



DAYTONA STATE COLLEGE

MASTER PLAN REPORT
FEBRUARY 22, 2023



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INTRODUCTION

In order to deliver the continued Campus Master Plan in an efficient and effective manner, Spiegle Architectural Group, Inc. used their proven planning process. This process has allowed for the creation of mission-driven projects for higher education institutions. A master plan is not something that should be rushed. It is imperative to take the time to look at every detail. To see the big picture and the details all at once. With our approach, Daytona State College (DSC), received a comprehensive Campus Master Plan for five campuses that will set DSC up for continued success.



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HISTORY OF DAYTONA STATE COLLEGE

For more than 60 years, Daytona State College (DSC) has evolved from a small campus into an academically superior, multi-campus institution providing educational and cultural programs for the citizens of Volusia and Flagler counties. It all began in 1957 when the Florida Legislature authorized Daytona Beach Junior College as one of the State's first comprehensive colleges. The College was divided into three divisions: college credit, adult education, and the Mary Karl Vocational School. Although the three divisions were administered by one president, they essentially functioned as separate entities under the Volusia County School System.

Volusia County Community College, one of Florida's 12 black community colleges and a separate entity under the school system, merged with DBJC in 1965. The 1968 Legislature combined the divisions into a single administrative unit under a District Board of Trustees independent of the county school system.

In 1971, the official name was changed from Daytona Beach Junior College to Daytona Beach Community College. In 2008, the District Board of Trustees and the State of Florida approved the College's request for yet another name change - Daytona State College. This was done to reflect the institution's transition to a four-year institution offering workforce baccalaureate degrees.

Today, DSC offers more than 100 certificate, associate and baccalaureate degree programs, with graduates serving in critical fields that include healthcare, education, hospitality, engineering, technology, and more. The College also offers the Associate of Arts University Transfer degree, which provides students the first two years of a four-year bachelor's

degree, saving our students and their families thousands of dollars in the process.

As a Level II state college, the institution also offers the Bachelor of Applied Science in Supervision and Management, as well as seven bachelor's degrees in education. The College also offers the Bachelor of Science in Engineering Technology, in Information Technology, in Nursing, and in Accounting degrees.

DSC prides itself on its ability to provide students with affordable tuition, convenient and flexible course scheduling, and an expanded array of online programs. The College's online bachelor's programs have been rated among America's best by U.S News and World Report. In addition, the U.S Department of Education placed DSC's annual tuition for full-time students among the top 50 most affordable in the nation. Community College Week, one of the nation's leading publications focusing on higher education institutions that offer two-year associates degrees, also named DSC among its list of Top 100 Associate Degree Producers.

Over the years, the DSC has fostered a tradition of excellence in academics and service to a growing community. A leading partner in the area's workforce and economic development initiatives, DSC is continually developing new means to deliver educational services to the community. The college now serves approximately 25,000 students annually.

-DSC Website



LOCATION, CONTEXT, AND EXISTING CONDITIONS

All DSC campuses are located in Flagler and Volusia Counties, Florida. Most of the country see Florida as the ideal location to spend time outside in the wonderful weather coupled with an attractive, growing economy. Both counties experience extremely hot and long summers, short and cool winters and precipitation and humidity all year round, so one might expect a vibrant exterior campus environment to complement the existing building. Based on visits to the campuses, it was observed that many students did not spend time outside due to this weather, and when they did, it was always in the limited shade on campus. With the knowledge that many students decide whether they can see themselves attending an institution when they first arrive on its campus, we see it as imperative that the exterior curb appeal and comfort level are attractive to all those who arrive for their first campus experience at all DSC campuses.

The **DAYTONA BEACH CAMPUS**, DSC's largest campus, is located in a tourist city that attracts more than 10 million visitors each year, including snowbirds, students on spring break, families on vacation, NASCAR race fans, and 500,000 bikers who come on motorcycles each spring and fall for Daytona's famous Bike Weeks. The campus houses the college's primary administrative offices and instructional space. Special features include the brand new 4-story Student Residence Hall; the Mori Hosseini College of Hospitality and Culinary Management, home to the student-run cafe 101

and the Southeast Museum of Photography; the L. Gale Lemerand Student Center which houses the library, Writing Center, Academic Support Center, and more; the Lemerand Athletic Center, an outstanding athletic multicomplex with a fitness center, pool, gymnasium, and classrooms; Daytona State's WDSC-TV 15 broadcasting station; and a joint-use facility shared with the University of Central Florida.

Classroom and laboratory space serve a range of academic offerings- from baccalaureate programs to associate of arts, associate of science and certificate programs; general education development and adult basic education; customized training for business and industry. An average of 25,000 students attends the Daytona Beach Campus each year.

-DSC Website

The **ADVANCED TECHNOLOGY COLLEGE (ATC)**, a campus in Daytona Beach, provides local residents with advanced technological training that meets the current and future needs of industry in the area. It offers a wide variety of engineering, computer science, advanced manufacturing, automotive, electrical apprenticeship, heating and air conditioning, construction, emergency medical services, paramedic training and criminal justice programs. Each year 2,200 students use this state-of-the-art facility which includes program-specific classrooms and laboratories featuring industry-designed equipment with the



LOCATION, CONTEXT, AND EXISTING CONDITIONS

latest technology. The two-story classroom area surrounds an enclosed atrium that is the site of numerous exhibits and events. The ATC is located five miles from the Daytona Beach Campus where students enrolled in courses at the ATC can access the full range of student enrollment and development services.

-DSC Website

The **DELAND CAMPUS** offers a full-service library and Learning Resources Center, classroom space for college-credit courses that meet the general education requirements for the associate of arts degree, some associate of science degree programs and various certificate programs. The Bert Fish Building houses up-to-date facilities for dental hygiene, nursing, science labs, and a multimedia Learning center. As on all the campuses, comprehensive student and academic support services include Student Disability Services, the Falcon Hope Center, career advisement, individual tutoring, and a computerized learning/tutoring center, as well as a foreign language lab. Approximately 1,400 students attend classes at the Deland Campus each year.

-DSC Website

The **FLAGLER/PALM COAST CAMPUS** is among DSC's fastest-growing regional campuses. The campus offers college credit, college preparatory and the full two-year Associate Degree Nursing

program. All general education requirements for the associate of arts degree can be completed here as well as some associate of science programs such as business administration, which includes 3 certificates. Facilities include a nursing laboratory, two science laboratories, an Academic Support Center, writing center, two computer laboratories, an amphitheater, and modern classrooms. Nearly 3,000 students attended this campus last year, and the numbers are projected to continue to rise. To accommodate this growth, the campus has expanded with a new high-tech 24,000 square-foot facility to meet student needs through the next decade.

-DSC Website

The **NEW SMYRNA BEACH/EDGEWATER CAMPUS** offers college credit, college preparatory, adult basic education, and general education development courses. All general education requirements for the associate of arts degree and many requirements for associate of science degree programs may be completed there. The campus has opened a new Workforce Training Lab designed for entry level training in a range of skills for high-demand industries, plus expanded its health occupations, science, computer, public service, and occupational programs. It has two science laboratories, a learning center, and modern classrooms. Nearly 2,200 students a year choose to call the New Smyrna Beach/Edgewater Campus their home campus.

-DSC Website



DSC'S STRATEGIC PLAN

BUILDING ON EXCELLENCE, JULY 2020 - JUNE 2023

Mission:

DSC, a comprehensive public college, provides access to a range of flexible programs from community enrichment to the baccalaureate degree, emphasizing student success, embracing excellence and diversity, as well as fostering innovation to enhance teaching and learning.

Vision:

DSC is the premier source for education and training to facilitate individual advancement and economic development in Volusia and Flagler counties.

- **Ensure Academic Excellence**
Offer quality educational programs that meet the academic and non-academic workforce needs of Volusia and Flagler Counties and beyond.
- **Enhance Student Success**
Increase student development and academic support to enhance student performance, engagement, and retention.
- **Building Community Partnerships**
Expand and create partnerships with business, community and educational organizations that enhance the College's mission and vision.
- **Emphasize Institutional Effectiveness**
Ensure efficient use of college resources (fiscal, physical, human, and technological).

This Campus Master Plan strove to support the Strategic Plan by the following:

- Recommending facilities improvements and additions that allows for the most optimal delivery of DSC's academic program.
- Paying advanced attention to being sensitive to cost effective recommendations that assure DSC can remain affordable for the students from the communities served.
- Increasing DSC's campuses appeal to prospective and current students so they can see themselves succeeding at DSC.
- Having a highly collaborative process which allowed for the best input from internal and external academic, community and business stakeholders as well as informed the decision making process and increased buy-in creating momentum for implementation of the plan.



PROJECT OVERVIEW

- The 2022 DSC Campus Master Plans were approached with a blank slate so that the Master Planning Team could fully understand what makes DSC special in terms of their history, their current state and their vision for the future. This plan recommends how your facilities can best support the remarkable work the DSC is doing to serve the students, citizens and business community in Volusia and Flagler Counties, and beyond, in accordance with your Strategic Plan, Building on Excellence, July 2020-June 2023.
- The Master Planning Team, led by Spiezie Architectural Group was charged with engaging with various and diverse DSC Stakeholders to gain insights and inspire creative ideas. The process began in May of 2022 and involved completing questionnaires, in-depth individual meetings, and collaborative group meetings.
- A key element in this plan was to accommodate change while still balancing that existing facility utilization is low, which was further exacerbated by the effects of the COVID-19 pandemic and the shrinking demographics due to reduced birth rates since 2008.

GOALS FOR THE MASTER PLAN

- Enhance the overall student experience
- Improve first impressions for Regional Campuses
- Explore innovative landscaping, hardscaping, parking and pedestrian strategies

MISSION STATEMENT & CORE ELEMENTS

The 2022 Campus Master Plan for DSC should be an inspirational, clear road-map to support greatness at DSC that drives optimal campus use to support DSC to better deliver its mission along with regional economic growth, borne by an inclusive, collaborative process that engages stakeholders from within and outside of the DSC community.

ATTRACT MORE STUDENTS ONTO ALL CAMPUSES

Our differentiator is our tight knit culture - Celebrate it to serve more students!

FLEXIBILITY IS CRUCIAL

Our facilities should help us to easily respond to changing times.

INCREASED CONNECTION TO STUDENT/BUSINESS COMMUNITY

COST EFFECTIVENESS
These are challenging times - invest wisely!

INCREASE CURB APPEAL/ PROFESSIONAL LOOK
Help students to understand that they belong here.

CELEBRATE DSC TO BROADER COMMUNITY

We do great things so we should let more people know by having more community events on our campuses.

PROMOTE WELLNESS

Create more opportunities for students to gather formally and informally inside and outside our buildings in a peaceful, supportive environment.

HANDS ON EXPERIENCE IS CRITICAL

Online model accommodates variable schedules but getting students on campus is a priority.

IMAGE/BRAND
Communicate our excellent reputation.

MOMENTUM
Create excitement that builds towards implementation of each phase.

ENROLLMENT PROJECTIONS

Enrollment rates across higher education facilities have been taken for a whirlwind. The birth rate decline that has been evident since 2008 has caused a decreasing college age demographic and the unexpected COVID-19 pandemic has caused college campuses across the country to temporarily move to forms of online teaching only. Due to these notable decreases in in-person college enrollment, compounded with the decline demographics experienced by DSC over the last 10 years, we do not anticipate a marked increase in enrollment in the next 5 years. That being said, we expect to find growth in the Workforce arena, which DSC is well equipped to support, and that growth is reflected in this plan.





RECOMMENDATIONS

DAYTONA BEACH CAMPUS

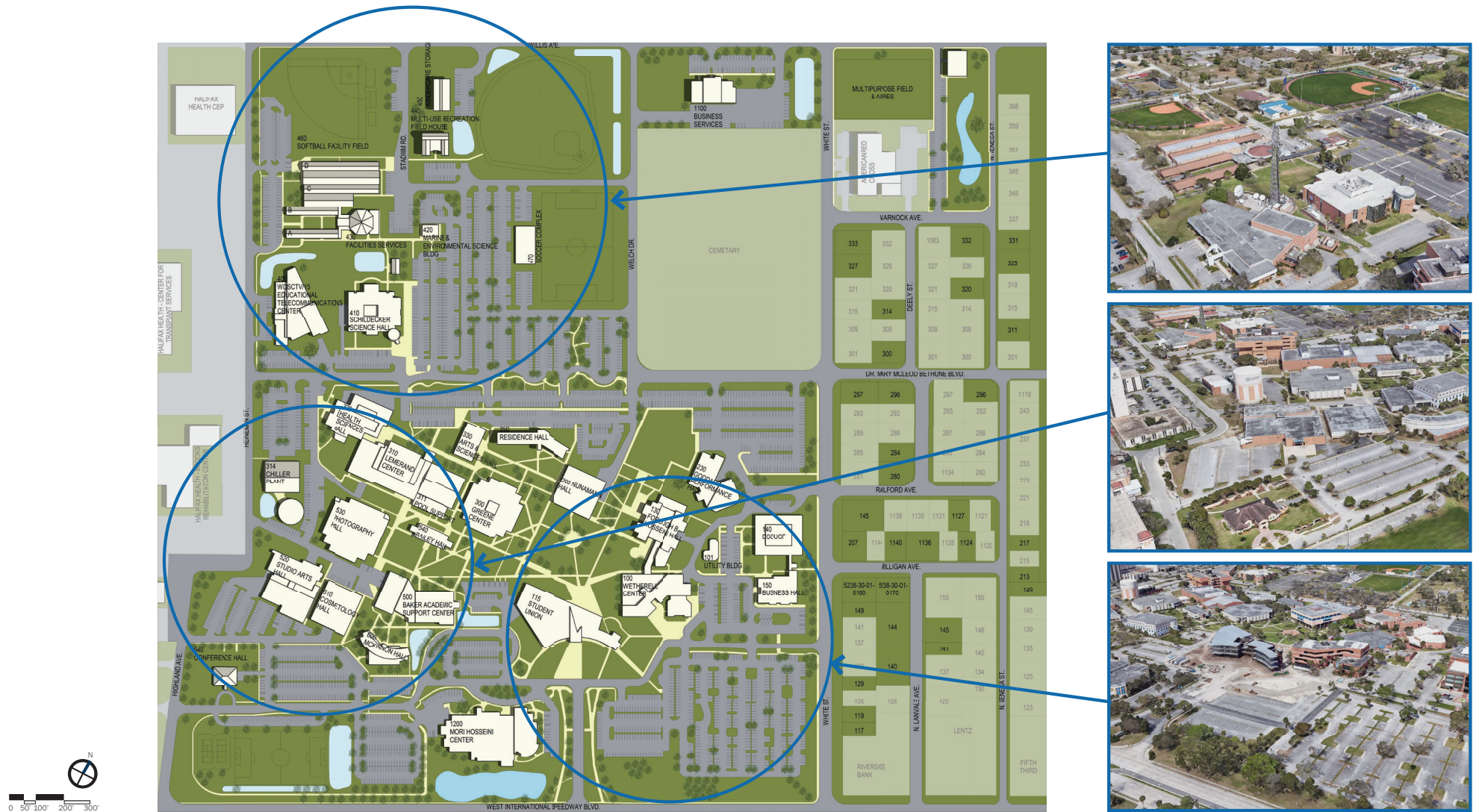
ADVANCED TECHNOLOGY COLLEGE

DELAND CAMPUS

FLAGLER/PALM COAST CAMPUS

NEW SMYRNA CAMPUS

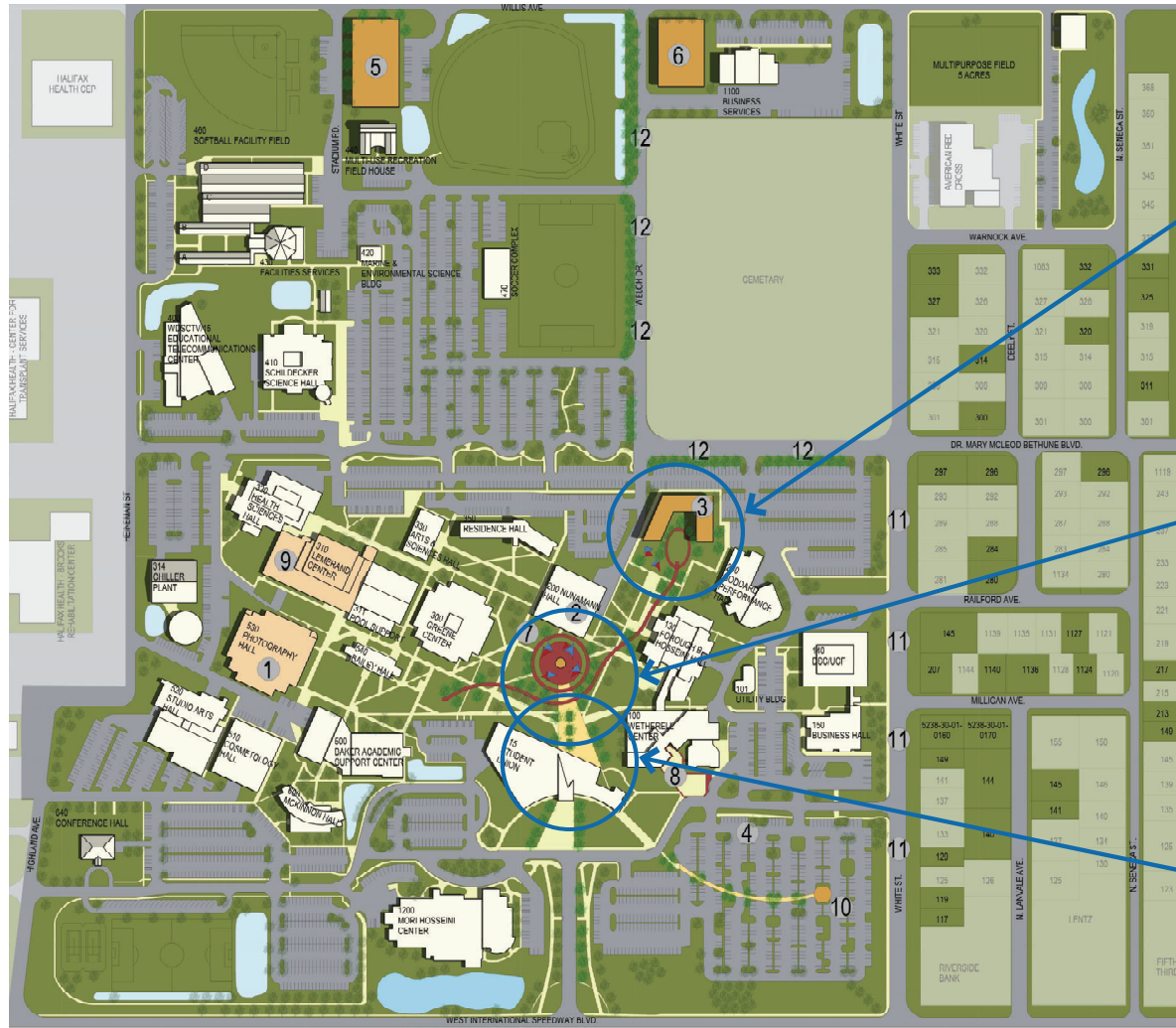
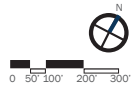




Daytona Beach Campus - Existing Site Plan

LEGEND

- 1 RENOVATION
- 2 UPDATE
- 3 NEW STUDENT RESIDENCE
- 4 ELECTRIC CHARGING STATIONS
- 5 MULTI-PURPOSE FACILITY
- 6 NEW STORAGE BLDG
- 7 REJUVENATE CAMPUS CORE
- 8 UPGRADE ENTRY EXPERIENCE
- 9 ATHLETIC RENOVATION
- 10 PEDESTRIAN WALKWAY
- 11 TRAFFIC CALMING MEASURES

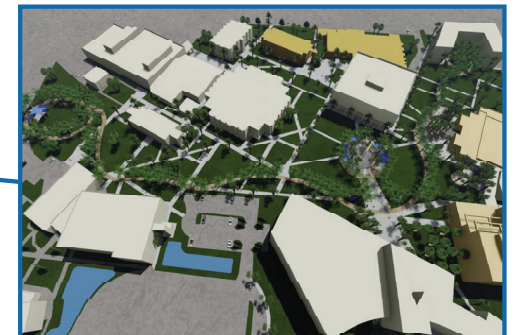
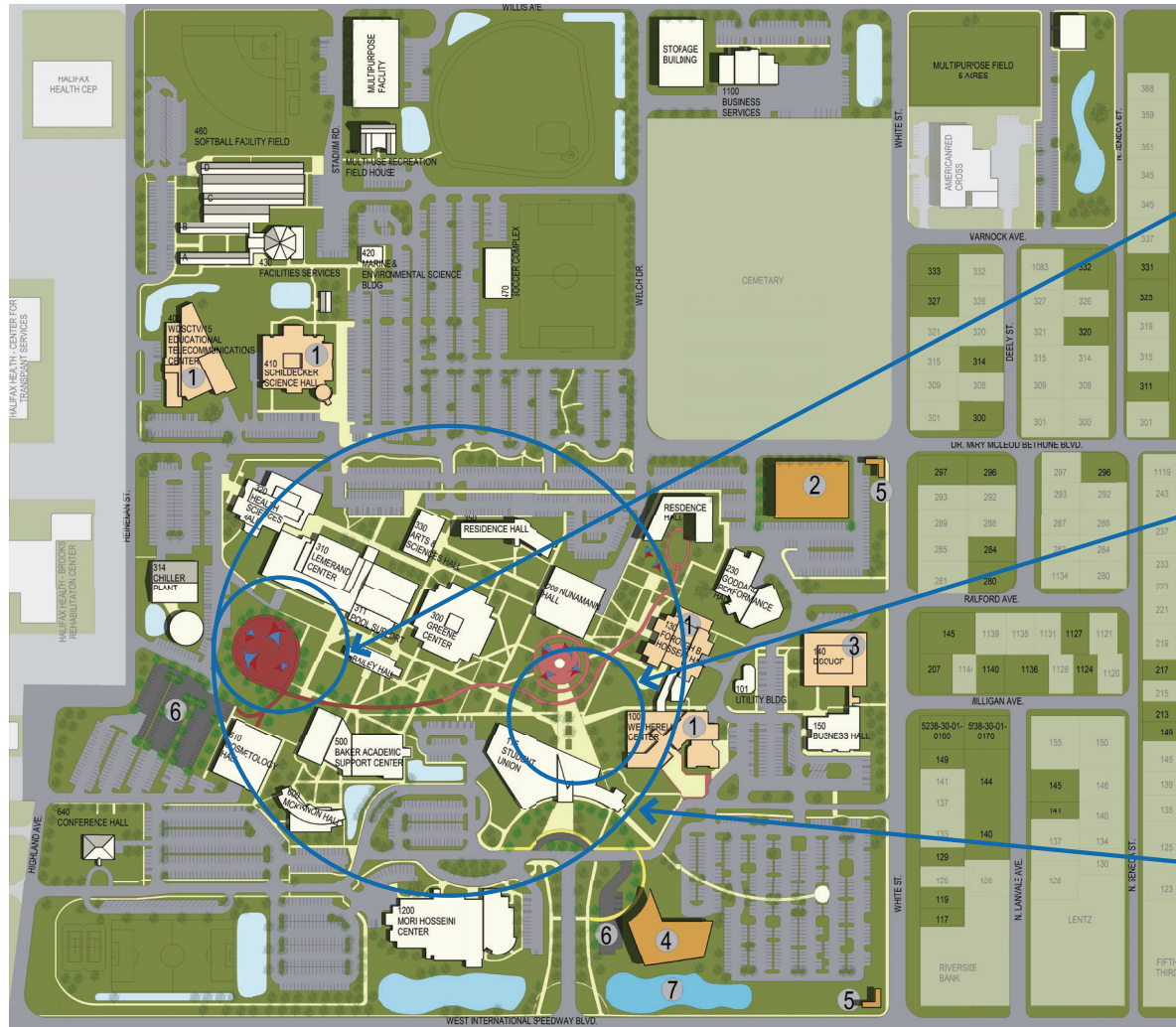


Daytona Beach Campus - Proposed Five Year Site Plan



LEGEND

- 1 RENOVATION
- 2 PARKING GARAGE
- 3 CHANGE TO WORKFORCE/BUSINESS CENTER
- 4 NEW BLDG
- 5 SIGNAGE
- 6 PARKING
- 7 STORMWATER MANAGEMENT



Daytona Beach Campus - Proposed Twenty Year Site Plan



DAYTONA BEACH CAMPUS

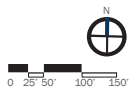
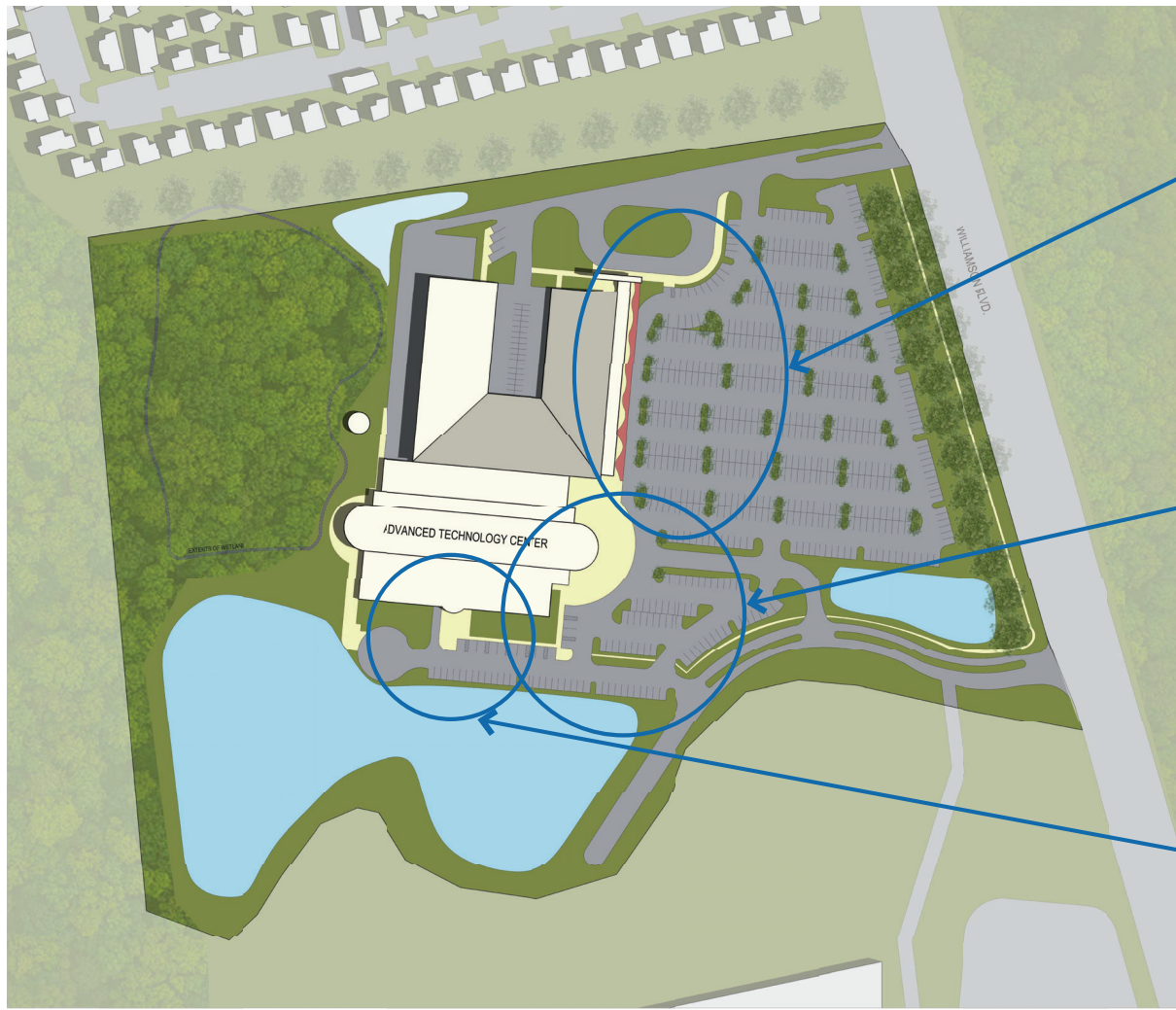
ADVANCED TECHNOLOGY COLLEGE

DELAND CAMPUS

FLAGLER/PALM COAST CAMPUS

NEW SMYRNA CAMPUS





Advanced Technology College - Existing Site Plan

LEGEND

- 1 STUDENT SUCCESS WORKFORCE RENOVATION
- 2 REJUVENATE BLDG EXTERIOR
- 3 ELECTRIC CHARGING STATIONS
- 4 ADDITION
- 5 STORMWATER MANAGEMENT
- 6 PEDESTRIAN PATHWAY
- 7 CDL DRIVING COURSE

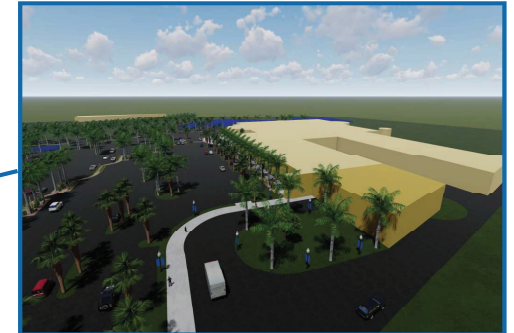
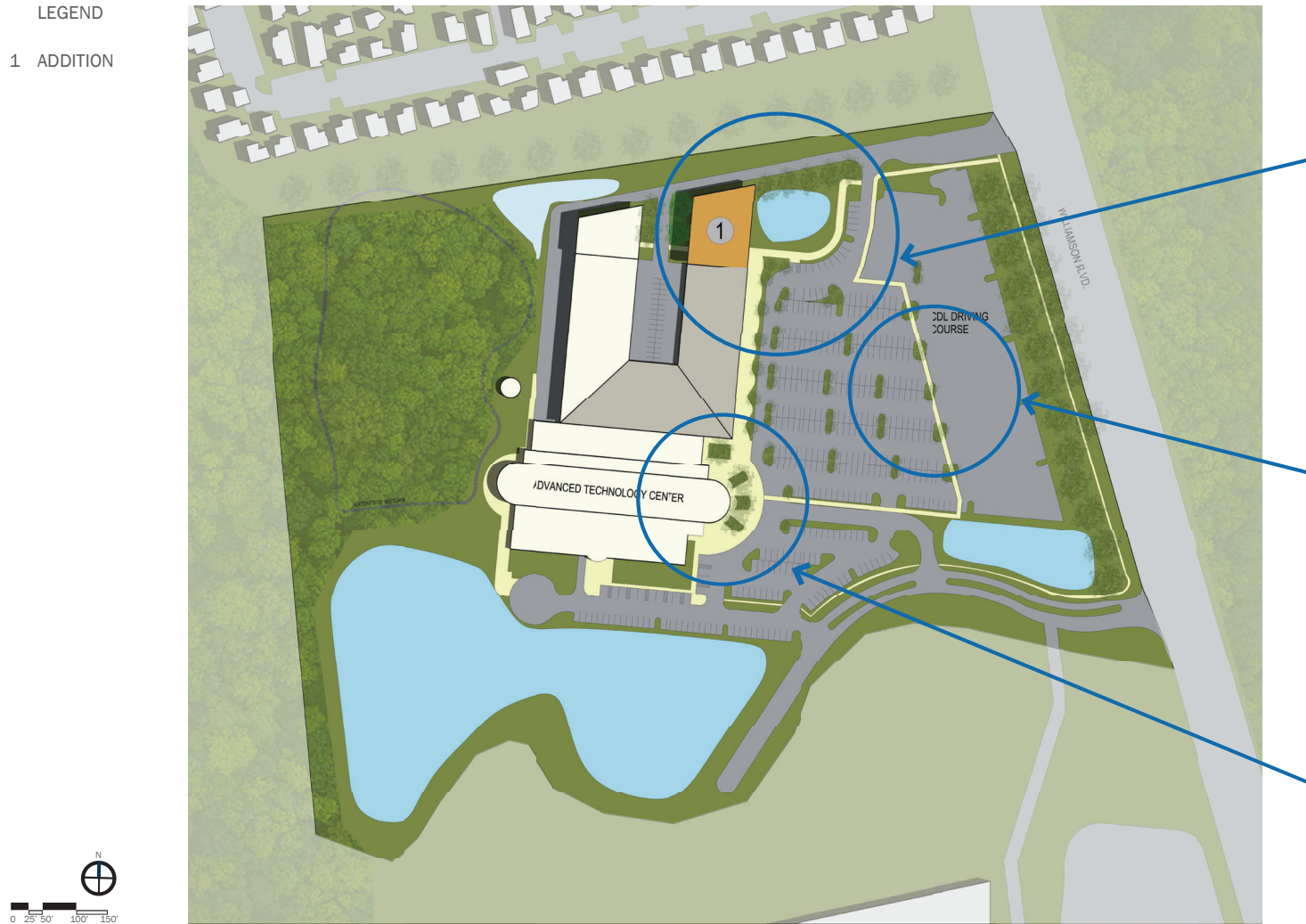


Advanced Technology College - Proposed Five Year Site Plan



LEGEND

1 ADDITION



Advanced Technology College - Proposed Twenty Year Site Plan



DAYTONA BEACH CAMPUS

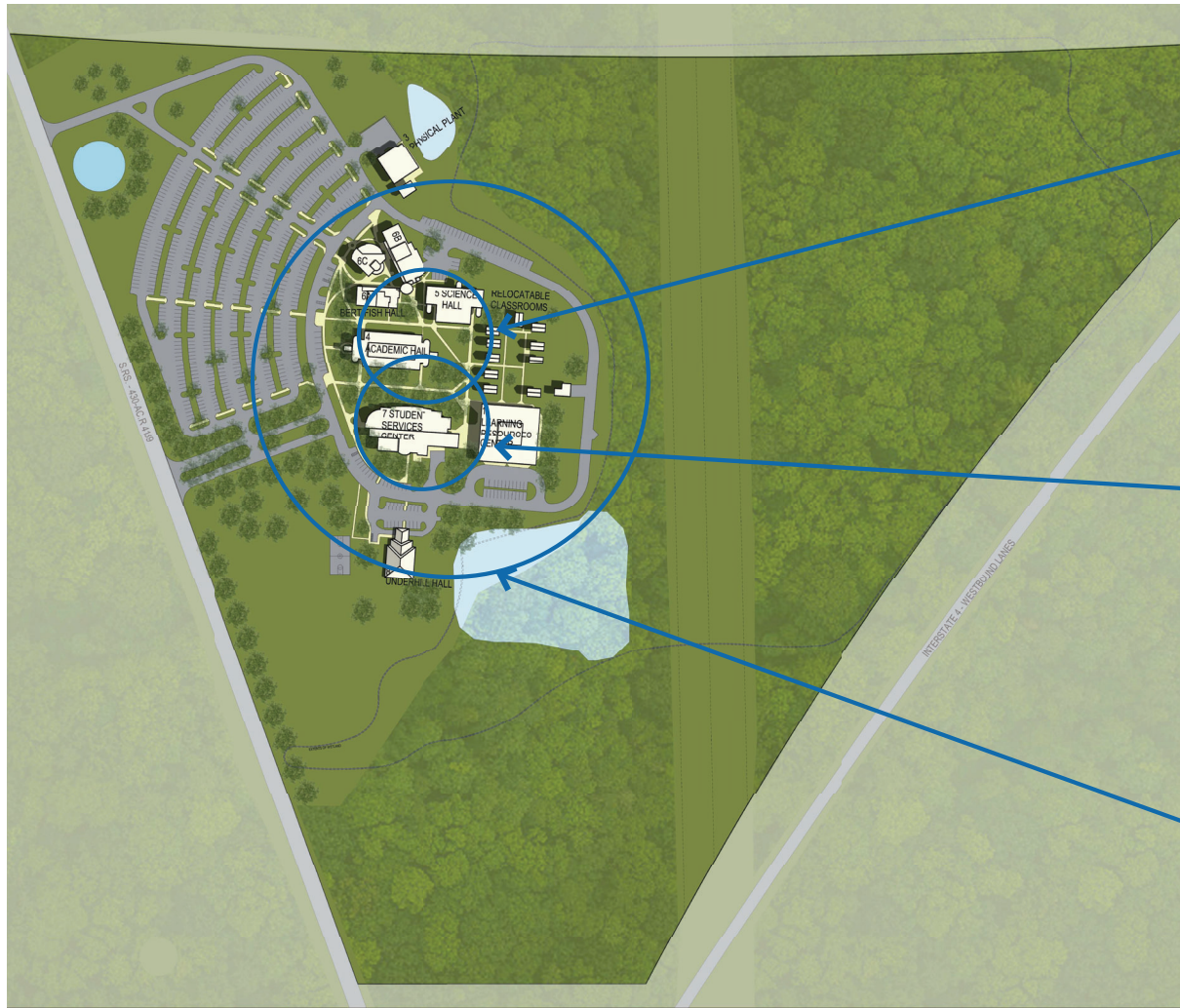
ADVANCED TECHNOLOGY COLLEGE

DELAND CAMPUS

FLAGLER/PALM COAST CAMPUS

NEW SMYRNA CAMPUS

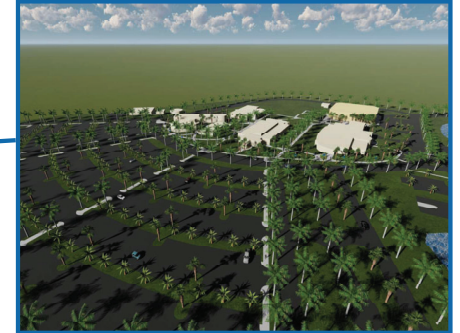
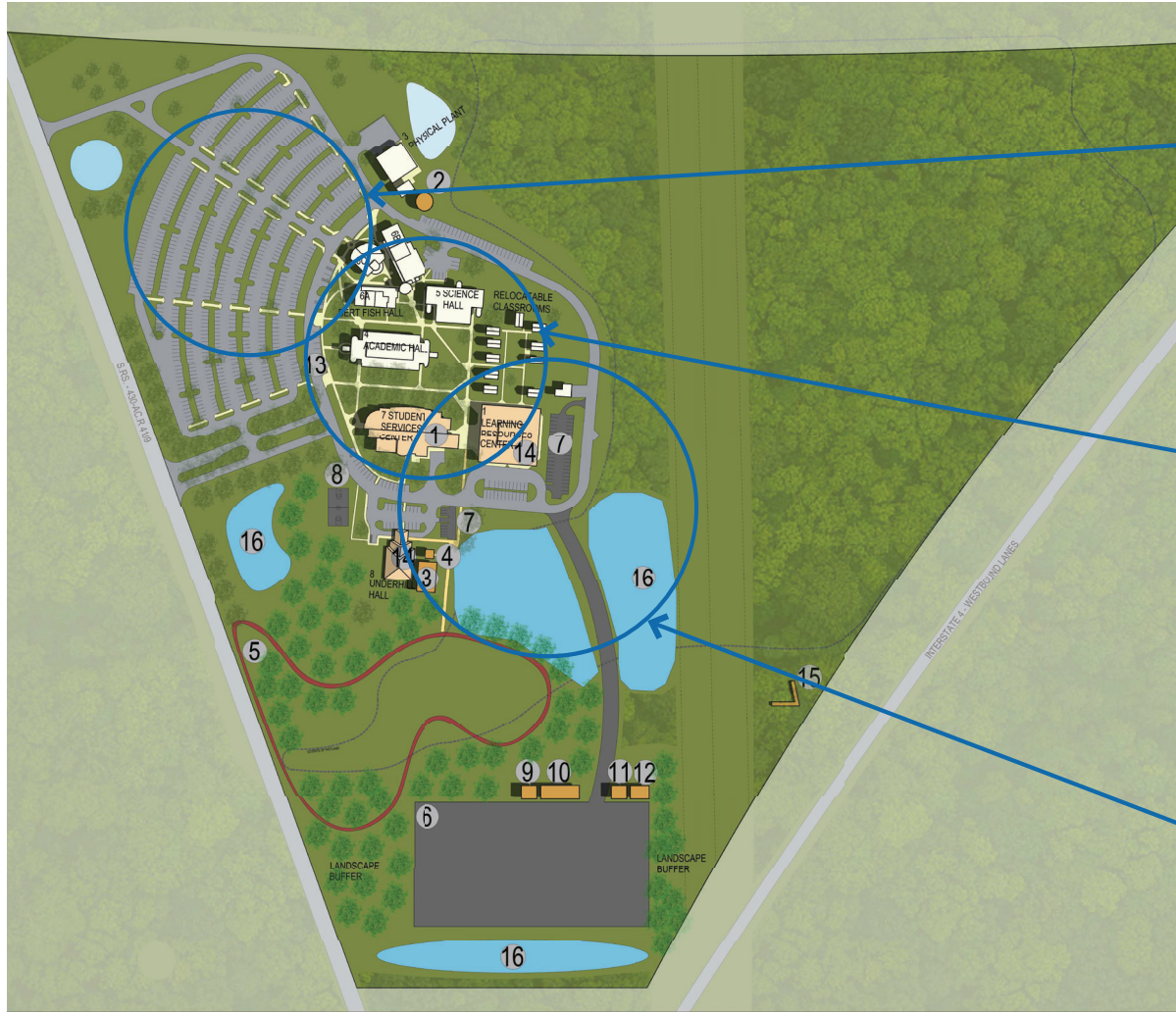
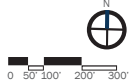




Deland (West) Campus - Existing Site Plan

LEGEND

- 1 STUDENT SUCCESS RENOVATION
- 2 THERMAL STORAGE TANK
- 3 FIRING RANGE
- 4 TACTICAL TRAINING STRUCTURE
- 5 EXERCISE COURSE
- 6 DRIVING COURSE
- 7 PARKING LOT
- 8 RELOCATE BASKETBALL COURT
- 9 INSTRUCTOR STRUCTURE
- 10 OBSERVATION BLEACHERS
- 11 STORAGE BLDG
- 12 10 VEHICLE GARAGE
- 13 ELECTRIC CHARGING STATIONS
- 14 EMERGENCY SERVICES RENOVATIONS
- 15 SIGNAGE
- 16 STORMWATER MANAGEMENT

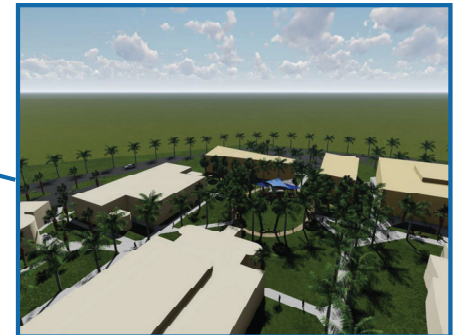
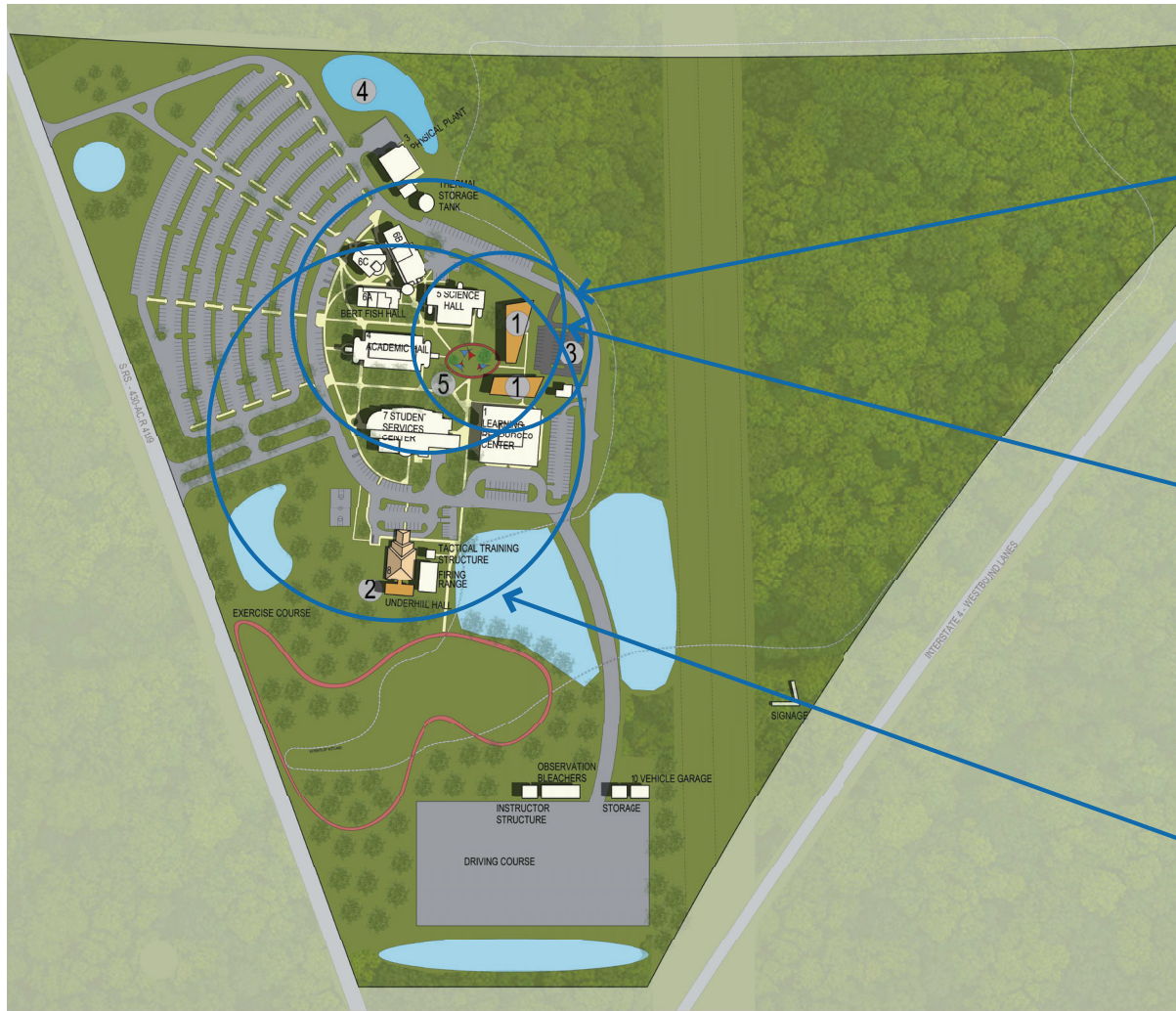


Deland (West) Campus - Proposed Five Year Site Plan



LEGEND

- 1 NEW BLDG
- 2 RESTROOM/CLASSROOM BLDG
- 3 PARKING LOT
- 4 STORMWATER MANAGEMENT
- 5 LANDSCAPE QUAD



Deland (West) Campus - Proposed Twenty Year Site Plan



DAYTONA BEACH CAMPUS

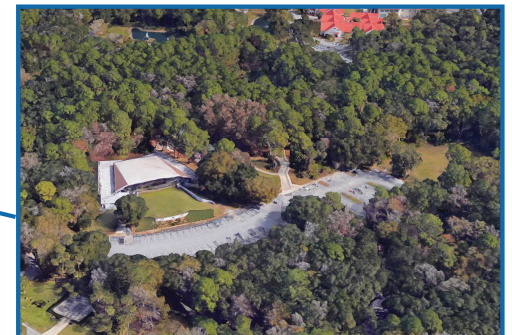
ADVANCED TECHNOLOGY COLLEGE

DELAND CAMPUS

FLAGLER/PALM COAST
CAMPUS

NEW SMYRNA CAMPUS

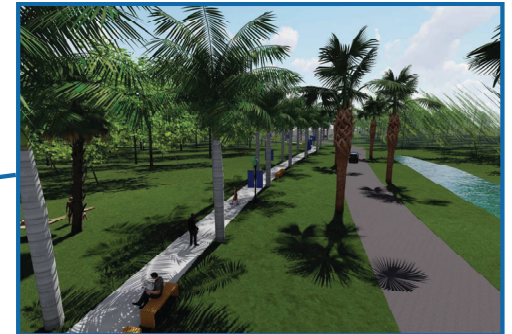
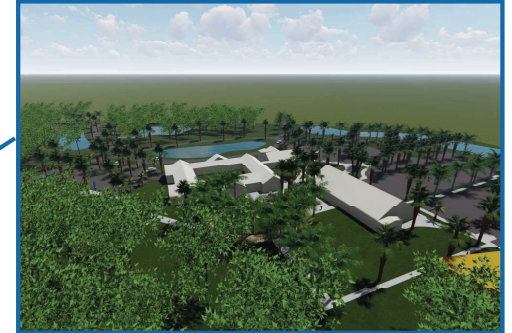




Flagler/Palm Coast Campus - Existing Site Plan

LEGEND

- 1 STUDENT SUCCESS RENOVATION
- 2 RELOCATE GROUNDS STORAGE
- 3 PAVING/LANDSCAPING AND SHADE STRUCTURE
- 4 NEW BLDG
- 5 ROOF ADDITION
- 6 VEHICULAR PATHWAY
- 7 ROADSIDE SWALE
- 8 MODIFY EXISTING PEDESTRIAN WALKWAY
- 9 SIGNAGE
- 10 PARKING LOT



Flagler/Palm Coast Campus - Proposed Five Year Site Plan



LEGEND

- 1 NEW BLDG
- 2 PARKING LOT
- 3 STORMWATER MANAGEMENT



Flagler/Palm Coast Campus - Proposed Twenty Year Site Plan



DAYTONA BEACH CAMPUS

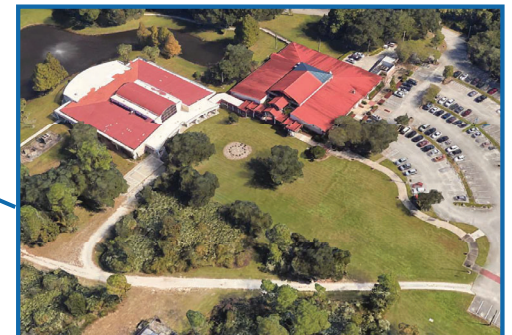
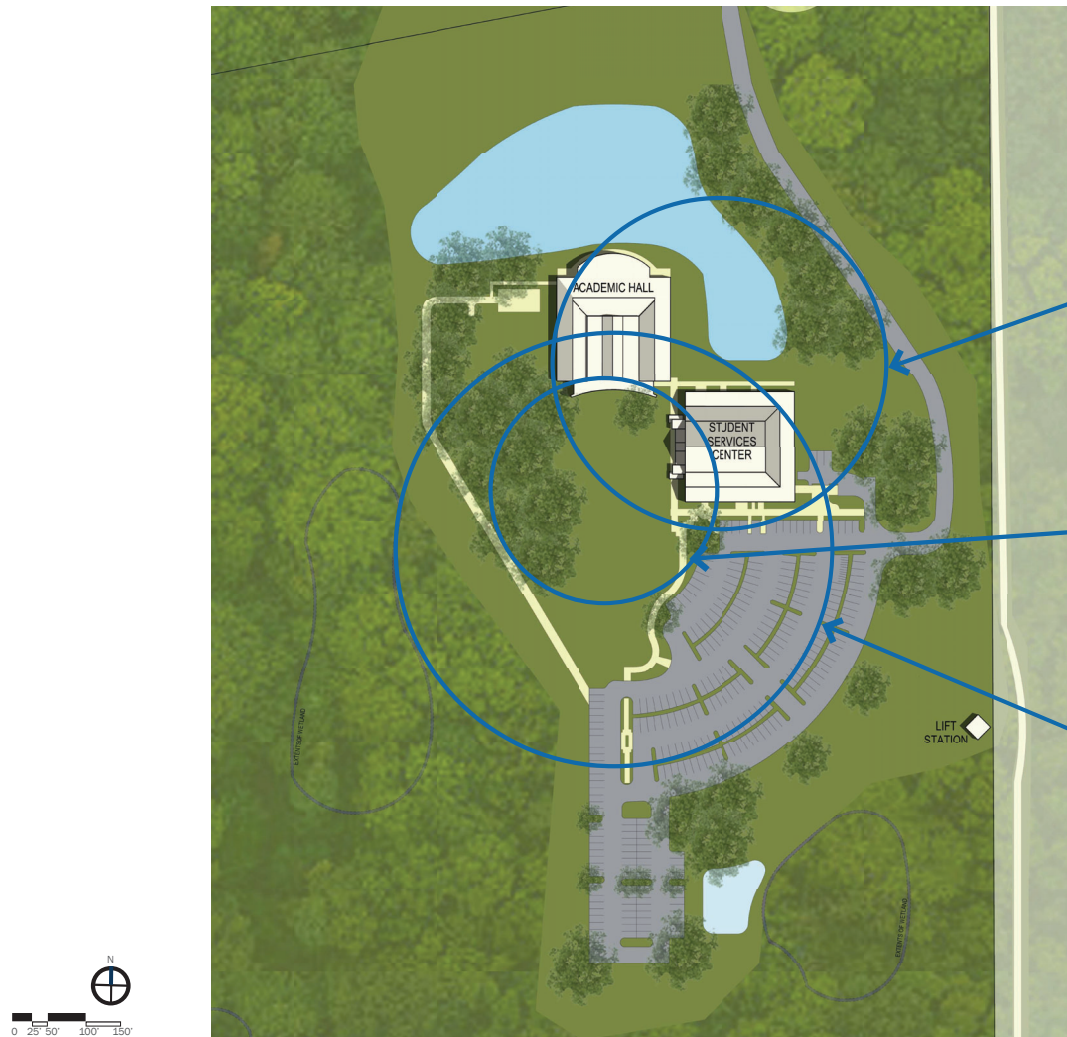
ADVANCED TECHNOLOGY COLLEGE

DELAND CAMPUS

FLAGLER/PALM COAST CAMPUS

NEW SMYRNA CAMPUS

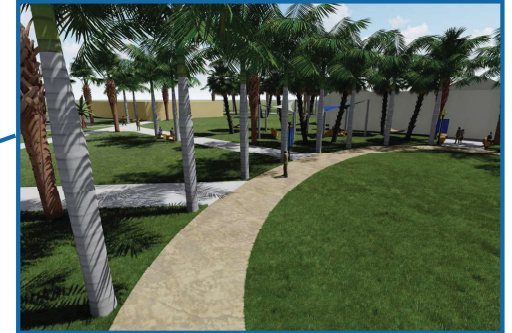
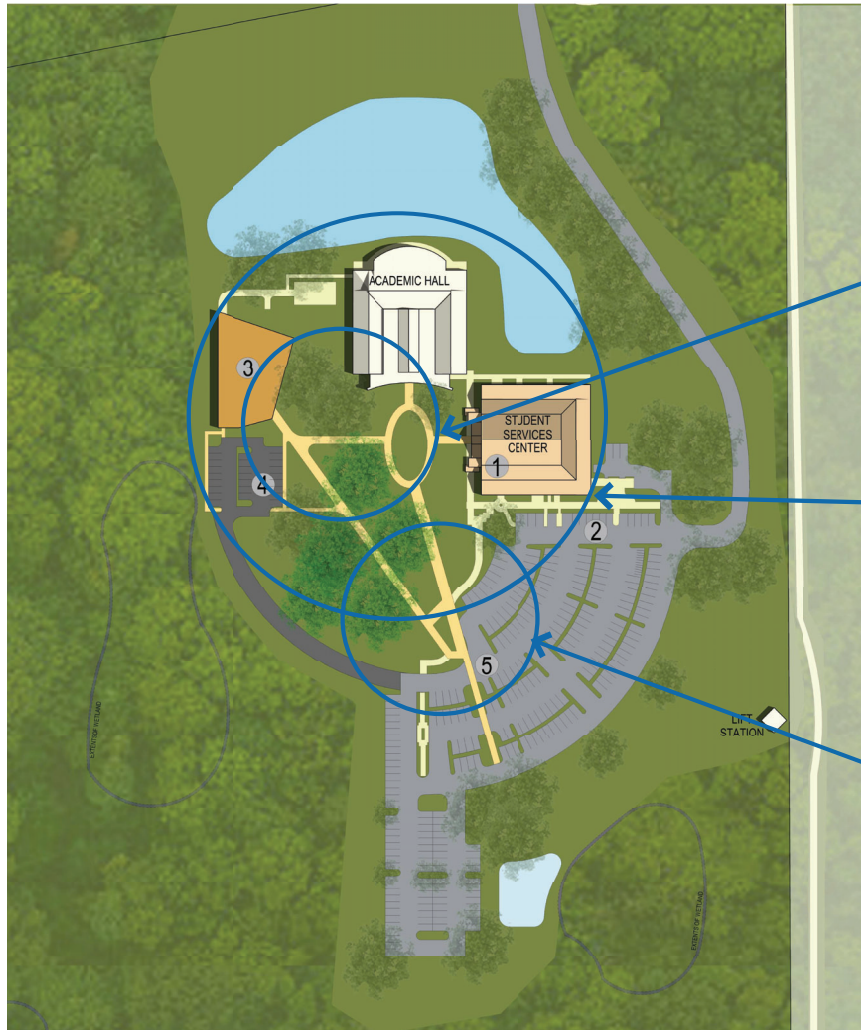




New Smyrna/Edgewater Campus - Existing Site Plan

LEGEND

- 1 STUDENT SUCCESS RENOVATION
- 2 ELECTRIC CHARGING STATIONS
- 3 NEW BLDG
- 4 PARKING LOT
- 5 LANDSCAPED PEDESTRIAN WALKWAY

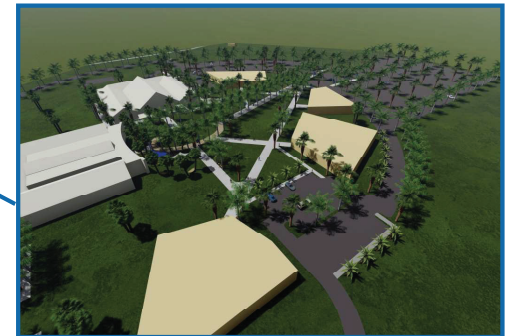


New Smyrna/Edgewater Campus - Proposed Five Year Site Plan



LEGEND

- 1 NEW LOOP ROAD
- 2 BASKETBALL COURT
- 3 PARKING LOT
- 4 NEW BLDG
- 5 STORMWATER MANAGEMENT



New Smyrna/Edgewater Campus - Proposed Twenty Year Site Plan



DESIGN CONNECTIVITY

DSC campuses range from urban contexts to suburban to semi-rural. There is a diversity of architectural styles within the campuses and across the various campuses that have been constructed over the last 60 years. Some of the architecture supports a unified theme while others feel disjointed from it. Creating a wonderfully unified campus while appreciating and celebrating the diversity of the visual experiences is a goal of many college campuses. This master plan suggests the new development will help to further unify the visitors' experience and help them see themselves on DSC campuses. The recent implementation of consistent campus entry walls has helped to create a unifying entrance experience across campuses and future entry walls should be consistent with the current design. New, signature buildings should have unique styles that tie to the campus using materials that are already commonly used on the campus (stucco, agatized coral stone, clay tile roofs, metal roofs, etc.). On the other hand, background buildings should learn from the existing fabric and blend harmoniously into their neighborhood of their particular campus.



DESIGN CONNECTIVITY

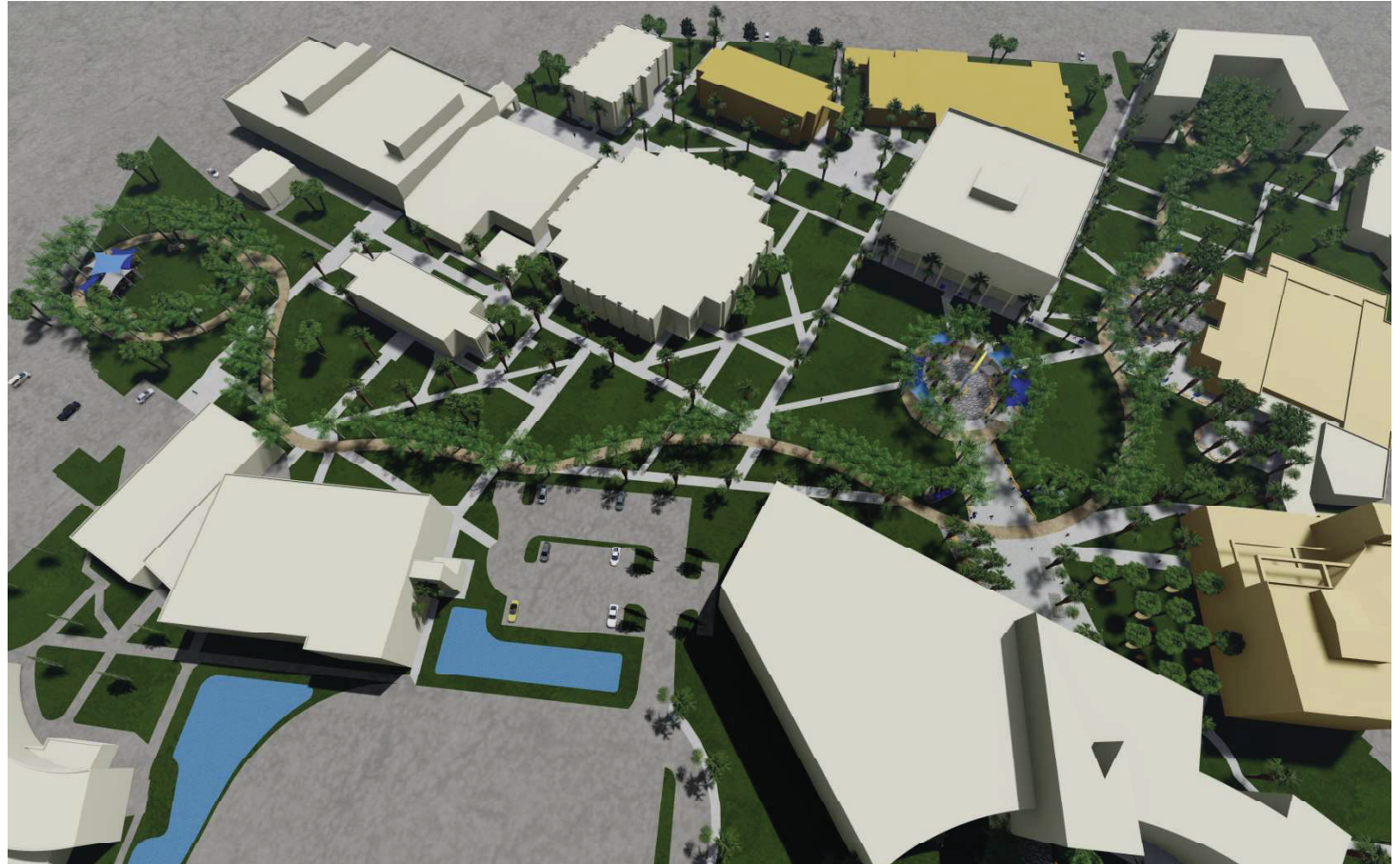
The landscaping and hardscaping theme proposed is recommended to be the tread that links the various regions of campus which culminates in beautiful campus gathering places to build community with students having opportunity for socialization and collaboration in the shade of beautiful palm trees. The different species of palm trees are intended to be used for varying, distinct purposes such as defining pedestrian paths, creating shade regions in gather places, ornamental uses for key sight lines, etc. All landscaping should be native with an emphasis towards xeriscaping so that there is minimal irrigation needed to keep the campuses looking lush and attractive.



LAND DEVELOPMENT

The proposed land development indicated across all campuses is reasonable and implementable. Special attention was given to several areas:

- Aspirational growth that is still reasonable based on expected growth of program and enrollment.
- Planning that reinforces a comprehensive and unified campus feel that maximizes the utilization of existing infrastructure.
- Sensitive integration of development into the existing topography, wetlands, and nature.
- Logical accessibility for access to utilities to serve the projects.
- Phase-ability that builds momentum for full implementation of the plan.





ACTION PLAN

ACTION PLAN SUMMARY

The Campus Master Plans for the five DSC campuses grew from a collaborative and transparent process that allowed the best ideas from all stakeholders to be incorporated into this document. That said, the plans are only valuable if they are implemented. Therefore, the approach was to not only be aspirational, but also realistic. These are challenging and strange times in higher education which causes projections for future enrollment, and facilities needs to be unpredictable.

The plans show the anticipated work that would happen in the first five years and then what would be completed between 5 and 20 years out with indications in the section as to how much those improvements would cost. The recommendations made emphasize attracting and retaining students. This will allow DSC to attract students that will benefit from the incredible resources and talent that DSC has to offer.

The nature of master plans is that they must be flexible to pivot depending on changing needs and priorities and this plan achieves that.

The following shows the costs anticipated at the time that this report was issued.



COST ESTIMATE OVERVIEW

5 Year Daytona Beach Campus:

Total New/Renovation Construction Cost of Work - \$15,115,000.00

Total Sitework Cost of Work - \$2,834,000.00

Total Soft Costs - \$5,384,700.00

2023 Total Cost - \$23,333,700.00

2024 Total Cost - \$24,733,722.00

2025 Total Cost - \$26,217,745.32

2026 Total Cost - \$27,266,455.13

2027 Total Cost - \$28,357,113.34

20 Year Daytona Beach Campus:

Total New/Renovation Construction Cost of Work - \$38,875,000.00

Total Sitework Cost of Work - \$2,030,000.00

Total Soft Costs - \$12,271,500.00

2023 Total Cost - \$53,176,500.00

2024 Total Cost - \$56,367,090.00

2025 Total Cost - \$59,749,115.40

2026 Total Cost - \$62,139,080.02

2027 Total Cost - \$64,624,643.22

2028 Total Cost - \$67,209,628.95

5 Year Advanced Technology College:

Total New/Renovation Construction Cost of Work - \$3,080,000.00

Total Sitework Cost of Work - \$640,000.00

Total Soft Costs - \$1,116,000.00

2023 Total Cost - \$4,836,000.00

2024 Total Cost - \$5,126,160.00

2025 Total Cost - \$5,433,729.60

2026 Total Cost - \$5,651,078.78

2027 Total Cost - \$5,877,121.94



COST ESTIMATE OVERVIEW

20 Year Advanced Technology College:

Total New/Renovation Construction Cost of Work - \$3,750,000.00

Total Sitework Cost of Work - \$125,000.00

Total Soft Costs - \$1,162,500.00

2023 Total Cost - \$5,037,500.00

2024 Total Cost - \$5,339,750.00

2025 Total Cost - \$5,660,135.00

2026 Total Cost - \$5,886,540.40

2027 Total Cost - \$6,122,002.02

2028 Total Cost - \$6,366,882.10

5 Year Deland Campus:

Total New/Renovation Construction Cost of Work - \$9,085,000.00

Total Sitework Cost of Work - \$1,977,000.00

Total Soft Costs - \$3,318,600.00

2023 Total Cost - \$14,380,600.00

2024 Total Cost - \$15,243,436.00

2025 Total Cost - \$16,158,042.16

2026 Total Cost - \$16,804,363.85

2027 Total Cost - \$17,476,538.40

20 Year Deland Campus:

Total New/Renovation Construction Cost of Work - \$3,907,500.00

Total Sitework Cost of Work - \$1,095,000.00

Total Soft Costs - \$1,500,750.00

2023 Total Cost - \$6,503,250.00

2024 Total Cost - \$6,893,445.00

2025 Total Cost - \$7,307,051.70

2026 Total Cost - \$7,599,333.77

2027 Total Cost - \$7,903,307.12

2028 Total Cost - \$8,219,439.40



COST ESTIMATE OVERVIEW

5 Year Flagler/Palm Coast Campus:

Total New/Renovation Construction Cost of Work - \$6,170,000.00

Total Sitework Cost of Work - \$1,690,000.00

Total Soft Costs - \$2,358,000.00

2023 Total Cost - \$10,218,000.00

2024 Total Cost - \$10,831,080.00

2025 Total Cost - \$11,480,944.80

2026 Total Cost - \$11,940,182.59

2027 Total Cost - \$12,417,789.90

20 Year Flagler/Palm Coast Campus:

Total New/Renovation Construction Cost of Work - \$23,200,000.00

Total Sitework Cost of Work - \$1,520,000.00

Total Soft Costs - \$7,416,000.00

2023 Total Cost - \$32,136,000.00

2024 Total Cost - \$34,064,160.00

2025 Total Cost - \$36,108,009.60

2026 Total Cost - \$37,552,329.98

2027 Total Cost - \$39,054,423.18

2028 Total Cost - \$40,616,600.11

5 Year New Smyrna Beach/Edgewater Campus:

Total New/Renovation Construction Cost of Work - \$3,250,000.00

Total Sitework Cost of Work - \$620,000.00

Total Soft Costs - \$1,161,000.00

2023 Total Cost - \$5,031,000.00

2024 Total Cost - \$5,332,860.00

2025 Total Cost - \$5,652,831.60

2026 Total Cost - \$5,878,944.86

2027 Total Cost - \$6,114,102.66



COST ESTIMATE OVERVIEW

20 Year New Smyrna Beach/Edgewater Campus:

Total New/Renovation Construction Cost of Work - \$17,400,000.00

Total Sitework Cost of Work - \$2,070,000.00

Total Soft Costs - \$5,841,000.00

2023 Total Cost - \$25,311,000.00

2024 Total Cost - \$26,829,660.00

2025 Total Cost - \$28,439,439.60

2026 Total Cost - \$29,577,017.18

2027 Total Cost - \$30,760,097.87

2028 Total Cost - \$31,990,501.79



CONCLUSION

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A master plan needs to grow from its institution in order to be the most effective, appropriate and implementable. This plan has succeeded at achieving the goals set by DSC in its Strategic Plan as well as in the Project Mission Statement and Supporting Points. The best plans must be flexible because change is guaranteed. This plan was created by the talented team from within DSC, the planning team and the broader DSC community given the information that was available at the time of the study. The information in this plan will communicate why decisions were made so that when other opportunities arise for DSC that may be different than anticipated, the plan can morph easily with those changes so that the core ideas remain intact to ensure that DSC's campuses can continue to evolve to best support the wonderful people who are proud to be fulfilling the mission of DSC.



