the best visual and audible quality throughout the entire space.

The adjacent space consists of individual rolling table armchairs which can be easily arranged in different setups according to the activity of the space.

Also the space has the required audible and visual elements.

Arrangement A

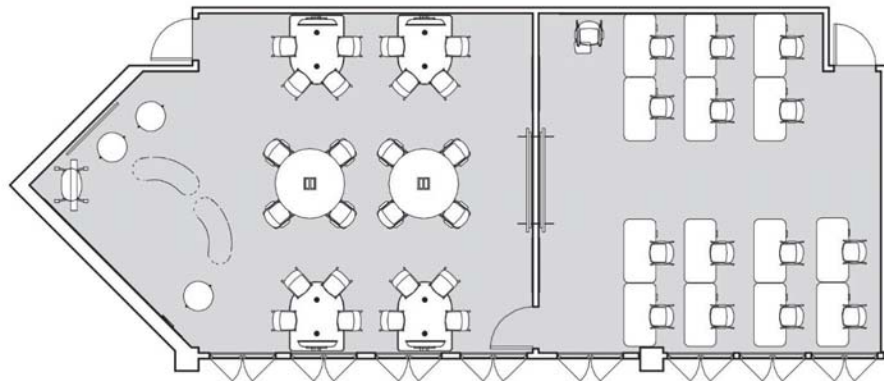


Source: Data Provided by PQH Group

Arrangement B represents a multi usage space; Where a soft seating setup for engagement around a whiteboard can occur. While the remainder of the room incorporates collaborative round and semi roundtables, some tables are supported by a shared screen for discussions and collaborative tasks.

The other classroom is a traditional classroom setup yet with rolling/foldable tables and chairs promoting a flexible setup arrangement.

Arrangement A



Source: Data Provided by PQH