



**10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION**



# 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION

*2020-30 CAMPUS MASTER PLAN UPDATE*

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# 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION

## INTRODUCTION

### INTRODUCTION

#### NARRATIVE

For the 2020-30 Campus Master Plan Update, the University of Central Florida has elected to combine the required CAPITAL IMPROVEMENTS element with a new optional element, IMPLEMENTATION.

The purpose of the new IMPLEMENTATION element is to describe the processes by which a project is taken from Ideation to Construction, and the committees and departments responsible for implementing capital improvements at UCF.

#### RELATED ELEMENTS

See 2.0 FUTURE LAND USE & URBAN DESIGN for Figure 10.0-1 Future Land Use Map.

#### STATUTE & REGULATION

10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION is a combined element. Combining related elements is permitted under BOG 21.202(1)(b); which states that “the campus master plan shall contain an explanation of such combinations. See 1.0 INTRODUCTION for the explanations of combined elements.



- The CAPITAL IMPROVEMENTS Element is required by Florida Statute 1013.30(3). The element must follow the guidelines stated in Florida Board of Governors (BOG) Regulations, Chapter 21.

BOG 21.211 states the purpose of the element as follows:

“This element evaluates the need for public facilities as identified in other campus master plan elements; to estimate the cost of improvements for which the university has fiscal responsibility; to analyze the fiscal capability of the university to finance and construct improvements; to adopt financial policies to guide the funding of improvements; and to schedule the funding and construction of improvements in a manner necessary to ensure that capital improvements are provided when required based on needs identified in the other campus master plan elements. All development is contingent upon the availability of funding.”

- IMPLEMENTATION is a new optional element. Optional elements are permitted under BOG 21.212, but are not subject to review under Chapter 21.

# 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION GOALS, OBJECTIVES, & POLICIES

## 10.1 CAPITAL IMPROVEMENTS

### Goals, Objectives, & Policies

**GOAL 1: Provide academic, research, and support facilities to meet the education, research, and support missions of the University, as stated in the Educational Plant Survey, and meet the needs of student enrollment.**

**OBJECTIVE 1.1: Ensure that adequate facilities and supporting infrastructure will be available when needed to meet the needs of the University; replace obsolete facilities.**

POLICY 1.1.1: The University shall evaluate growth patterns to predict the need for capital improvements, including reviewing:

- enrollment growth to evaluate classroom and teaching lab needs
- faculty growth to evaluate laboratory and office space needs
- campus growth to evaluate infrastructure needs

POLICY 1.1.2: When necessary, in order to continue providing access, the University shall consider the use of facilities in other areas, including Satellite Campuses and partnerships with State Colleges.

POLICY 1.1.3: The University shall be prepared to limit on-campus enrollment if adequate capital construction, including infrastructure, cannot be provided or funded.

POLICY 1.1.4: The University shall prepare a yearly Capital Improvement Plan (CIP) requesting planning, construction, and equipment funds for all proposed capital projects within the next five (5) year time frame. The CIP shall include narratives justifying the need for projects.

**OBJECTIVE 1.2: Construct buildings with approved funding sources.**

POLICY 1.2.1: The University shall seek a reasonable share of state capital construction funds to construct teaching, research, and support facilities.

POLICY 1.2.2: Capital budget requests each year shall be consistent with the provisions of the Campus Master Plan and with Campus Development Agreements entered into with local governments.

**OBJECTIVE 1.3: Provide for the replacement and renewal of capital facilities to meet growth; renovate, repair, or upgrade facilities; and demolish obsolete facilities.**

POLICY 1.3.1: The University shall renovate, repair, and upgrade existing buildings to increase their useful life spans, or demolish aging facilities no longer able to serve existing or future needs.

POLICY 1.3.2: The University shall review the facilities condition of all campus structures every three years to determine the need for replacement, repairs, or renovations to meet ongoing and changing needs of the campus. The University shall thoroughly evaluate aging facilities to determine whether or not they can serve existing or future needs.

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**OBJECTIVE 1.4:**  
Coordinate land use with a schedule of capital improvements that will meet existing and projected facility needs.

POLICY 1.3.3: The University shall demolish facilities that are listed under “Demolition Recommendations” on the Educational Plant Survey, that is conducted every five (5) years. Demolition should involve careful deconstruction and recycling or reuse of building materials where possible

POLICY 1.3.4: The University may request CIP funding for both building renovations and new construction in any given year.

POLICY 1.3.5: When a new building is completed, vacated areas of older facilities may be renovated to meet the needs of new occupants. The University shall seek space to accommodate faculty, staff, and students displaced by renovation.

POLICY 1.4.1: Land uses for proposed building sites shall be consistent with the future land uses indicated on Figure 2.0-1 Future Land Use Map.

POLICY 1.4.2: Site locations for all projects on the SCP shall be shown on Figure 10.0-1 Capital Improvements Map.

**GOAL 2: Provide support facilities including utility plants, student services buildings, libraries, computer services buildings, food services buildings, auxiliary services buildings, and other buildings to meet the needs of faculty, staff, and students.**

**OBJECTIVE 2.1: Seek additional funds to augment state capital construction funds.**



POLICY 2.1.1: The University shall work with the UCF Foundation to seek external funds in the form of gifts and donations to provide campus facilities.

POLICY 2.1.2: The University may obtain funding through the selling of revenue bonds to construct and renovate student housing, on-campus healthcare facilities, and on-campus parking structures.

POLICY 2.1.3: The University may use auxiliary funds for specific construction needs, such as parking lots, parking garage structures, bookstore expansion, and other auxiliary support space needs.

POLICY 2.1.4: The University may seek funding through other state and non-state sources to meet construction requirements that are needed as part of the Campus Master Planning process.

POLICY 2.1.5: The University may seek funding to construct research and special purpose facilities, with the support of the UCF Foundation and the UCF Research Foundation.

## 10.2 IMPLEMENTATION

**Goals, Objectives, & Policies**

**GOAL 1: Provide implementation procedures for monitoring and updating the Campus Master Plan and prioritizing Capital Projects, by guiding University decision-making,**

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responding appropriately to unforeseen or changing conditions, encouraging public involvement, and maintaining transparency.

**OBJECTIVE 1.1: Establish criteria to evaluate and prioritize capital improvement projects.**

**OBJECTIVE 1.2: Implement transparent procedures that engage campus stakeholder participation in prioritizing Capital Projects.**

**OBJECTIVE 1.3: Employ designated committees in capital and campus planning efforts.**

POLICY 1.1.1: The University shall establish the criteria by which renovations, new construction, and infrastructure projects are prioritized. All final decisions shall rest with the President and the Board of Trustees.

POLICY 1.2.1: UCF shall investigate and implement a collaborative procedure for creating and updating the 10-Year Schedule of Capital Projects (SCP)<sup>1</sup> in a manner that engages campus stakeholders, including:

- Inviting Capital Project proposal requests from the UCF Deans and Vice Presidents;
- Evaluating, estimating, and programming proposed facilities; and
- Recommending or approving the addition of facilities to the SCP, either by inclusion in the Campus Master Plan Update, or by Minor Amendment.

POLICY 1.2.2: UCF shall investigate and implement a collaborative procedure for preparing the Capital Improvement Plan (CIP)<sup>2</sup> in a manner that engages campus stakeholders, including:

- Writing or reviewing Project Narratives.
- Annually prioritizing or recommending project priorities

POLICY 1.3.1: The Finance and Facilities Committee of the UCF Board of Trustees shall provide review, policy guidance, and strategic oversight of campus master planning activities and other real estate-type activities for both the University and its direct support organizations (DSOs).

POLICY 1.3.2: The University Master Planning Committee (UMPC) shall review short-range and long-range issues related to land use, facilities planning, and future development of the campus, including protection and preservation of natural resources on the campus. The UMPC shall also review exterior signage, site furniture, public art, and some temporary installations.

POLICY 1.3.3: The Capital Improvement Trust Fund (CITF) Committee shall recommend and prioritize capital projects by requesting CITF funds. The recommendations of the committee shall take effect only after approval by the student body president

<sup>1</sup> The 10-Year Schedule of Capital Projects (SCP) includes factors such as project name, scope, and square feet of anticipated renovation or new construction space.

<sup>2</sup> The 5-Year Capital Improvement Plan (CIP) includes projects for which the University is seeking funding; along with variables such as priority, project cost, funding source, and proposed timing.

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### **OBJECTIVE 1.4: Utilize designated departments to oversee, contribute to, and implement capital and campus planning.**

and the University President, and with final approval by the Board of Trustees.

POLICY 1.3.4: The University Space Committee (USC) shall evaluate potential impacts to the University from proposed real estate and space initiatives, and ensure that appropriate due diligence is performed prior to any real estate transaction, or assignment of, or modification to, space.

POLICY 1.4.1: Facilities Planning and Construction (FPC) shall maintain the Campus Master Plan, and oversee the planning, design, construction, renovation, and demolition of capital projects.

POLICY 1.4.2: Facilities Operations (FO) shall provide cost-effective and reliable operations and maintenance, and promote a comfortable, and clean campus.

POLICY 1.4.3: Landscape and Natural Resources (LNR) shall ensure that greenspaces are designed to contribute to a sense of place and to reflect UCF's commitment to stewardship of natural resources.

POLICY 1.4.4: Utilities and Energy Services (UES) shall manage the campus utility resources and reduce the University's impact on the environment by ensuring the design of energy-efficient buildings.

POLICY 1.4.5: Sustainability Initiatives (SI) shall research and advise on environmental, economic, and social sustainability.

POLICY 1.4.6: The Building Department (Environmental Health and Safety) shall review construction plans for compliance with codes, and provide construction inspection services for UCF-owned, -leased, or -operated facilities.

POLICY 1.4.7: The Facilities and Safety Business Office shall perform the construction accounting functions for capital and minor projects, and act as liaison with UCF Procurement Services and Finance and Accounting.

POLICY 1.4.8: UCF Parking and Transportation Services shall provide recommendations on parking garages and lots.

POLICY 1.4.9: Environmental Health and Safety (EHS) shall provide Research and Environmental Support, such as biological and chemical safety, hazardous waste management, lab, radiation, and laser safety; and Workplace Safety, e.g., accident investigation, maintaining AEDs and first aid kits, advising on ergonomics and hearing conservation, and advising on indoor air quality (IAQ).

POLICY 1.4.10: The Office of Emergency Management (EM) shall coordinate emergency preparedness and response across the University, and provide guidance for departments and colleges developing and improving their emergency plans.

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POLICY 1.4.11: The Department of Security (DS) shall maintain the highest level of security at UCF by proactively implementing and using camera technologies, card access, and guard services.

POLICY 1.4.12: The UCF Police Department (UCFPD) shall provide recommendations regarding campus safety, strive to reduce crime and the fear of crime, and provide a safe environment for students, faculty, staff, and visitors.

POLICY 1.4.13: UCF Academic Program Quality shall determine space deficits identified in Academic Program Reviews performed every seven (7) years, to help align Capital Improvements with facility needs.

POLICY 1.4.14: UCF Strategic Planning shall determine how Capital Projects align with UCF's Strategic Plan.

POLICY 1.4.15: UCF Space Administration shall evaluate university space needs, provide space data on existing facilities, and coordinate all Educational Plant Survey requirements.



# 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION DATA & ANALYSIS

## 10.1 CAPITAL IMPROVEMENTS

### Data & Analysis

### Project Funding

#### Overview

The following is an inventory and assessment of existing and anticipated revenue sources and funding mechanisms available for capital improvement financing.

#### Public Education Capital Outlay (PECO)

The University receives funding from the State for capital improvements in various appropriation types. The primary funding source is Public Education Capital Outlay (PECO). These funds are appropriated to the State University System (SUS) pursuant to Section 1013.64(4), Florida Statutes, which provides that a list of projects is submitted to the Commissioner of Education for inclusion in the Fixed Capital Outlay Budget Request. A lump sum appropriation (sum of digits) may be provided for remodeling, renovation, maintenance, repair, and site improvements for existing satisfactory facilities. The projects funded from PECO are normally for institutional, academic support, or institutional support purposes.

#### Capital Improvement Trust Fund (CITF)

UCF students pay Building Fees and Capital Improvement Fees as part of their tuition. This revenue source is used to finance student-related facilities, such as student unions, libraries, outdoor recreation, and athletic facilities; or debt services issued by the State University System. Projects funded by CITF are selected and prioritized by the CITF Committee.

#### Private Donations and Grants

Private donations and grants are another source of revenue authorized by Florida Statute. Legislative approval is not required for the use of these funds.

#### Revenues and Bonds

Auxiliary Organizations, such as Housing and Residence Life, Business Services, and Parking and Transportation Services, and Direct Service Organizations such as UCF Athletics use revenues collected from their operations to fund capital improvements. Auxiliaries may also bond capital improvements and pledge auxiliary revenues for debt service. Either method requires BOT approval.

#### Courtelis Funds

The state's matching program, the Alec P. Courtelis Facilities Challenge Grant Program, is currently suspended.<sup>3</sup>

### Statutory Documents

#### Overview

The following is a description of planning documents submitted to the BOG or the State to inventory and assess capital improvements.

#### 10-year Schedule of Capital Projects (SCP)

The 10-Year Schedule of Capital Projects (SCP) is based on needs identified throughout the Campus Master Plan. The SCP, formerly known as the Capital Improvements List, is included in the Campus Master Plan Update every five years.

<sup>3</sup> <https://www.flbog.edu/board/office/fac/index.php>

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- The SCP will identify factors such as project name, project scope, and square feet of anticipated renovation or new construction space.
- The SCP will include all projected projects on all campuses for the 10 Year Timeframe.
- The SCP will define improvements as 3-year committed, 10-year projected, and those consistent with the Campus Development Agreement (CDA).

In the five-year interim between Campus Master Plan updates, the Board of Trustees may amend the SCP to add, remove, rename, or relocate projects.

## Fixed Capital Outlay Budget Request

The 2020-21 Fixed Capital Outlay Budget Request included:

- Transmittal Letter
- Narrative Overview (formerly known as CIP-1)
- CIP-2 Summary of Projects
  - CIP-2A PECO Projects Only
  - CIP-2B Capital Improvement Trust Fund (CITF) Projects
  - CIP-2C Non-State Supplemental Funding
- CIP-3 Project Detail
  - CIP-3A Narrative Description(s)
  - CIP-3B Project Descriptions
  - CIP-3C Schedule of Project Components

The submittal requirements for the Budget Request are subject to change by the BOG annually. Documents that have been required in the past were not required in 2020-21, such as Return on Investment Forms (ROI) and the BOB-1, BOB-2 and BOB-3.

The Budget Request is prepared annually by Facilities and Safety, in collaboration with the Vice President of Administration. The CIP is approved by the Provost, University President, and the Board of Trustees (BOT), and submitted to the State University System Florida Board of Governors.

## Five-year Capital Improvement Plan (CIP)

The CIP includes a prioritized list of the University's current and future capital project for a five-year period.

- The CIP will identify variables such as priority, project cost, funding request, and proposed timing.
- The CIP will be revisited annually, allowing variable factors to be adjusted based on circumstances such as emerging strategies, changes in priorities, cost or scheduling, or new funding opportunities.

## Plant Operations and Maintenance (PO&M)

The State of Florida provides Plant Operations and Maintenance (PO&M) funding for most of the University's facilities that contain Educational and General (E&G) space. Since 2016, the state has not provided PO&M funding for any newly-constructed or expanded E&G buildings. The cost of operating and maintaining Auxiliary space is derived from auxiliary revenues.

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## 10.2 IMPLEMENTATION

### Data & Analysis

#### Committees contributing to Campus and Capital Planning

<b>Overview</b>	Describe committees and governing bodies used to evaluate and facilitate campus planning and capital improvements.
<b>Finance and Facilities Committee (FFC)</b>	The FFC is a standing committee of the UCF BOT, whose members are appointed by the Board Chair. The general purpose of the Committee is to provide review, policy guidance, and strategic oversight of the University's financial and facilities-related matters, including financial reporting statements, campus master planning activities, and other real estate type activities for both the University and its Direct Support Organizations (DSOs).
Roles and Responsibilities:	<p>For campus master planning and other real estate matters the FFC will oversee the campus master planning process and provide recommendations to the BOT for action.</p> <p>The <a href="#">FFC Charter</a>, approved July 20, 2017, describes the committee's role in the Campus Master Plan, the Capital Improvement Plan, Direct Support Organizations (capital projects and planning), and maintenance of facilities.</p>
Membership and Term of Service:	The BOT Chair will appoint the FFC chair and members, comprising at least five (5) members, all of whom must be on the BOT. Members will serve until their resignation from the BOT or replacement by the Chair.
<b>University Master Planning Committee (UMPC)</b>	In accordance with Faculty Senate Resolution 2016-2017-1 Faculty Senate Bylaw Change, Section VIII. Joint Committees and Councils, the UMPC is a Senate Joint Committee that includes a broadly representative group of faculty, administrators, staff, and students, and that serves as an advisory body to the University President on short- and long-range issues related to land use, facilities planning, and future development of the campus, including the protection and preservation of natural resources. The committee also provides recommendations on matters related to campus aesthetics including signage, site furnishings, public art, and some temporary installations.
Roles and Responsibilities:	The UMPC is as an advisory body only, and serves as a clearinghouse for communication to and from the campus community. The committee meets monthly during the academic year to review project plans and requests. All meetings are open to the public. All proposed projects and agenda items are submitted through the UMPC chair and are reviewed by the Facilities Planning and Construction Department the Associate Vice President for Administration and Finance (Facilities and Safety), and the Vice President for Administration and Finance before being considered by the committee.

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Membership and Term of Service:	<p>The committee shall consist of one faculty member from each academic unit, two of whom shall be members of the Faculty Senate (selected by the Committee on Committees in consultation with the provost and executive vice president); two additional faculty members from Biology and Environmental Engineering (selected by the vice president for Administration and Finance or designee); one administrator from Academic Affairs (appointed by the provost and executive vice president); and two students (appointed by the president of the Student Government). The vice president for Administration and Finance (or designee) (ex officio) shall chair the committee.</p> <p>The chair shall identify other voting and ex officio members, and will make every effort to ensure that areas relating to University Master Planning are represented. The director of Environmental Health and Safety and the assistant director of Facilities Planning shall function as support staff to the committee. The chair of the committee shall be a faculty member elected annually by the membership.</p> <p>Terms of service shall be three years, staggered, with the exception of the student members, who shall serve for one year, and ongoing membership for position-specific members and resource staff.</p>
<b>Capital Improvement Trust Fund Committee (CITF)</b>	<p>Projects funded from the Capital Improvement Trust Fund (CITF) are selected and prioritized by the CITF Committee, an ad hoc advisory committee formed jointly by Student Development and Enrollment Services (SDES) and the Student Government Association (SGA).</p>
Roles and Responsibilities:	<p>The Capital Improvement Trust Fund committee is required by Florida Statue 1009.24. When needed, the Vice President for Student Development and Enrollment Services (SDES) charges a CITF Committee to:</p> <ul style="list-style-type: none"><li>• Recommend any increase in the CITF fee, and</li><li>• Develop and recommend a list of projects for which to request CITF funds. This list is considered in the annual preparation of the Fixed Capital Outlay Budget Request.</li></ul>
Membership and Term of Service	<p>The recommendations of the CITF committee take effect only after approval by the student body president and University President, with final approval by the BOT.</p>
Membership and Term of Service	<p>By statute, at least half of the committee shall be students appointed by the student body president, and the remainder of the committee shall be appointed by the University President. A chair, appointed jointly by the University President and the student body president, shall vote only in the case of a tie.</p>
<b>University Space Committee (USC)</b>	<p>The University Space Committee (USC) is a standing committee and governing body formed to evaluate potential impacts to the University from proposed real estate and space initiatives. The committee is charged with overseeing and maintaining best practices for use of space throughout UCF.</p>

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Roles and Responsibilities:

The USC makes recommendations to the executive administration regarding space and real estate initiatives and whether they are in the University's best interest.

The USC ensures that:

- The committee is apprised of all proposed initiatives and ongoing developments regarding real property and/or space within their divisions.
- Appropriate due diligence is performed prior to any real estate transaction or assignment of, or modification to, University space.
- All necessary parties are aware, and involved in, proposed and ongoing developments in real estate and space pursuits.

The USC is comprised of decision-makers, or their designees, from each University area involved in real property and/or space matters. Subject matter experts and/or guests are invited, as necessary.

Membership:

Co-Chairs

- Vice President, Information Technologies & Resources
- Associate Vice President, Facilities and Safety

Voting Members

- Associate Vice President, Debt and Revenue Management
- Associate Vice President, Information Technologies & Resources
- Assistant Vice President, University Controller
- Assistant Vice President, UCF Downtown
- Lead for Research Space
- Registrar
- Executive Director, Health Sciences Campus Operations
- Director, Resource Management
- Director, Office of Instructional Resources
- Director, Space Administration
- Director, UCF Foundation Real Estate and Facilities
- Senior Associate Director, Athletics
- Assistant Director, Facilities Planning and Construction
- Assistant Director, Office of Contracts and Real Estate Management

**Other Advisory Committees**

The University Administration is currently assessing effective means of engaging the campus community in Capital and Campus Planning, including:

- Soliciting project requests from Deans and Vice Presidents
- Developing a method to quantify the impact of projects on strategic goals
- Maintaining transparency in Capital Project prioritization

• Faculty Senate

The UCF Faculty Senate is the basic legislative body of the University. The Senate is the primary voice of the faculty and serves as the main channel of communication between faculty and Administration.

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<ul style="list-style-type: none"> <li>• Student Government Association (SGA)</li>   <li>• Community Council Members and Neighbors</li> </ul>	<p>Faculty participates in Capital and Campus Planning through the University Master Planning Committee (UMPC), which was formed by Faculty Senate Resolution (see UMPC, earlier in this D&amp;A).</p> <p>The SGA is a representative body modeled after the United States government with Executive, Legislative, and Judicial branches. The SGA president is a member of the BOT and the CITF Committee. In this capacity, the student body president represents the students regarding Capital and Campus Planning.</p> <p>The UCF Community Council and Neighbors is a vital body of neighbors, also known as <i>affected persons</i> (see 1.0 INTRODUCTION, Definitions) with whom the UCF Office of Constituent Relations<sup>4</sup> communicates regarding:</p> <ul style="list-style-type: none"> <li>• Statutory Meetings (CMP, BOT, etc.)</li> <li>• Status of Projects or Coffee &amp; Conversation Meetings</li> <li>• Prescribed Burns</li> <li>• Traffic Issues (Commencement, etc.)</li> <li>• Athletics and other campus events</li> </ul> <p>The Office of Constituent Relations implements high profile events for the President of UCF. Constituent Relations provides staff support, management, administrative direction, coordination, and control of events and activities for academic programs, donors, and campus-related events.</p>
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## Departments Contributing to Campus and Capital Planning

<p><b>Overview</b></p> <p><b>Facilities Planning and Construction (FPC)</b></p> <p><b>Facilities Operations (FO)</b></p> <p><b>Landscape and Natural Resources (LNR)</b></p>	<p>List of departments involved in campus planning and capital improvement and their roles.</p> <p>FPC provides planning and project management for the University, including:</p> <ul style="list-style-type: none"> <li>• Ensuring that the quality of UCF’s physical environment supports the University’s standards;</li> <li>• Providing project delivery and excellent customer service;</li> <li>• Creating an exciting and safe campus environment; and</li> <li>• Minimizing the life-cycle cost and environmental impact of UCF facilities while maximizing sustainable and maintainable standards</li> </ul> <p>FO provides cost-effective and reliable operations and maintenance to minimize interruptions, and promotes a safe, comfortable, and clean campus. FO services include heating and cooling, maintenance and repair, housekeeping, and recycling.</p> <p>LNR, a unit of FO, works with FPC and others to ensure that the greenspaces around and between University buildings contribute to a sense of place, advance learning, and reflect UCF’s commitment to stewardship of natural resources.</p>
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<sup>4</sup> The Office of Community Relations became the Office of Constituent Relations in Spring 2019.

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<b>Utilities and Energy Services (UES)</b>	UES works with FPC and others to reduce the University’s impact on the environment by providing energy efficient buildings through the production, delivery, optimization, and management of safe, reliable, and efficient utility and energy systems.
<b>Resource Management (RM)</b>	The Facilities and Safety Business Office, a unit of Resource Management, performs construction accounting functions for capital and minor projects, and accounts payable and receivable functions for operations.
<b>Environmental Health and Safety (EHS)</b>	<p>EHS supports Capital Projects as follows:</p> <ul style="list-style-type: none"> <li>• The Building Department provides construction plan review for compliance with building codes, and inspection services for UCF-owned, -leased, or -operated facilities.</li> <li>• EHS provides Research and Environmental Support, such as biological and chemical safety, hazardous waste management, lab safety, laser safety, radiation safety, etc.</li> <li>• Workplace Safety provides support such as accident investigation; installation and maintenance of AEDs and first aid kits; confined spaces training; and advising on ergonomics, hearing conservation, indoor air quality (IAQ), etc.</li> </ul>
<b>Sustainability Initiatives (SI)</b>	SI researches and advises on environmental, economic, and social sustainability.
<b>Parking and Transportation Services</b>	<p>Parking and Transportation Services contributes to campus planning by:</p> <ul style="list-style-type: none"> <li>• Promoting alternative transportation options such as shuttles, membership-based car sharing, bike sharing, and ridesharing.</li> <li>• Providing safe, well-maintained parking facilities, including garages and lots.</li> </ul>
<b>UCF Police Department (UCFPD)</b>	<p>The UCF Police Department works with FPC and others to plan the campus and our facilities to:</p> <ul style="list-style-type: none"> <li>• Reduce crime and the fear of crime</li> <li>• Provide a safe environment for students, faculty, staff, and visitors</li> </ul> <p style="padding-left: 40px;">Safeguard our constitutional guarantee</p>
<b>Department of Security (DS)</b>	The Department of Security, a division of UCFPD, maintains the highest level of security at the University of Central Florida, by proactively implementing and using camera technologies, card access, and guard services.
<b>Office of Emergency Management (EM)</b>	The Office of Emergency Management (EM) is responsible for emergency preparedness and response across the University, and provides guidance for departments and colleges developing and improving their emergency plans.
<b>Academic Program Quality (APQ)</b>	UCF conducts in-depth reviews of academic programs at least every seven (7) years, pursuant to Florida Statute. The primary purpose is to examine the quality and productivity of academic programs, leading to

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<b>Strategic Planning</b>	program improvement. The reviews also address space deficits, which are helpful in aligning capital improvements with physical plant needs.
<b>Space Administration</b>	In Academic Affairs, the Associate Provost for Strategy facilitates the campus-wide institutionalization and execution of the UCF Collective Impact Strategic Plan; and will identify how a capital project supports the Strategic Plan.  Space Administration evaluates capital project space needs, provides space data on existing facilities, and adds projects to the Educational Plant Survey.

## Campus and Capital Planning Procedures, Policies, and Tools

<b>Overview</b>	List and describe procedures, policies, documents, and tools that UCF uses to implement Campus and Capital Planning.
<b>5-Year Capital Improvement Plan (CIP)</b>	Annually, in Spring, the 5-Year Capital Improvement Plan (CIP) is reviewed and revised by the Vice President for Administration, the Associate Vice President for Administration and Finance (Facilities and Safety). This high-level planning team will add or remove projects and update the CIP for: <ul style="list-style-type: none"> <li>• Project Priority</li> <li>• Funding amount being requested</li> <li>• Funding source(s)</li> <li>• Timing – indicating 3 years in which funding is being requested for planning, construction, and equipment.</li> </ul> <p>The CIP is submitted to the Florida Board of Governors as part of the Fixed Capital Outlay Budget Request.</p>
<b>CMP Amendments</b>	The CMP may be amended during the 5-year interim between updates. Projects may be added, removed, renamed, relocated, or otherwise changed by means of an amendment approved by the BOT.
<ul style="list-style-type: none"> <li>• Minor Amendments</li> </ul>	FPC submits a Minor Amendment package to UCF General Counsel. This package includes: <ol style="list-style-type: none"> <li>1. A memorandum stating that the requested change constitutes a Minor Amendment meeting Florida Statute 1013.30 (9). To qualify as a minor amendment, the project, alone or in conjunction with other amendments, must have limited impact and must not: <ul style="list-style-type: none"> <li>• Increase density or intensity of use of land</li> <li>• Decrease natural areas, open space, or buffers</li> <li>• Increase impact on a road or other public facility/service provided/maintained by the state, county, host or other local governments</li> </ul> </li> <li>2. The revised SCP, with changes highlighted</li> <li>3. Any revised maps, with changes highlighted</li> <li>4. Revised CMP text, if applicable, with changes highlighted</li> </ol> <p>Upon approval by General Counsel, the minor amendment is added to the agenda for the FFC. If approved by the FFC, the Minor Amendment</p>



# 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION DATA & ANALYSIS

is added to the BOT agenda. The BOT will vote on adoption of the Minor Amendment.

- Major Amendments

Major Amendments must be adopted by the same process as the Campus Master Plan itself, in accordance with Florida Statute 1013.30 (6-8), including allowing for a 90-day review by the affected local governments and other federal and state agencies.

## Building Programs

The intent of a building program is to define a project's high-level objectives and campus impacts, and that the project is approved by the University President before development of plans and specifications for construction.

Board of Governors regulation 14.0025, Action Required Prior To Fixed Capital Outlay Budget Request, states two parameters for building program preparation and approval:

- “The university is responsible for the preparation of the building program. The program shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.”
- “The university president shall have the responsibility for building program review and approval to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees, shall serve as the basic planning documents for development of plans and specifications for construction.”

### UCF Building Program Process

- Facilities Planning and Construction (FPC) prepares the Building Program, aligning with the BOG 14.0025 and soliciting factual contributions from departments and individuals campus-wide.
- The Building Program is reviewed and recommended to the University President, and must be signed to indicate that the project has been:
  - REQUESTED by the appropriate Vice President
  - RECOMMENDED by one or more Vice Presidents
    - Vice President for Administration
    - Provost and Vice President for Academic Affairs (academic or research facilities)
    - Vice President for Research (research facilities.)
    - Vice President for Student Development and Enrollment Services (Housing, Rec and Wellness, CITF projects, etc.)
  - APPROVED by the University President

## 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION DATA & ANALYSIS

### UCF Project Approvals

UCF requires several internal approvals, including:

**Individual Project Approval:** The Board of Trustees Charter, approved on June 14, 2017, requires that the BOT review all proposed new construction and renovation projects exceeding \$2 million in construction costs.

**Budget Increase Approval:** The Board of Trustees Charter, approved on June 14, 2017, requires that the BOT review all changes to projects that exceed \$2 million in construction costs or that increase project costs by more than 10 percent of the original estimate presented to the committee.

**Capital Projects Approval:** Capital Projects Approval Policy, approved on September 27, 2018, requires that, for any capital project that exceeds \$2 million, a *Capital Projects Funding Certification Form* be completed and signed by the University President, the Vice President submitting the request, the Chief Financial Officer, and General Counsel.

### Educational Plant Survey

The State University System requires that, at a minimum of every five years, each Florida university prepare an Educational Plant Survey to report on its existing facilities and also project its future facilities needs for the next five years.

Florida Statute 1013.01(8) reads: “*Educational plant survey* means a systematic study of present educational and ancillary plants and the determination of future needs to provide an appropriate educational program and services for each student based on projected capital outlay FTE’s approved by the Department of Education.”

The current [Educational Plant Survey](#) was performed in 2015 and remains in effect from July 1, 2016 through June 30, 2021

### Academic Program Statements (APS)

For large academic projects, FPC prepares or oversees the preparation of an Academic Program Statement (APS).

Academic Program Statements are assembled after extensive deliberation and consultation with the colleges and departments that will be occupying a proposed facility.

The purpose of the APS is to:

- Document how UCF wants to use the space in the academic building;
- Capture and disseminate a cooperative philosophy and the direction UCF would like to follow in commencing design;
- Explore and promote shared space for more efficient use;
- Describe each room or space in the facility, including size;
- Provide general equipment needed in specific rooms; and
- Estimate the overall size of the facility.

### Campus Development Agreements (CDA)

Upon adoption of the CMP, the University negotiates a Campus Development Agreement (CDA) with Orange County, the host local government. This agreement will identify and help mitigate the University’s impacts on public services.

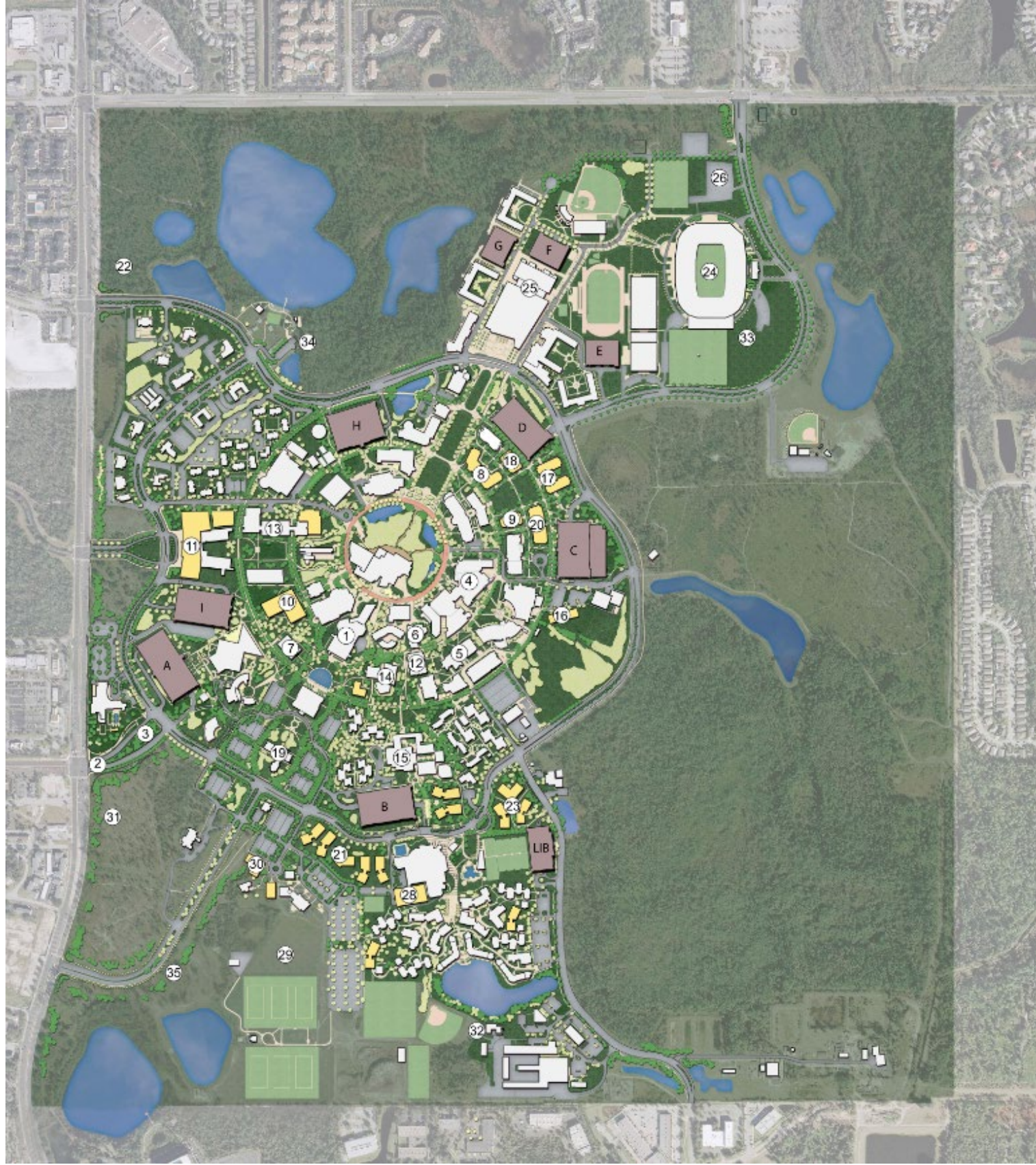
## 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION DATA & ANALYSIS

<b>Memorandum of Understanding (MOU)</b>	<p>A Memorandum of Understanding (MOU) exists between Orange County and UCF to further intergovernmental cooperation and coordination of development and permitting activity; to ensure frequent communication, and the exchange of mutually beneficial information; and to discuss other coordination issues as deemed appropriate by either party. The MOU was established for a five-year period, effective August 3, 2010, and was subject to subsequent automatic annual renewal.</p>
<b>Land Use Plans (LUP)</b>	<p>All land on the Main Campus belongs to the State of Florida. Land Use Plans (LUP) are submitted for all BOT leases of non-conservation properties.</p> <p>As a manager of non-conservation lands, UCF submits a LUP to the Division of State Lands one year from the effective date of the lease (anniversary date). LUPs are intended to address the requirements of Florida Statute 253.034 and Florida Administrative Code 18-2.018.</p> <p>UCF's parent leases include, but are not limited to:</p> <ul style="list-style-type: none"><li>• UCF Main Campus – Lease 2721</li><li>• Central Florida Research Park – Lease 4783</li><li>• UCF/Solar Energy Center – Lease 3525</li><li>• UCF Volusia County – Lease 2732</li></ul>
<b>Campus Landscape Master Plan and Design Guidelines</b>	<p>The UCF Campus Landscape Master Plan and Design Standards, published in 2016, provide a unified vision for future campus development.</p> <p>Link: <a href="#">UCF Campus Landscape Master Plan and Design Standards</a></p>
<b>UCF Design, Construction, and Renovation Standards</b>	<p>The planning, construction, operation, and maintenance of facilities is a critical function supporting the educational, research, and service missions of UCF. As the entity responsible for directing planning, design, and construction, Facilities and Safety strives to provide high-quality and cost-effective services.</p> <p>Link: <a href="#">UCF Design, Construction, and Renovation Standards</a></p>
<b>State Requirements for Educational Facilities 2014 (SREF)</b>	<p>SREF is organized by the sequence of steps required in the facilities processes and covers definitions, property acquisition/disposal, finance, lease and lease-purchase, historic buildings, program development, professional services, inspection services, design standards and inspection standards[...] for Florida universities.</p>
<b>Owner's Project Requirements (OPR)</b>	<p>The OPR is a document detailing the functional requirements of a capital project and the expectations of facility use and operation. As the owner's objectives and criteria are refined during the design process, the OPR may be modified.</p>
<b>Facilities and Safety Policies and Procedures</b>	<p>Facilities and Safety has many policies and procedures that apply to Campus and Capital Planning.</p> <p>Link: <a href="#">F&amp;S Policies and Procedures</a></p>

# **10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION**

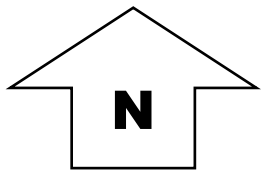
## **MAPS & TABLES**

Figure 10.0-1 Capital Improvements Map



**10-Year Schedule of Capital Projects (Main Campus)**

1. John C. Hitt Library Renovation Ph. II
2. Campus Entryways – Phase I
3. Campus Entryways – Phase II
4. Engineering Building Renovation
5. Biological Sciences Renovation
6. Theatre Building Renovation - HVAC
7. Howard Phillips Hall Renovation
8. Learning Laboratory
9. Research II
10. Wet Teaching Lab And Expanded STEM Facility
11. Performing Arts Complex Phase I
12. Chemistry Renovation
13. Visual Arts Renovation & Expansion
14. Mathematical Sciences Renovation
15. Ferrell Commons E&G Space Renovation
16. Arboretum, Urban Ecology, & Sustainability Center
17. Classroom Building III
18. Simulation and Training Building
19. Welcome Center Expansion
20. Research III
21. Dining, Housing, Residence Life Facility
22. Special Purpose Housing
23. Graduate Housing
24. Spectrum Stadium Steel Re-Coating
25. Basketball Excellence Center
26. Soccer Stadium
27. Tennis Complex (location TBD)
28. Recreation & Wellness Center Phase III
29. RWC Park Phase IV
30. Creative School for Children
31. Intercept Garage
32. Environmental Health & Safety Support Facility
33. Macnamara Cove
34. Lake Claire Recreation Area Expansion
35. UCF Cross-Campus Bike Trail



**10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION**

Figures 10.0-2 (cont.) and 10.0-3

**Figure 10.0-2 Main Campus 10-Year Schedule of Capital Projects (SCP)**

**3-Year Committed**

**Consistent with the Campus Development Agreement (CDA)**

**Other Projected Projects**

*Note: MAP KEY numbers are associated with Figure 10.0-1 Capital Improvements Map, and are not associated with project priority.*

MAP KEY	SCP 2020-30 For variables (Priority, Projected Cost, Timing), see the annually-updated 5-YEAR CAPITAL IMPROVEMENTS PLAN (CIP)	BUIDING #	OTHER NAMES (AKA)	COLLEGE OR DIVISION REQUESTING	PROJECT TYPE	EXISTING GSF	RENOVATION SF	NEW CONSTR. SF	PROJECT SCOPE	2020 CIP Fund /Priority	2015 EPS Proj. #
<b>MAIN CAMPUS 10-YEAR PROJECTED PROJECTS</b>											
1	JOHN C. HITT LIBRARY RENOVATION PH. II	002		IT&R	Renovation 5 Phases	226,506	226,506		Renovate 5 Floors for efficient/flexible interiors, more seating, study, special collections/archives, and technology workstations. Digital Initiatives Center.	CITF / 1	5
2	CAMPUS ENTRYWAYS – PHASE I			2016 CDA	Roadway				University & Alafaya Gateway - improve roads, sidewalks, landing pads, signage, landscape	State / 1 NonState	
3	CAMPUS ENTRYWAYS – PHASE II			2016 CDA	Roadway				Remaining Items from CDA	State / 2 NonState	
35	UCF CROSS-CAMPUS BIKE TRAIL		Innovation Way Trail / East Orange Trail						On-campus bike trail linking the existing trail systems of Orange and Seminole Counties		
4	ENGINEERING BUILDING RENOVATION	040		CECS	Renovation	130,885	TBD		Total Renovation	PECO / 1	
5	BIOLOGICAL SCIENCES RENOVATION	020		COS	Renovation	116,607	116,607		Total Renovation	PECO / 4	
6	THEATRE BUILDING RENOVATION – HVAC	006		CAH	Renovation	29,469	TBD		HVAC	PECO / 5	
7	HOWARD PHILLIPS HALL RENOVATION	014		Campus	Renovation	64,619	64,619		Total Renovation	PECO / 6	
8	LEARNING LABORATORY Active Learning, Teaching Lab, & Maker Space Facility			COS, CCIE, CECS, COM	New Building			150,000	Multidisciplinary Classroom and Teaching Lab facility for several colleges		Spot Survey
9	RESEARCH II Science, Engineering, & Commercialization Facility		Research II	COS, CECS, CREOL, ORC	New Building			138,000	Multidisciplinary Research Facility to serve several colleges		16
10	WET TEACHING LAB AND EXPANDED STEM FACILITY (Classroom Lab Building)			COM / BSBS	New Building			240,950	Facility to provide wet/prep labs for several programs, study space, offices, and a lecture hall.		
11	PERFORMING ARTS COMPLEX PH. II	119	Arts Complex Ph. I (Performance)	CAH	Addition	83,670	3,000	122,800	Flexible Performance Space, configurable into 4 venues, including Proscenium Theatre and Concert Hall. The facility includes assembly and production support, as well as storage.		7
12	CHEMISTRY RENOVATION	005		COS	Renovation	49,073	49,073		Total Renovation		10
13	VISUAL ARTS RENOVATION & EXPANSION	051		CAH	Renovation	85,000	85,000	TBD	Total Renovation and Expansion		12/13
14	MATHEMATICAL SCIENCES RENOVATION	012	Math Sciences Building Remodeling & Renovation	COS	Renovation	106,523	106,523		Total Renovation		
15	FERRELL COMMONS E&G SPACE RENOVATION	007		Campus	Renovation	93,860	~28,000		Total Renovation of E&G space (100% of 7B, 7F, 7G, 90% of 7C, 50% of 7E.)		
16	ARBORETUM, URBAN ECOLOGY, & SUSTAINABILITY CENTER		Sustainability Center Ph. I Sustainability Center Ph. II	COS, F&S	New Building			15,000	Arboretum and Urban Ecology Center - replaces aging modular. Sustainability Center - for collaborative research in sustainability/energy.		
17	CLASSROOM BUILDING III			Campus	New Building			80,000	A state-of-the-art facility to support enhanced teaching and learning - variety of advanced-technology classrooms and multimedia facilities. Faculty offices and support spaces.		17
18	SIMULATION AND TRAINING BUILDING			CECS	New Building			60,000	Research Facility for IST, includes lab and office space for multiple disciplines in modeling, simulation and training, immersive environments and mobile learning		
19	WELCOME CENTER EXPANSION	096		Campus	Addition	18,717		11,000	Improve recruitment of top undergrad and grad students, steer students toward strategic programs, focus on under-represented populations, advise students toward timely graduation.		20
20	RESEARCH III			Campus	New Building			150,000	Future Research Facility		
21	DINING, HOUSING, RESIDENCE LIFE FACILITY			SDES	New Building			260,000	Includes student housing and meal-plan dining hall Creative School may be collocated		
22	SPECIAL PURPOSE HOUSING		Special Purpose Housing and Parking Garage	SDES	New Building			32,000	Greek Housing on ~7 ac. Greek Park Expansion		
23	GRADUATE HOUSING			SDES	New Building			150,000	Graduate Student Housing		
24	SPECTRUM STADIUM STEEL RE-COATING	135	Rust Remediation	UCFAA	Renovation	76,527			Re-coat steel structure to prevent rust	NonState	

**10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION**

Figures 10.0-2 (cont.) and 10.0-3

**Figure 10.0-2 Main Campus SCP (Continued)**

MAP KEY	<b>SCP 2020-30</b> For variables (Priority, Projected Cost, Timing), see the annually-updated 5-YEAR CAPITAL IMPROVEMENTS PLAN (CIP)	BUIDING #	ALTERNATE or OLD PROJECT NAMES (AKA)	COLLEGE OR DIVISION REQUESTING	PROJECT TYPE	EXISTING GSF	RENOVATION SF	NEW CONSTR. SF	PROJECT SCOPE	2020 CIP Funds/Priority	2015 EPS Proj.#
<b>MAIN CAMPUS 10-YEAR PROJECTED PROJECTS</b>											
25	BASKETBALL EXCELLENCE CENTER	50C	Venue Expansion and Renovation	UCFAA	Add & Reno	48,000		TBD	Renovation of The Venue. Add student-athlete team space and office space.		
26	SOCCER STADIUM & PARKING			UCFAA	New Bldg./Field			TBD	Soccer Stadium north of Spectrum Stadium		
27	TENNIS COMPLEX			UCFAA	New Bldg./Courts			7,500	Tennis Support Building and Tennis Courts (≤12)		
28	RECREATION & WELLNESS CENTER PH. III	088		SDES	Addition	156,111		50,000	Addition the Recreation and Wellness Facility		
29	RWC PARK PHASE IV			SDES	New Bldg./Fields			TBD	Entrance Element and Field Improvements		
30	CREATIVE SCHOOL FOR CHILDREN	Replace 24		Auxiliary	New Building			18,000	New Creative School to support 170 UCF families (increase of 40 families).		
31	INTERCEPT GARAGE		Parking Garage VII	Parking	New Garage			TBD	Intercept Garage at University & Alafaya		
32	ENVIRONMENTAL HEALTH AND SAFETY SUPPORT FACILITY	48A		Support	New Building			4,000	Facility to centralize specialty material receiving, storage, and distribution		
33	MACNAMARA COVE		Recovery Cove	UCFAA	New Facility			1.5 ac.	Lazy River (recovery, rehab, and fun), zero-entry pool, volleyball pool, gathering plaza, sand volleyball, putting, bocce, support buildings (food, dressing, restrooms, etc.)		
34	LAKE CLAIRE RECREATON AREA EXPANSION	0334		SDES	Addition & Reno				Expand Boathouse (0334), Improve Parking Lot		

**Figure 10.0-3 Satellite Campuses 10-Year Schedule of Capital Projects (SCP)**

Campus	<b>SATELLITE CAMPUSES 10-YEAR PROJECTED PROJECTS</b>											
DT	UCF COMMUNICATION AND MEDIA BUILDING - EXTERIOR	0906	Center for Emerging Media		Renovation	130,000	Ext				PECO / 3	
DT	DOWNTOWN CAMPUS BUILDING II				New Building							
DT	DOWNTOWN CAMPUS PARKING GARAGE II				New Garage							
DT	DOWNTOWN CAMPUS PHASE III				New Building							
DT	DOWNTOWN CAMPUS PHASE IV				New Building							
RCHM	ROSEN GARAGE			Parking	New Garage							
HSC	COLLEGE OF NURSING AND HEALTH SCIENCES BUILDING		College of Nursing & Allied Health	CHPS	New Building			150,000	New academic home for College of Nursing (~100KGSF). Additional space for other CHPS Units. (TBD)	NonState	15	
HSC	HEALTH SCIENCES PARKING GARAGE			Parking	New Garage			160,000	New Parking Garage to support Lake Nona Campus			
HSC	UTILITIES INFRASTRUCTURE/SITWORK – CLINICAL FACILITIES		Infrastructure and Sitework Lake Nona Clinical Facilities		Infrastructure			3,400LF				
HSC	BURNETT BIO-MEDICAL SCIENCE CENTER INFRASTRUCTURE				Infrastructure			150,000				
HSC	INSTITUTE FOR HOSPITALITY IN HEALTHCARE			COM/RCHM	New Building			150,000				
Cocoa B.	FLORIDA SOLAR ENERGY CENTER RENOVATION	Many <sup>5</sup>	FSEC		Renovation	14,418	TBD			PECO / 2		
Melbourne B.	MARINE TURTLE & COASTAL RESEARCH STATION		Coastal Biology Station	COS	New Buildings			9,500			19	

Note: Figure 10.0-1 Capital Improvements Map does not include Satellite Campus projects

<sup>5</sup> FSEC has 18 building numbered between #1910 and #1950.