



# BOARD OF TRUSTEES Strategic Planning Committee

**November 10, 2020  
3:30pm – 5:00pm**

***Or upon the conclusion of the previous committee meeting***

**Florida Polytechnic University  
WEBEX TELECONFERENCE MEETING**

**Call in: 415.655.0001 Meeting number 171 921 4371#**

## MEMBERS

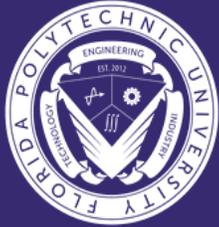
Gary Wendt, Chair  
Dr. Ala' J. Alnaser

Dr. Earl Sasser, Vice-Chair  
Lyn Stanfield

Beth Kigel

## AGENDA

- |       |   |   |
|-------|---|---|
| I.    | Call to Order   | Gary Wendt, Chair                                 |
| II.   | Roll Call   | Michele Rush                                      |
| III.  | Public Comment  | Gary Wendt, Chair                                 |
| IV.   | <a href="#">Approval of the September 9, 2020 Minutes</a><br><i>*Action Required*</i>   | Gary Wendt, Chair                                 |
| V.    | <a href="#">Strategic Planning Committee Charter Review</a><br><i>*Action Required*</i> | Gary Wendt, Chair                                 |
| VI.   | <a href="#">2020-2022 Strategic Planning Committee Work Plan Review</a>                 | Gary Wendt, Chair                                 |
| VII.  | <a href="#">Office of Diversity and Inclusion Overview</a>                              | Rick Maxey, AVP Office of Diversity and Inclusion |
| VIII. | <a href="#">Rare Earth Elements and FIPR</a>  | James Kennedy<br>ThREE Consulting                 |
| IX.   | <a href="#">Campus Master Plan and Facilitation of Growth</a>                           | Rick Maxey  |
| X.    | Closing Remarks and Adjournment   | Gary Wendt, Chair                                 |



# Strategic Planning Committee Meeting

## DRAFT MEETING MINUTES

Wednesday, September 9, 2020  
10:45-11:15 A

### Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Gary Wendt called the Strategic Planning Committee meeting to order at 11:24 a.m.

II. Roll Call

Michele Rush called the roll: Committee Chair Gary Wendt, Trustee Frank Martin and Committee Vice Chair Earl Sasser were present (Quorum).

Other Trustees present: Board Chair Cliff Otto, Board Vice Chair Mark Bostick, Trustee Ala' J. Alnaser, Trustee Don Wilson, Trustee Bob Stork and Trustee Connor Coddington

Staff present: Mr. Rick Maxey, President Randy Avent, Provost Terry Parker, Ms. Gina Deiulio, Mrs. Kris Wharton, Dr. Jim Mennie, Ms. Michele Rush, Mr. BenMatthew Corpus and Mrs. Kathy Bowman

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

**Trustee Earl Sasser made a motion to approve the Strategic Planning Committee meeting minutes of February 25, 2020. Trustee Frank Martin seconded the motion; a vote was taken, and the motion passed unanimously.**

V. 2020-2022 Strategic Planning Committee Work Plan Review

Because the Committee's membership is new and Committee Chair Gary Wendt is beginning his role as chair, the committee reviewed the workplan for the next two years. No changes were made.

VI. 2020 Florida Polytechnic University Equity Report

The Committee heard a presentation from Mr. Rick Maxey on the Florida Polytechnic University Equity Report which provides the current status of diversity within Florida Poly's student body, faculty and staff. While the report identifies opportunities for improvement, it also lays out current approaches and activities intended to address those areas.

Committee Chair Wendt asked President Randy Avent if the seeming lack of progress recruiting minority and female students would make Florida Polytechnic University look

unfavorable to the Board of Governors. President Avent responded universities would be chastised for no effort at all and asked Mr. BenMatthew Corpus to cite examples of programs Florida Polytechnic University has in place to recruit these students.

Mr. Corpus touched on recruiting programs such as partnering with the Girl Scouts, utilizing Florida Poly student groups that provide outreach programs for middle and high school students, as well as working with schools that have specific programs targeting females in STEM education. He also mentioned the First Year STEM Program (FYSP), a program where students who meet admission criteria and have shown promise within their high school math and science sources are nominated by a math or science teacher. FYSP builds a pipeline to under-resourced communities, and within this program 55% of the students were Latino and 25% of the students were African-American.

**Trustee Earl Sasser made a motion to recommend approval of the 2020 Florida Polytechnic University Equity Report to the Board of Trustees. Trustee Frank Martin seconded the motion; a vote was taken, and the motion passed unanimously.**

VII. Campus Master Plan Update

Mr. David Calhoun gave a progress report to the Committee regarding the update of the ten-year Campus Master Plan. This plan is required by law to be updated at least every five years. The current master plan was adopted in September 2016.

Florida Poly's update is due in 2021 and it is anticipated it will be completed next spring. The Campus Master Plan must include all facilities desired to be constructed during its ten-year life. The process also requires that six state agencies and the host local community be given an opportunity to review and comment on the plan.

The Campus Master Plan procedure culminates with adoption by this board and submission to the Board of Governors. After the plan is adopted, Florida Poly must negotiate with the host local community to identify and pay for impacts to infrastructure such as roads and utilities which have not already been paid for.

Committee Chair Wendt led discussion on the current campus buildings being able to support the projected 3,000 students within the next three years. President Avent and Provost Terry Parker agreed the current buildings can support the student population but seating the faculty to support the students will be the issue. Provost Parker stated when the Applied Research Center (ARC) is completed, the faculty seating for the 3,000 students will no longer be an issue.

Looking ahead, Committee Chair Wendt hopes there will be 4,000 students by the end of the Campus Master Plan in 2030. He inquired if there are additional buildings in the plan for these students? Provost Parker pointed out the building labelled S4 on the plan as the multi-level student center, will have one level dedicated to classrooms. This will help make the space for the extra 1,000 students.

President Avent referenced the Research Park in helping to build Florida Poly without expecting the State of Florida to pay for everything. The Research Park will bring private companies to the campus, with space for the University to lease.

Trustee Frank Martin is concerned about Florida Poly employees who are currently working at Polk State College and the need to get them on the main campus as soon as possible. He reminded everyone to keep this in mind when looking at distribution of space.

VIII. Florida Industrial Phosphate Research Institute (FIPR) Update

The Committee was given an update from Dr. James Mennie on the changes at the Florida Industrial Phosphate Research Institute.

It was created in 1978 and was due for an overhaul of its focus and its alignment with the University's academic mission.

Dr. Mennie discussed the future of FIPR, including the financial situation of FIPR and the development of new sources of revenue through industry collaboration. This collaboration has generated new revenue streams and will provide employment opportunities for University undergraduate and graduate students as well as recent Florida Poly alumni. Efforts to engage and collaborate with industry are positive and continuing to grow with a focus on commercializing the research activities with the development of intellectual property endeavors.

FIPR engagement and integration with Florida Poly was showcased by Dr. Mennie with FIPR sponsoring two capstone projects this academic year and use of student interns and workers.

IX. Committee Charter

Committee Chair Wendt led a discussion of the Committee's charter and there was unanimous agreement that they would not act on any changes at this meeting.

Committee Chair Wendt and Mr. Maxey will work together to draft a succinct charter that provides high level guidance to the committee. A new recommended charter will be brought back to the committee at its November meeting.

X. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 12:18 p.m.

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
November 10, 2020**

**Subject: Strategic Planning Committee Charter Review**

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**Proposed Committee Action**

Recommend approval to the Board of Trustees the Strategic Planning Committee Charter as presented.

**Background Information**

Every two years, each Board of Trustees committee reviews its charter for the purpose of ensuring that it accurately reflects the committee's responsibilities.

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**Supporting Documentation:** Proposed Charter for the Strategic Planning Committee

**Prepared by:** Rick Maxey, AVP Office of Diversity and Inclusion

## Proposed Strategic Planning Committee Charter

The Strategic Planning Committee is responsible for making recommendations and providing guidance to the Board regarding strategic plans, goals and activities related to the development of the University, including but not limited to, the University Strategic Plan, Campus Master Plan, Annual Accountability Report, Performance Based Funding, review of the annual report for the Florida Industrial and Phosphate Research Institute and any issues assigned by the Chair of the Board of Trustees.

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
November 10, 2020**

**Subject: 2020-2022 Strategic Planning Committee Work Plan Review**

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**Proposed Committee Action**

Information only – no action required.

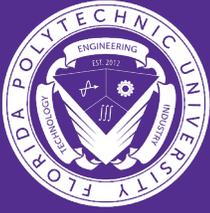
**Background Information**

The 2020-2022 Strategic Planning Committee Work Plan provides information to the committee about the major issues expected to come before the committee for consideration over the course of a year.

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**Supporting Documentation:** 2020-2022 Strategic Planning Committee Work Plan

**Prepared by:** Rick Maxey, AVP Office of Diversity and Inclusion



# Strategic Planning Committee Work Plan

## COMMITTEE TOPICS

Following is a list of major issues expected to come before the Strategic Planning Committee over the next two years.

- University Strategic Plan
- Campus Master Plan
- Educational Plant Survey
- Annual Accountability Report
- Performance Based Funding
- Florida Polytechnic University Equity Report
- Florida Industrial and Phosphate Research Institute Annual Report
- Rare Earth Elements Manufacturing Consortium

ISSUE	CYCLE	COMMENTS	ACTION
University Strategic Plan	5 years	Reviewed annually and approved by BOG every 5 years	Approve
Campus Master Plan	10 years	Updated at least every 5 years and submit to BOG for review	Approve
Educational Plant Survey	10 years	Updated at least every 5 years by the BOG or upon request by the University	Approve
Annual Accountability Report	Annual	Submit to BOG each spring or summer	Approve
Florida Polytechnic University Equity Report	Annual	Fall	Approve
Performance Based Funding	Annual	Summer	Review
Florida Industrial and Phosphate Research Institute Annual Report	Annual	Fall	Review

*\*The issues listed above occur in regular cycles. However, ad hoc matters may be brought to the Committee for review and approval or as determined by the Committee Chair or Board Chair.*

**AGENDA ITEM: VII.**

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
November 10, 2020**

**Subject: Office of Diversity and Inclusion Overview**

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**Proposed Committee Action**

Information only – no action required.

**Background Information**

In September 2020, Dr. Avent established the Office of Diversity and Inclusion (ODI) in order to better recognize, promote, and value diversity among the student body and employees of Florida Polytechnic University and facilitate interactions with community groups of various backgrounds and cultures. ODI will serve as a nationally recognized model of excellence for building a diverse university community that is acknowledged, respected, pervading all segments of the university, and harnessed to support the University.

The Office of Diversity and Inclusion will promote initiatives that contribute to the diversity of the University and celebrate the rich heritage in our campus community and the region. It will also monitor how the University implements initiatives to provide equal opportunities within the University in admissions, hiring, promotion and purchasing. Importantly, ODI will implement processes to mitigate harassment and discrimination which include efforts to educate, foster collaboration and provide a venue for helping to address any issues that arise. It will also promote and support programs for underrepresented secondary education students in our community to encourage them to pursue academic programs that prepare them for STEM careers which will have the long term effect of widening the pipeline of underrepresented groups.

The University's support for diversity and inclusion precedes the establishment of ODI. In 2017, a Diversity and Inclusion Committee was created and included members from various departments within the University. The Committee will continue to exist to support the efforts of the Office of Diversity and Inclusion. It will provide consultation, hands-on assistance and will make recommendations to the ODI regarding activities, programs, and courses to further its mission.

In October of this year, the Board of Governors released its report "Diversity, Equity, and Inclusion: Strategic Priorities" in which it reaffirms its "...longstanding commitment to promote respect for and appreciation of all diverse cultures, nationalities, and communities." The report stemmed from the SUS Workgroup on Diversity, Equity, and Inclusion (DEI) that was established by BOG Chairman Syd Kitson. The diverse SUS Workgroup met to identify to gain insight and identify best practices regarding racial and gender equity, diversity, and inclusion in the SUS.

The BOG intends to collaborate with SUS institutions and will provide: (a) clear expectations for specific, measurable outcomes, (b) opportunities to come together to learn and share best

practices, and (c) connections to national DEI leaders to advance SUS initiatives. The report identified five “points of priority” that all SUS institutions are asked to consider.

1. Strategic Planning
2. Board of Trustees membership diversity
3. Diversity and Inclusion Leadership within the universities
4. Official University Communications
5. System-level Councils/Groups

In the coming months, Board (of Governors) leadership will be conducting a review of all Board operations through the lens of D.E.I. and best practices in these areas. As the Board follows its approval cycle for university strategic plans and the annual approval of accountability plans, it will be looking for strong action and strong intention in each plan that expresses diversity, equity, and inclusion as strategic priorities.

Regarding long-term D.E.I. planning, the critical goal will be to continually improve each university’s preparedness, transparency, performance, and sustainability.

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**Supporting Documentation:**

- Florida Poly Diversity and Inclusion Initiatives
- Florida Poly Alignment with BOG Report on Diversity, Equity, and Inclusion
- BOG Memo from Brian Lamb, Vice Chair of the Board of Governors and Chair of the SUS Workgroup on Diversity, Equity, and Inclusion

**Prepared by:** Rick Maxey, AVP Office of Diversity and Inclusion

## Recommendation Comparison BOG and Florida Poly

	BOG Rec	Poly Initiative
<b>Listening and Feedback Processes</b>		
Conduct listening sessions.		
Hold town hall meetings.		
Utilize social media formats.		
Conduct one-on-one sessions.		
Provide anonymous input channels.		
Establish community groups.		
Establish student and employee groups.		
Obtain feedback that addresses diversity, equity, and inclusion issues.		

<b>Recruitment, Hiring, Retention</b>		
Implement workplace training programs.		
Review D.E.I. education and training programs		
Integrate D.E.I. best practices into the academic curriculum.		
Implement processes and strategies to attract, employ, and retain a fully diverse population of students, faculty, and staff.		
Review current hiring procedures, including recruitment strategies, candidate interview and evaluation processes, orientation programs, and promotion policies.		
Have mentoring programs that connect new hires with experienced campus employees.		
Conduct exit interviews with students, faculty, and staff who leave the university.		

<b>Supplier Diversity</b>		
Provide minority-owned businesses of all sizes with equal access to the established bidding and negotiation processes.		
Support purchasing relationships with companies that support anti-racism and promote social justice for all citizens.		
Conduct a comprehensive review of all supplier categories, particularly in areas with a lack of participation and/or low penetration.		
Evaluate the procedures that are in place to onboard new diverse suppliers.		
Monitor the institution's spending with minority-owned businesses are important in order to track institution commitment and evaluate progress and outcomes.		
All activity designed to increase and further support supplier diversity should be regularly shared with university leadership, including the board of trustees.		

## Recommendation Comparison BOG and Florida Poly

<b>Strategic and Operational Plans</b>		
A university's strategic plan, as well as its mission statement, should prioritize diversity, equity, and inclusion and provide clear direction for the total integration of D.E.I. initiatives throughout the institution.		
The annual university Equity Report that is required for the Board of Governors will be both prioritized and operationalized by the BOG.		Not applicable
Each university board of trustees should be diverse and representative of the population that it serves.		
Have a senior-level university administrator to lead the establishment, implementation, and monitoring of D.E.I. initiatives.		
Official D.E.I. communications that promote and support D.E.I. policies and programs can be integrated in all university materials.		

## Florida Poly Diversity and Inclusion Initiatives

<b>ACADEMIC AFFAIRS</b>	
	Student Orientation
	Employee Orientation
<b>LEARNING CENTER</b>	
	Speaker Series
	Training Topics
<b>WOMEN'S CENTER</b>	
	Society of Women Engineers (SWE)
	THRIVE
<b>STUDENT AND EMPLOYEE GROUPS</b>	
	Phoenix Jewish Community
	Diversity Club
	Latin American Student Association (LASA)
	National Society of Black Engineers (NSBE)
	International Students Group
	Safe Zone Program
	LGBTQ+ Alliance
	Employee Groups (to be determined)
<b>COMMUNITY CONNECTIONS</b>	
	Diversity Festival
	Community Economic Development
	Downtown Business Leaders Meet Up
	Kids and Cops Bicycle Program
	PRIDE in Munn Park
	Diversity Advisory Groups
<b>FUNDING</b>	
	Scholarships
	Grants
<b>SUPPLIER DIVERSITY</b>	
	Encourage the use of suppliers from a diverse mix of ownership (i.e. small-, minority-, veteran-, service-disabled veteran-, women-owned business enterprises).
<b>SURVEYS &amp; REPORTS</b>	
	Climate Survey and Report
	Diversity Scorecard
	Annual University Equity Report
	Program Tracking and Evaluation
	Feedback and Input Portal
<b>ACCOUNTABILITY</b>	
	Leadership at all levels should promote diversity and inclusion efforts and work to create an environment that does not tolerate prejudicial actions or behaviors.

October 22, 2020

**TO:** State University System Presidents  
State University System Board of Trustees Chairs

**FROM:** Brian Lamb, Chair, SUS Workgroup on Diversity, Equity, and Inclusion  
Vice Chair, Board of Governors  
Marshall Criser, Chancellor, State University System

## **Diversity, Equity, and Inclusion: Strategic Priorities**

### **Introduction**

The State University System of Florida (SUS) has had a longstanding commitment to promote respect for and appreciation of all diverse cultures, nationalities, and communities. The tragic violence of Spring and Fall 2020 in the U.S., as well as incidents of racism and social injustice, have alarmed most Americans and caused us to pause and recognize the prevalence and the impacts of racism and social injustice in our country, examine the current inequities in our society, recognize the conditions that have created the current situation, and think seriously about how to repair the racial divide and restore equal justice for all.

The Board of Governors, responsible for the management and operation of the State University System, affirms that our state university communities are influential voices in Florida and have the wisdom and leadership to make a difference in our nation's continuing efforts to end incidents of racism and societal injustice. Showing immediate concern and resolve, Board Chair Syd Kitson issued a "call to action" and established a SUS Workgroup on Diversity, Equity, and Inclusion (DEI) in June 2020 as a subcommittee of the SUS Task Force for the Fall Semester Opening (See Attachment I). The SUS Workgroup includes System leaders in academic affairs, student affairs, diversity, equity & inclusion, public safety, human resources, and financial matters, as well as the Florida Student Association and the Advisory Council of Faculty Senates, and has met to share experiences, gain insight, and identify best practices regarding racial and gender equity, diversity, and inclusion in the SUS. The input and direction provided by Workgroup members formed the framework for much of this memo's content.

While acknowledging federal and state law, executive orders, and administrative guidance, the Board of Governors is making a clear and steadfast commitment to prioritize and support diversity, racial and gender equity, and inclusion in the State University System and to hold each university accountable for policies, programs, and actions that will codify and operationalize the System's commitment. The Board will regularly collaborate with university administrators, students, and faculty on D.E.I. initiatives and will provide: (a) clear expectations for specific, measurable outcomes; (b) opportunities to come together to learn and share best practices; and (c) connections to national D.E.I. leaders to advance SUS initiatives.

## **CRITICAL COMPONENTS**

The Workgroup identified four critical components that should be in place for a university and the SUS to move forward in addressing diversity, racial and gender equity, and inclusion.

### ❖ Listening and Feedback Processes

All members of the campus community (students, faculty, staff) should have open and immediate access to systems and resources that enable them to easily ask a question, provide a comment, or register a complaint. A variety of intentional efforts to give and receive input should be established, communicated, and made easily accessible to all, including listening sessions, town hall meetings, social media formats, one-on-one sessions, and more formal processes. Universities should take full advantage of the popularity of social media technologies as means to provide information and receive feedback. Opportunities for anonymous and private input should also be made available.

Feedback that addresses diversity, equity, and inclusion issues, either long-standing concerns or immediate reactions to current national incidents of racism and social injustice, require special training and expertise. It is critically important for every university to regularly engage across all racial and ethnic members of the institution to ascertain if feedback mechanisms are appropriate and are being utilized.

Effective listening is a skill and university leaders and professional staff who serve as responders must be carefully chosen and well-trained, with clear operating procedures in place.

### ❖ Learning and Training Processes

Effective university education and workplace training programs provide information that is up-to-date, accurate, and effectively utilized. Training materials that address diversity, equity, and inclusion topics should be based on the latest knowledge and practice and be tailored to each institution's constituent groups: students, faculty, administrative leaders, and staff.

Where appropriate, universities should consider the integration of D.E.I. best practices into their academic curriculum, knowing that a university's curriculum is under the purview of the faculty and the established academic curricular review and approval structure of the institution. Nationally, there are universities that have identified specific D.E.I. competencies as a requirement for graduation in recognition that there are specific competencies that should be achieved by all degree-seeking students.

Moving forward, a cross-institution and system-wide review of D.E.I. education and training programs will serve to identify best practices in D.E.I. policies, programs, and services that can be shared throughout the SUS.

❖ Recruitment, Talent Development, Advancement Processes

Processes and strategies that ensure that all is being done to attract, employ, and retain a fully diverse population of students, faculty, and staff are essential. Both admissions and employment policies and procedures should be equitable and transparent, as well as welcoming and uncomplicated.

An established and ongoing evaluation period should be utilized for all departments and administrative levels to review current hiring procedures, including recruitment strategies, candidate interview and evaluation processes, orientation programs, and promotion policies. Orientation programs and services for all new hires should be well-planned and inclusive and include comprehensive activities to familiarize all new employees with university services and resources. Established connections to available employee and community groups will be important to newcomers. Additionally, mentoring programs that connect new hires with experienced campus employees are effective retention strategies.

Exit interviews with students, faculty, and staff who leave the university can provide valuable feedback on campus policies and procedures, particularly relating to overall satisfaction with the campus culture and the living, learning, and work environment.

❖ Supplier Diversity

Each university should prioritize being a good community partner by investing in local talent and contributing to job growth that will foster economic stability in the region. Providing minority-owned businesses of all sizes with equal access to the established bidding and negotiation processes enhances an institution's outreach within its community. This proactive outreach should exist for all business relationships including: professional services, technology, construction projects, supplies and renovation purchases, and consulting services. Open access, guidance, and support for minority-owned businesses will encourage their participation in the university's bidding and purchasing processes.

It is equally important for universities to reach out to community business partners and support purchasing relationships with companies that support anti-racism and promote social justice for all citizens. All business partners should be accountable for their policies, procedures, and actions relating to diversity, equity, and inclusion.

To establish meaningful and productive relationships with minority-owned businesses, each university should conduct a comprehensive review of all supplier categories, particularly in areas with a lack of participation and/or low penetration. Additionally, it is important to evaluate the procedures that are in place to onboard new diverse suppliers, particularly for small minority-owned businesses, in order to facilitate their success in the process.

University financial administrators with authority and experience are in agreement that identifying, promoting, and monitoring their institution's spending with minority-owned businesses are important in order to track institution commitment and evaluate progress and outcomes in achieving equal access to contracting opportunities. Transparency is critical in these

areas and all activity designed to increase and further support supplier diversity should be regularly shared with university leadership, including the board of trustees.

## **STRATEGIC PRIORITIES**

### **Leadership and Governance**

University leaders have primary responsibility for establishing the campus culture and setting the day-to-day living, learning, and working environment for all university community members. Regarding diversity, equity, and inclusion, high quality policies, programs, and services can determine the level of satisfaction and buy-in by students, faculty, and staff. A focused and resolute review of an institution's D.E.I. policies and programs can determine if they are optimal and effective, if greater commitment and clarity is needed, if important gaps are identified, or if significant organizational change is needed.

Please consider the following points of priority as you reflect on the question "are we doing all that we can to answer Chair Kitson's call to action."

#### ➤ **Strategic Planning**

The Board of Governors has made clear that the Strategic Plan for each university provides the cornerstone for the institution and that all functions and operations of a university should relate back to its strategic plan. Accordingly, a university's strategic plan, as well as its mission statement, should prioritize diversity, equity, and inclusion and provide clear direction for the total integration of D.E.I. initiatives throughout the institution. There are universities that have established distinctive strategic plans for diversity for their campus, which is commendable.

The annual university Equity Report that is required for the Board of Governors will be both prioritized and operationalized by the Board. Additionally, annual D.E.I. accountability measures and a broad array of performance indicators will be established, monitored, and reported on for each university.

#### ➤ **Boards of Trustees**

Each university board of trustees should be diverse and representative of the population that it serves. A university's D.E.I. strategies and related initiatives should be viewed as strategic priorities by its board of trustees. The review of D.E.I. policies and programs should not only occur during the annual review of the institution's strategic plan, but should be a regular agenda item.

#### ➤ **D.E.I. Leadership**

The importance of having a senior-level university administrator to lead the establishment, implementation, and monitoring of D.E.I. initiatives cannot be overstated. An individual who has direct and regular access to the president and senior leadership, a clearly defined role and responsibilities, and is supported with authority and resources will be most effective in this role.

➤ Official University Communications

Effective communications regarding diversity, equity, and inclusion are communications that are crystal clear to all stakeholders. Official D.E.I. communications that promote and support D.E.I. policies and programs can be integrated in all university materials, including materials for:

- students and student applicants
- orientation and training programs
- faculty and faculty candidates
- the website and social media
- staff, civic and business partners, and visitors

➤ System-level Councils/Groups

State University System leadership councils, including the presidents, CAVP, CSA, CAFA, CEOD, FSA, and ACFS, provide important opportunities for the support and advancement of D.E.I. initiatives. D.E.I. initiatives can be a regular component of meetings and activities of these groups, especially for the sharing of best practices.

**The Board of Governors as Advocate**

In light of the intensifying concern over incidents of racial and social injustice, the Board of Governors continues to work toward expanding diversity, racial and gender equity, and inclusion initiatives in the SUS. The work of the SUS Workgroup on Diversity, Equity, and Inclusion has prepared the Board for an ongoing discussion to identify D.E.I. best practices that can be implemented throughout the SUS. Actions and focused planning will continue and will include exploration of a system-wide convening in the coming year that would provide opportunities for university D.E.I. leaders to come together, learn from each other, solve problems, share best practices, and advance the culture of inclusion.

In the coming months, Board leadership will be conducting a review of all Board operations through the lens of D.E.I. and best practices in these areas. As the Board follows its approval cycle for university strategic plans and the annual approval of accountability plans, it will be looking for strong action and strong intention in each plan that expresses diversity, equity, and inclusion as strategic priorities.

**The Road Ahead**

Moving forward, work on Diversity, Equity, and Inclusion as Strategic Priorities must not be a “check the box and move on” activity. To produce meaningful and sustainable outcomes, this challenging work will need to continue long after our urgent responses to the crises of 2020 are completed, as diversity, equity, and inclusion will need to be identified as critical priorities within the mission of each of our 12 state universities.

Workgroup members confirmed that the diversity, equity, and inclusion landscape in the SUS is not barren as there are many active and productive D.E.I. professional staff and programs in place. In the short term, university-wide efforts should continue to focus on and provide the conditions necessary for all campus members to feel welcomed, supported, and valued by all in

the community. Regarding long-term D.E.I planning, the critical goal will be to continually improve each university's preparedness, transparency, performance, and sustainability.

The SUS Workgroup on Diversity, Equity, and Inclusion believes that the State University System is a strong and influential voice in Florida and urges the students, faculty, staff, and alumni at each of the 12 universities to actively engage in finding solutions peacefully to eliminate racism, end inequities, and promote social justice.

Attachment I

**2020 SUS Workgroup on Diversity, Equity, & Inclusion**

<b>Brian Lamb</b>	Chair, SUS Workgroup Vice Chair, Board of Governors Global Head of Diversity & Inclusion JP Morgan Chase & Co.
<b>Dr. Christopher Blakely</b>	Interim Assistant Vice President of Campus Life, Dean of Students. Director of Multicultural & Leadership Development Florida Gulf Coast University
<b>Jeffrey Comeau</b>	Associate Director, Human Resources University of West Florida President, College and University Human Resources Executive Counsel
<b>Chris Daniel</b>	Chief of Police University of South Florida Chair, SUS Police Chiefs
<b>Dr. Ken Furton</b>	Provost & Executive Vice President Florida International University Chair, SUS Council of Academic Vice Presidents
<b>Dr. William Hudson</b>	Vice President for Student Affairs Florida A & M University Chair, SUS Council for Student Affairs
<b>Steve Magiera</b>	Vice President for Administrative Services & Finance Florida Gulf Coast University Chair, SUS Council for Administrative & Financial Affairs
<b>Dr. Shirlyon McWhorter</b>	Director, Inclusion, Diversity, Equity, & Access, Title IX Coordinator Florida International University Chair, SUS Council on Equal Opportunity and Diversity

*In Consultation with:*

**SUS Florida Student Association**

**Ally Schneider**

President, Student Government  
University of North Florida  
President, SUS Florida Student Association  
Member, Board of Governors

**SUS Advisory Council of Faculty Senates**

**Dr. William Self**

Professor of Medicine  
University of Central Florida Burnett School of Biomedical  
Science  
Chair, SUS Advisory Council of Faculty Senates  
Member, Board of Governors

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
November 10, 2020**

**Subject: Rare Earth Elements and FIPR**

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**Proposed Committee Action**

Information only – no action required.

**Background Information**

Phosphate mining in Florida has been a significant boon to the state's economy and to a variety of industries. Even though it has decreased substantially it still plays a significant role. There continue to be disagreements over how to deal with the byproducts from phosphate mining and the Florida Industrial and Phosphate Research Institute (FIPR) has been conducting research over decades to deal with those byproducts.

One such area of focus is the recovery of Rare Earth Elements from the byproducts which are critical in all sorts of technologies and to American military organizations. Currently, the world's supply of these critical minerals is almost completely controlled by China, leaving the U.S. and other countries around the world in a precarious security position.

There is an effort to address the near monopoly that China has and Florida Poly through FIPR is positioned to be a key player for our nation.

---

**Supporting Documentation:**

- Rare Earth Elements Background
- James Kennedy Bio

**Prepared by:** Rick Maxey, AVP Office of Diversity and Inclusion

## **James C. Kennedy, ThREE Consulting**

Mr. Kennedy is an internationally recognized expert on the economic, national security and geopolitical ramifications of China's rare earth monopoly and thorium nuclear energy systems.

ThREE Consulting provides consulting services related to rare earths and thorium within the U.S. regulatory environment.

Currently: Consultant to the U.S. Government, financial, mining and energy industry on strategic issues related to rare earths and thorium within the U.S. regulatory environment.

Mr. Kennedy is the leading advocate for the development of a fully integrated rare earth value chain inside the U.S through the creation and development of a Centralized Rare Earth Refinery. Mr. Kennedy is also a leading advocate for the rationalize thorium regulations and energy policy within the U.S. Mr. Kennedy works with other interested parties on passing federal legislation to end China's rare earth monopoly and initiate the commercial development of thorium energy systems in the United States. Mr. Kennedy has worked with the U.S. Congress, advised the current Administration and Pentagon on rare-earth issues and thorium energy issues.

**Public Policy:** consulting, advisory, policy and legislative issues with the following entities:

- *United Nations International Atomic Energy Agency (IAEA) – Thorium and Rare Earths*
- *White House Office of Science and Technology Policy – Rare Earth & Thorium Energy*
- *The United States House & Senate Armed Services Leadership & Committee Briefings*
- *The United States House & Senate – Energy & Natural Resources Committee*
- *Oak Ridge National Laboratory – Lead Seminar on Rare Earths and Thorium*
- *Department of Energy - Rare Earths and high efficiency lighting*
- *Department of Defense – Rare Earth supply and value chains*
- *Pentagon Assistant Sec. of Defense & Asian Policy – Energy & Rare Earth Security Threats*
- *Federal Bureau of Investigations (FBI) - Technology Transfer and National Security Threats*
- *The Government Accounting Office – U.S. supply and value chain*
- *The United States Geological Survey – U.S. supply chains and available resources*

**Legislative Contributions:**

- *Senate Bill S. 2006 and House Bill HR 4883 in the 113th Congress*
- *Senate Amendment to the NDAA in the 113th Congress*
- *The United States Senate – Legislative contributions to Bills in the 111th and 112th congress*
- *Speaking and consulting services: industry, university and materials science speaking / presentations:*
- *Google's Energy Conference (2010)*
- *Small Modular Nuclear Reactor Conference (SMR 2011)*
- *Society of Mining, Metallurgy & Exploration (SME Speaker 2009, 2010, 2011, 2012, 2013)*
- *Thorium Energy Alliance Conferences (TEA, 2010, 2011, 2012, 2013, 2014, 2015)*
- *International Uranium Energy Conference (2013)*
- *International Nuclear Accelerator Conference, Virginia (2014)*
- *Numerous Universities across the U.S.*

Consulting, engineering and advisory to top financial institutions & mining industry in the U.S. and abroad.

**Publications:**

Rare Earth Industry – Technological, Economic and Environmental Implications  
2015: Elsevier, Chapter 3, Pages 37 – 55.

Creating a multi-national development platform: Thorium energy and rare earth value chain,  
United Nations IAEA paper from the 2014 URAM Conference in Vienna, Austria.

**Previous Experience:** As owner of the Pea Ridge Iron Ore mine, Mr. Kennedy fully developed the mining engineering plan and process facilities for the iron ore mine before selling off the iron ore portion of the mine, now in development. Mr. Kennedy has controlling ownership of ThREE M3, which retains all non-iron ore resources related to the Pea Ridge deposit.

Mr. Kennedy spent 15 years in the financial industry as a financial analyst and then Portfolio Manager for small capitalization equities.

**Education:** Mr. Kennedy has an MA in Political Economics and Public Policy (1993) and a BSBA (1989) from Washington University, St. Louis

**ARGUMENT**

# How the United States Handed China its Rare Earth Monopoly

And how Washington could get it back.

BY [JAMIL HIJAZI](#), [JAMES KENNEDY](#)

| OCTOBER 27, 2020, 12:20 PM



A radioactivity warning sign stands in front of the Steenkampskraal rare earth mine outside of Vanrhynsdorp, South Africa on July 29, 2019. RODGER BOSCH/AFP/GETTY IMAGES

At the end of September, U.S. President Donald Trump released an [executive order](#) amounting to an all-hands-on-deck call to end China's monopoly on rare earths, the metals and alloys used in many high-tech devices. It was high time;

China's dominance of these resources has resulted in the transfer of entire U.S. industries (medical imaging, for example), technologies, and jobs to China while also compromising the U.S. defense industry's supply chain.

China didn't always dominate the Rare Earth (RE) industry. In fact, up until 1980, 99 percent of the world's heavy REs were a byproduct of U.S. mining operations for titanium, zircon, and phosphate. In fact, it was only because of changes in U.S. regulations, the voluntary transfer of expertise and intellectual property, and the absence of an industrial policy that China has been able to corner this market.

The story of how the United States and others surrendered the RE industry to China may suggest the ways in which the country might reestablish self-reliance.

The United States' downfall as a leader in the RE industry was set in motion in 1980, when the U.S. Nuclear Regulatory Commission (NRC) and International Atomic Energy Agency (IAEA) amended its definition of source material (broadly, material containing uranium or thorium) for nuclear weapons. Previously, heavy RE byproducts had not been considered source materials, which meant that they could be easily sold and processed into high-value materials. But under the amended definition, they were suddenly placed under extensive licensing, regulatory, disposal, and liability rules. Given the added cost and liabilities, their production and refining was eventually terminated in the United States and other IAEA member states.

China, meanwhile, is not constrained by IAEA regulations, since it is only an observer of the agency, not a member. It was able to step in to replace the United States in the production and processing of REs.

Also at play was the transfer of relevant technology from the West to China. While the United States and other IAEA nations were busy limiting their RE capacity in the 1980s, the U.S. Congress granted China most favored nation trading status. In doing so, it opened the door for the exchange of goods, knowledge, and technology between the two nations.

Over the years, U.S., Japanese, and French companies transferred their intellectual property in refining and metallurgical technologies to China, which had lower cost of production, resulting from cheap labor, lax environmental regulation, and generous Chinese state subsidies.

China took that technology and ran with it.

The United States was the first nation to file an international [patent](#) for REs in the 1950s. China's first RE patent did not come until 1983, but it made up for lost time by establishing five well-funded National Rare Earth Laboratories operating under a series of [National Industrial Policy initiatives](#). (By contrast, the United States has one National Lab. The Ames National Laboratory works on REs on an on-again/off-again basis.) In turn, [China surpassed the United States in the number of field patents by 1997](#), and by 2021, it is estimated that China will have accumulated more RE [patents](#) than the United States and the rest of the world combined.



## **U.S. Falters in Bid to Replace Chinese Rare Earths**

Despite new legislation, Washington won't be delivering critical minerals needed for defense, high tech, and energy.

China has also been able to tailor its industrial policy to shift focus to the upper end of the RE value chain; China produces or controls over 70 percent of the world's mined REs, and it refines more than 80 percent of all REs into mixed oxides and separates more than 90 percent of all REs into individual elements. China and Chinese-controlled enterprises produce more than 99 percent of all so-called new REs metals (produced from virgin ore).

With most of the economic value from rare earths coming from the production of metals, alloys, and magnets (the materials that make modern technology work), China is now looking to other countries, including Myanmar, Vietnam, Burundi, and the United States to do the dirty work of mining. This new strategy protects China's environment, preserves its resources, and creates a highly priced competitive environment among its suppliers.

In contrast to China's quick moves on RE, the United States has not had base RE-metal production capabilities for over a decade. Japan, likewise, ended production in 2018. In turn, China's control over the process has allowed the country to force foreign technology companies to move IP and manufacturing to China. Perhaps even worse, under an obscure critical materials law, [10 U.S. Code § 2533b](#), Chinese RE base metals have been used in the defense industry for the last decade and a half. The law, which was meant to ensure domestic production of "critical materials," defined those materials as magnets and alloys. But even U.S.-made magnets and alloys use Chinese base metals, which means that the U.S. military is still entirely dependent on China to build its weapon systems.

The first real steps to correct the problem were taken by Trump administration in 2019, beginning with his [amendment](#) of the Defense Production Act of 1950. As a result of that amendment, the Department of Interior, in coordination with other agencies, redefined critical materials to their point of origin, not alloying. The move forced the Pentagon to seek alternatives to the long-standing practice of directly or indirectly utilizing Chinese RE metals within the U.S. defense industry.

More recently, the administration issued a new [executive order](#) to expedite [public policy](#) focused on REs and other critical minerals. Meanwhile,

there are numerous [legislative](#) efforts from the [Pentagon](#) and [Department of Energy](#) to invest in domestic capacity. These plans include subsidies and injecting [funding for research and development](#) into the [private sector](#). This scramble to action was initiated only after a long decade of private investment failures intended to challenge China's monopoly. With over [400 business failed startups in the rare earth mining space since 2010](#), Washington has finally started looking at ways to balance the uneven contest.

One recent Congressional proposal—“[Onshoring Rare Earth Act](#),” which was introduced by Republican Senator Ted Cruz of Texas this spring—suggested that the United State could mine its way out of this problem with massive subsidies directed to domestic metal and magnet makers. However, targeting subsidies this way will translate into chaos at the mining and refining level because the miners will be subject to China's substantial global pricing power. Subsistence mining operations, taking environmental short cuts, and attempts to elude responsibilities through bankruptcies would become the norm. Yet providing subsidies to miners and refiners could lead to greater inefficiencies and pricing distortions. The act also has no answer for dealing with Chinese price manipulation and other new low-cost producers in the Asian and African region.

Another effort is the [REE-Coop 21st Century Manufacturing Act](#), introduced by Republican Senator Marco Rubio last year. This act proposes that the United States start using the high-value REs, historically a byproduct of many other commodities, that are currently disposed of as part of the 1980 regulatory change. These resources would be sent to a privately owned, operated, and funded RE production facility operated for the benefit of U.S. and other technology firms that use rare earths. Such cooperatives could pass along the savings of using mining byproducts to the end-users.

The history around publicly funding private ventures that require subsidies to survive also suggests that Rubio's proposal may be more on the mark—particularly since it addresses one of the root causes of the United States' fall from dominance to begin with. In that way, the plan may put the United States back on the right path.

**Jamil Hijazi** is a mineral Economist and energy analyst and holds a Dual Degree Masters Graduate from the University of Dundee Centre for Energy, Petroleum, Mineral Law and Policy. Twitter: [@ExtractivesJ](#)

**James Kennedy** is a Consultant on Rare Earths & Thorium Energy at [ThREECConsulting.com](#).

**Florida Polytechnic University  
Strategic Planning Committee  
Board of Trustees  
November 10, 2020**

**Subject: Campus Master Plan and Facilitation of Growth**

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**Proposed Committee Action**

Information only – no action required.

**Background Information**

Florida Poly's Campus Master Plan was adopted in 2016 and shows demonstrates the types, general location and approximate size of buildings on the campus. The facilities needed stem from projected enrollment which determines faculty and staff needed and various types of space needed.

The desired facilities are determined by formulas specified by the Board of Governors. This discussion will focus on the relationships between the CMP, Educational Plant Survey and funding.

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**Supporting Documentation:**

- Power Point Presentation
- Educational Plant Survey 2016
- Florida Poly Campus Master Plan Adopted 9/7/16

**Prepared by:** Rick Maxey, AVP Office of Diversity and Inclusion



**FLORIDA POLYTECHNIC**  
UNIVERSITY

# **Strategic Campus Development**

**Rick Maxey**

**November 2020**

# Campus Master Plan Drivers

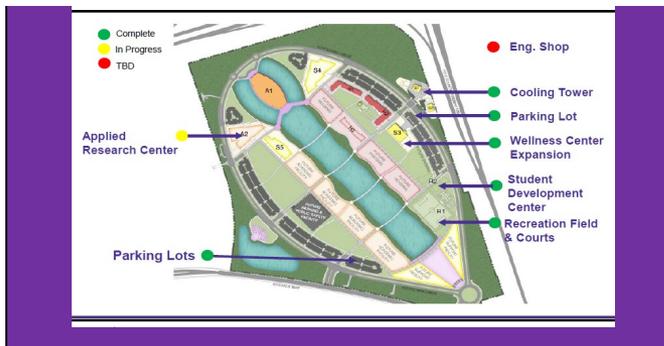
- **Mission and enrollment**
- **Type and number of faculty**
- **Non-faculty staffing**
- **Operating costs**
- **Space and facilities needs**
  - By type
  - Gross Square Feet
  - Net Assignable Square Feet
- **Facilities construction and operating costs**
- **Infrastructure costs**
- **Impact fees**



# Strategic Campus Development

- **Strategic Plan**
- **Enrollment Growth**
  - Full-Time Equivalent
  - Headcount
  - Funded count
  - Unfunded count

- **Campus Master Plan**



- **Campus Development Agreement**
  - Infrastructure impacts
  - Funding (negotiated)
- **Educational Plant Survey**
  - Space categories
  - Space factors
  - Space needs
  - Survey recommendation
- **Construction Funding Sources**
  - State (PECO)
  - State nonrecurring funds
  - Carryforward funds (2022)
  - Non-state funds

# Educational Plant Survey

- **Evaluates alignment with Campus Master Plan**
- **Measures amount of space by category**
  - Existing
  - Unmet need
- **Formula driven**
  - Based on FTE enrollment
- **Recommends type and size of space needed**
  - Survey recommended
  - Recommended by exception
  - No Florida Poly building currently recommended
- **Serves as basis for requesting state funds**
- **Completed every 3-5 years**

# Space Categories

---

## **Instructional/Research**

- **Classrooms**
- **Teaching Laboratories**
- **Research Laboratories**

## **Academic Support**

- **Study Facilities**
- **Instructional Media**
- **Auditorium/Exhibition**
- **Teaching Gymnasium**

## **Institutional Support**

- **Office/Computer**
  - **Campus Support**
-



# Space Needs Forecast

## Florida Polytechnic University Required Additional Facility Space Needs

CATEGORY OF SPACE	EXISTING NET/ASSIGNABLE SPACE <sup>(A)</sup>	2030 NET/ASSIGNABLE SPACE PROJECTED NEED	10-YEAR FORECAST OF REQUIRED ADDITIONAL NET/ASSIGNABLE SPACE
Classroom (lecture)	24,261	22,968	-1,293
Teaching Lab	25,381	28,710	3,329
Research Lab	31,256	47,850	16,594
Instructional Media	914	7,656	6,742
Auditorium/ Exhibition	6,718	5,742	-976
Office/Computer	24,512	57,420	32,908
Gymnasium	4,728	11,484	6,756
Study	8,304	34,452	26,148
Campus Support	3,469	10,820	7,351
<b>TOTAL</b>	<b>129,543<sup>(A)</sup></b>	<b>227,102</b>	<b>97,559</b>

<sup>(A)</sup> Existing IST Building and Projected ARC Building Net/Assignable Square Feet  
Source: Florida Polytechnic University Office of Institutional Research (OIR)



# NASF Space Need by Categories

## FY2021 Excess Need

- Teaching Lab (221.11%)
- Study Space (102.71%)
- Research Lab (180.43%)
  - Prior to ARC
- Office (132.96%)
- Campus Support Svcs (110.89%)

## FY2021 Unmet Need

- Classroom (50.33%)
- Aud./Exhib. (82.64%)
- Instructional Media (0%)
- Academic Support (0%)
- Gym (0%)

Florida Polytechnic University  
2021-2022

	Class- room	Teaching Lab	Study	Research Lab	Office	Aud/ Exhibition	Instruct. Media	Student Academic Support	Gym	Campus Support Services	Total NASF	
Space Needs by Space Type 2021-2022	12,096	15,120	18,144	25,200	25,200	3,024	4,032	0	6,048	5,443	114,307	
Net Space Needs from Form B	6,008	(11,312)	(492)	11,731	13,193	525	4,032	0	6,048	(307)	29,426	
Percent of Space Needs	50.33%	174.81%	102.71%	53.45%	47.65%	82.64%	0.00%	0.00%	0.00%	105.64%	74.26%	
<b>3) Projects Funded for Planning</b>												
Proj. 1)	Applied Research Center											
	0	7,000	0	32,000	21,500	0	0	0	0	286	60,786	
	Sub Total Net Space	6,008	(18,312)	(492)	(20,269)	(8,307)	525	4,032	0	6,048	(593)	(31,360)
	Sub Total Percent	50.33%	221.11%	102.71%	180.43%	132.96%	82.64%	0.00%	0.00%	0.00%	110.89%	127.43%
Proj. 2)	0											
	Sub Total Net Space	6,008	(18,312)	(492)	(20,269)	(8,307)	525	4,032	0	6,048	(593)	(31,360)
	Sub Total Percent	50.33%	221.11%	102.71%	180.43%	132.96%	82.64%	0.00%	0.00%	0.00%	110.89%	127.43%
Proj. 3)	0											
	Sub Total Net Space	6,008	(18,312)	(492)	(20,269)	(8,307)	525	4,032	0	6,048	(593)	(31,360)
	Sub Total Percent	50.33%	221.11%	102.71%	180.43%	132.96%	82.64%	0.00%	0.00%	0.00%	110.89%	127.43%
Total Net Space Needs	6,008	(18,312)	(492)	(20,269)	(8,307)	525	4,032	0	6,048	(593)	(31,360)	
Total Adjusted Inventory	6,088	33,432	18,636	45,469	33,507	2,499	0	0	0	6,036	145,667	
Total Percent of Net Space Needs	50.33%	221.11%	102.71%	180.43%	132.96%	82.64%	0.00%	0.00%	0.00%	110.89%	127.43%	



# Planned Campus Facilities

## Florida Polytechnic University 10-Year Capital Improvement Plan

PROJECT	YEAR										TOTAL NASF/ GSF
	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	2026 2027	2027 2028	2028 2029	2029 2030	2030 2032	
Applied Research Center	--	55,000 NASF \$14M			--	--	--	--	--	--	55,000/ 105,000
Student Achievement Center	--	--	--	41,000 NASF \$5M	\$8M	\$4M	--	--	--	--	41,000/ 84,000
Faculty/Staff Office Building	--	--	--	--	--	25,000 NASF \$3.9M	\$8.1M	\$3M	--	--	25,000/ 43,000
<b>Sub-Totals, Academic Buildings</b>											<b>121,000/ 232,000</b>
Residence Hall 3	--	--	--	65,000 NASF \$15M	--	--	--	--	--	--	65,000/ 91,000
<b>Sub-Totals, Residence Halls</b>											<b>65,000/ 91,000</b>
Utilities & Infrastructure	** \$6M	** \$2M	** \$4M	** \$12M	** \$12M	** \$2M	** \$2M	** \$4M	** \$2M	** \$2M	--

\*\* Annual improvements and expansions to campus utilities and infrastructure as well as recreation and parking facilities.

# Construction Funding Sources

- **Public Education Capital Outlay (PECO)**
  - K-12 public schools
  - Charter schools
  - State universities
  - State colleges
  - Private colleges/universities
- **State nonrecurring funds**
- **Carryforward funds (2022)**
  - Statutory authority for Florida Poly through 2022
- **Non-state funds**
  - Public private partnerships (P3)
  - Private donations



ENROLLED 2017 LEGISLATURE SB 2500, SECOND ENGROSSED

SECTION 2 - EDUCATION (ALL OTHER FUNDS)

21	FIXED CAPITAL OUTLAY		
	STATE UNIVERSITY SYSTEM PROJECTS		
	FROM GENERAL REVENUE FUND . . . . .	104,996,914	
	FROM PUBLIC EDUCATION CAPITAL		
	OUTLAY AND DEBT SERVICE TRUST FUND		55,744,423

Nonrecurring funds in Specific Appropriation 21 shall be allocated as follows:

FLORIDA A & M UNIVERSITY	
Student Affairs Building (CASS).....	3,500,000
FLORIDA ATLANTIC UNIVERSITY	

# PECO Allocations

## CAPITAL PROJECTS PLAN for 2020-21 FISCAL YEAR

*Based upon Chapter 2020-111, Laws of Florida*

<u>PROJECT</u>	<u>ALLOCATION</u>
<b><u>State University System (SUS)</u></b>	
<b>Specific Appropriation 22</b>	
<b>Survey Recommended Needs</b>	
<b>(SUS Developmental Research Schools - Local Tax Millage Equivalent)</b>	
Florida Agricultural and Mechanical University	531,681
Florida Atlantic University (Palm Beach County campus)	1,905,096
Florida Atlantic University (St. Lucie County campus)	1,268,630
Florida State University (Broward County campus)	881,753
Florida State University (Leon County campus)	1,452,285
University of Florida	999,299
<b>SUBTOTAL - Local Tax Millage Equivalent</b>	<u><b>7,038,744</b></u>
<b>Specific Appropriation 24</b>	
<b>State University System Projects</b>	
Florida Atlantic University	
<i>A.D. Henderson University School K-8 Replacement Facility</i>	15,000,000
<i>Jupiter STEM/Life Sciences Building</i>	11,146,000
Florida Gulf Coast University	
<i>School of Integrated Watershed and Coastal Studies</i>	14,988,248
Florida International University	
<i>Engineering Building Phase I &amp; II</i>	8,266,104
University of Florida	
<i>Data Science and Information Technology Building</i>	35,000,000
<i>P.K. Yonge Developmental Research School Secondary School Facility</i>	8,300,000
<b>SUBTOTAL - New Construction</b>	<u><b>92,700,352</b></u>
<b><u>TOTAL - State University System</u></b>	<u><b>\$ 99,739,096</b></u>



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
Phone 850.245.0466  
Fax 850.245.9685  
www.flbog.edu

October 23, 2017

Dr. Randy Avent  
President  
Florida Polytechnic University  
439 S. Florida Avenue  
Suite 300  
Lakeland, FL 33810

Dear Dr. Avent:

The Florida Polytechnic University 2016 - 2017 Educational Plant Survey was approved by the Board of Governors on June 20, 2017. Pursuant to Section 1013.31, Florida Statutes, the survey is now considered validated.

The projects authorized should be considered as "survey recommended" for purposes of inclusion on the Capital Improvement Plan. This survey is valid through June 30, 2022.

The next survey is scheduled for fiscal year 2020 - 2021. Should the university wish to modify the survey recommended projects prior to this time period, please contact this office for assistance.

We would also like to thank you and your staff for the hospitality and cooperation that was extended to the educational plant survey team.

Sincerely,

A handwritten signature in black ink, appearing to read "Marshall M. Criser III".

Marshall M. Criser III  
Chancellor

## RECOMMENDATIONS OF EDUCATIONAL PLANT SURVEY (EPS) TEAM

### FLORIDA POLYTECHNIC UNIVERSITY

**Date:** January 25, 2017

**Validation Date:** October 5, 2016

**Needs Assessment Dates:** November 14, 2016

**Survey Team Members:** Lori Pinkerton, Team Leader (FSU), Tamera Baughman (FGCU), Kenneth Ogletree (BOG), Brittany Farrior (BOG), Taylor Jones (BOG), Shacarra Sigler (BOG)

#### Site Improvements Recommendations:

- 1.1 Landscaping and Site Improvements – This is a general recommendation for landscaping and site improvements consistent with the adopted Campus Master Plan.
- 1.2 Utility Infrastructure – This is a general recommendation for items in the categories of chilled water and controls, electrical distributions, storm sewer, sanitary sewer, telecommunications, energy management control systems, irrigation, water distribution, steam equipment and distribution and roads. The project consists of improvements, extensions, modifications, and additions to the major utility systems consistent with the adopted Campus Master Plan.
  - 1.2a Expansion of the University's existing chiller plant.

#### Remodeling/Renovation Recommendations:

- 2.1 Remodeling/renovation recommendations are in accordance with the net square footage as described in the Form B. Remodeling/renovation recommendations that yield no significant changes to existing space use categories are recommended.

## **New Construction Recommendations:**

### **Projects Based on Exception Procedure:**

The Survey Team recognizes that Florida Polytechnic University (FPU) is a new start-up university. The Survey Team is recommending the following project utilizing the exception procedure. In their needs presentation, FPU presented data demonstrating a need for space supporting a request that will provide additional research and associated spaces. FPU identified companies that have recently partnered with them to collaborate with faculty and students on research. FPU's focus is on applied research on real world issues.

#### 3.1 Applied Research Center

## **Demolition Recommendations: N/A**

## **Special Purpose Center Recommendations:**

This is a general recommendation for all work necessary to maintain the following facility:

#### 6.1 Florida Industrial Phosphate Research Institute

## **Standard University-wide Recommendations:**

SR1. Projects for safety corrections are recommended.

SR2. Projects for corrections or modifications necessary to comply with the Americans with Disabilities Act are recommended.

SR3. Expansion, replacement and upgrading of existing utilities/infrastructure systems to support projects identified within this Educational Plant Survey are recommended.

SR4. Projects requiring renovations to space vacated in conjunction with new construction that result in no significant changes in space categories, are recommended.

**Notes:**

- A. University is to write recommendation text in accordance with current Educational Plant Survey format criteria.
- B. The Survey Team requires that projects recommended for approval are to be incorporated into the Master Plan update(s).
- C. The Survey Team recommendations to the Board of Governors cannot exceed 100% of space needs met by formula in any of the nine (9) space categories. Any project that exceeds 100% of needs met must be modified to ensure approval by the Survey Team. The 100% threshold options are as follows:
  - 1. Verify space use classification (i.e. Classroom, Teaching Lab, etc.)
  - 2. Reduce square footage in space use categories exceeding 100%
  - 3. Delete a project or the space in a use category that exceeds 100%
  - 4. Substitute with other proposed space use categories within the same project
  - 5. Shift requested project priorities to stay below 100% threshold.
  - 6. Provide a university strategy to support temporary overages.
- D. Supplemental surveys are required if any changes to project scope result in a space category exceeding 100% of formula-driven need.

Acknowledgement on January 25, 2017



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President, Randy Avent

# FLORIDA POLYTECHNIC UNIVERSITY



CAMPUS MASTER PLAN

2015-2025

# Florida Polytechnic University Campus Master Plan 2015-2025

**Adopted  
September 7, 2016**

**Prepared by:**



**Amec Foster Wheeler  
Lakeland, Florida**



**Straughn Trout Architects LLC  
Lakeland, Florida**

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Appendix 3:	Evaluation and Appraisal Report

## Introduction

Florida Polytechnic University is the newest of the state's 12 public universities and the only polytechnic institution in the State University System of Florida. The new Florida Polytechnic campus in Lakeland opened for instruction in August of 2014. To date, campus construction has included the iconic Innovation, Science & Technology (IST) building, the first two campus residence halls, and smaller buildings that currently serve as Admissions Office, Wellness Center and Campus Control Center. Future development will proceed in accordance with this plan, the *Florida Polytechnic University Campus Master Plan 2015-2025*, which updates the 2010-2020 Master Plan that provided a framework for Phase 1 construction on the campus.

Florida Polytechnic University was formally established as Florida's 12<sup>th</sup> public university on July 10, 2012. Prior to its establishment as an independent university, the institution was part of the University of South Florida and occupied a joint-use campus with Polk State College in Lakeland. This is the first campus master plan prepared for Florida Polytechnic as an independent university.

Florida Statute (§ 1013.30 Fla. Stat.) requires campus master plans to be updated every five years. The statute also requires that plans contain elements relating to future land use, transportation, housing, general infrastructure, conservation, recreation and open space, intergovernmental coordination, and capital improvements. Optional elements may also be addressed; the University's academic mission and program is included in this plan but is not subject to review under the state requirements.

The Campus Master Plan includes goals, objectives and policies for each plan element. Each goal is preceded by a brief introduction and is followed by a series of objectives and policies. Overall, these goals, objectives and policies are intended to guide campus development for the 10 year planning horizon. Goals, objectives, policies and specific plan recommendations are based on supporting data as well as an evaluation of the goals, objectives and policies that were adopted in the 2010-2020 Master Plan (see Appendix 2: Data Collection and Analysis Report and Appendix 3: Evaluation and Appraisal Report for additional details). Illustrative master plan maps and graphics are included in Appendix 1 (Figures).

This plan has been developed in accordance with the requirements of § 1013.30 Fla. Stat. and Chapter 21 of the Florida Board of Governors Regulations. It has also been designed to promote the five guiding principles of Florida Polytechnic – Continuous Innovation, Empowerment, Responsiveness, Collaboration and Courage. It is the hope of all involved with the preparation of this master plan that the Florida Polytechnic campus will promote the University's mission to prepare students for a future where knowledge, innovation, adaptability and high-tech skills are needed to compete in a rapidly changing economy.

## 1.0 Academic Mission and Program

### *1. Academic Mission*

The mission of Florida Polytechnic University is to prepare 21st century learners in advanced fields of science, technology, engineering, and mathematics (STEM) to become innovative problem-solvers and high-tech professionals through interdisciplinary teaching, leading-edge research, and collaborative local, regional and global partnerships.

Florida Polytechnic University aspires to be a nationally and internationally recognized institution of higher learning serving the state by preparing students to lead Florida's high-tech industries. The student learning experience will focus on practical and applied research, internships with industry partners, and hands-on leadership opportunities delivered by distinguished faculty who excel in their fields.

**Goal 1A: Florida Polytechnic University's goal is to recruit, develop, and retain world-class practitioner scholars with capacity to deliver its vision in teaching, problem-driven research, and community engagement.**

**Objective 1A.1:** Develop a comprehensive research support infrastructure to enable faculty to conduct world-class research with administrative support for grant development, management, and compliance.

**Objective 1A.2:** Secure resources to recognize and reward faculty achievement in research and creative activity, outstanding teaching and community engagement and impact.

**Objective 1A.3:** Develop and implement a comprehensive faculty recruitment, development and incentive plan aligned with the Florida Polytechnic vision.

**Objective 1A.4:** Develop a faculty culture that values applied learning, applied research, interdisciplinary thinking and integration of innovative technology.

**Goal 1B: Florida Polytechnic University's goal is to recruit students locally, nationally, and internationally who are prepared for a polytechnic learning environment, and provide programs and opportunities that enhance student retention and academic, personal and professional success.**

**Objective 1B.1:** Develop a comprehensive enrollment management plan for marketing, recruitment, admissions, advising, retention and graduation of diverse and high quality students.

**Objective 1B.2:** Enhance advising to increase retention and ensure timely completion of degree programs.

**Objective 1B.3:** Increase availability of scholarships for students.

**Objective 1B.4:** Develop student leadership, mentoring, and learning community programs to contribute to student success and create a sense of belonging to Florida Polytechnic.

**Objective 1B.5:** Increase comprehensive student life activities to include academic and technology extra- and co-curricular activities; social and community engagement opportunities; and personal, academic, and career support services.

**Objective 1B.6:** Create opportunities for student participation in honor societies and academic award programs.

**Objective 1B.7:** Develop a system for tracking graduations and establish a strong alumni base.

## ***II. Academic Program***

The Florida Polytechnic University Strategic Plan (2014-15 – 2017-18) was recently approved as the guide for University growth through 2017. In addition to setting forth core values, goals, objectives and strategies for the University to implement, the Strategic Plan defines the unique academic structure and approach that is being applied in the inaugural year of academic instruction on the Florida Polytechnic campus.

Florida Polytechnic University was established as the 12<sup>th</sup> member of the State University System of Florida on April 20, 2012. An exclusive focus on science, technology, engineering and math (STEM) disciplines with an explicitly hands-on approach to learning and research differentiates Florida Polytechnic from other Florida universities.

The Florida Polytechnic academic approach focuses on innovation and building industry partnerships. It is designed to create an economic engine for the community, region and state. The campus location is at the heart of the 23-county Florida High Tech Corridor. This region is rich with companies and economic development agencies that can participate in industry and academic collaborations. Florida Polytechnic recruits faculty members with outstanding academic credentials as well as industry experience who use an integrated teaching approach to support interdisciplinary learning and problem-solving.

The University has adopted a two-college model to structure academic programming. The College of Engineering and the College of Innovation & Technology offer graduate and undergraduate degrees that involve a total of 19 areas of concentration. In addition to innovation and research, the Florida Polytechnic curriculum emphasizes business applications, finance, management, and leadership to prepare students to meet the challenges of the 21<sup>st</sup> Century competitive global market.

**Goal 1C: Florida Polytechnic University's goal is to create and expand academic programs that focus on applied learning, applied research, applied technology, and interdisciplinary approaches in its polytechnic model.**

**Objective 1C.1:** Integrate applied research in program curricula.

**Objective 1C.2:** Provide general education course offerings to match enrollment growth, and assist all entering freshmen and transfer students in their program experience.

**Objective 1C.3:** Develop competency and skills-based student outcomes and assessments in all programs.

**Objective 1C.4:** Maintain comprehensive program information publications, both print and online.

**Objective 1C.5:** Achieve institutional and program accreditation.

## 2.0 Future Land Use

### I. Future Land Use

The Master Plan establishes the land use pattern for the Florida Polytechnic campus. The first phase of development is complete, with the iconic Innovation, Science & Technology (IST) building anchoring the north end of campus and the Wellness Center and Residence Hall 1 in the northeastern quadrant. As student enrollment increases and funding becomes available, future phases of residential and academic facilities development will take place along the east and west banks of the Central Lakes, as well as administrative and support facilities development at the southern end of the lake. The general growth of the campus development will occur in accordance with the Future Land Use Map (Figure 1.3), with phasing as identified in the Capital Improvement Plan.

**Goal 2A: Florida Polytechnic University's goal is to maintain a clear campus land use pattern, define the relationships among land uses on campus and coordinate with off-campus entities to define land uses.**

**Objective 2A.1:** Ensure the effective use of land and minimize walking distances in the academic/residential core through proper campus development, abiding by the limits for each land use as described and illustrated in this plan.

**Policy 2A.1.1:** Develop the campus in accordance with this campus master plan to maintain compatibility of uses, achieve efficient use of land resources, and minimize walking distances.

**Policy 2A.1.2:** Abide by land management procedures that ensure sustainable use of campus land resources. Assess unforeseen land uses that may arise from grant awards or other unanticipated circumstances by comparing proposed uses with the provisions set forth in this plan. Following a determination of appropriate location and consistency, undertake pre-planning and site planning studies to confirm appropriateness.

**Policy 2A.1.3:** Limit the height of buildings to levels that are consistent with existing structures on campus and the policies contained in this plan.

**Policy 2A.1.4:** Coordinate land use and development decisions with the schedule of capital improvements in the capital improvements element.

**Policy 2A.1.5:** The land use categories identified on the Future Land Use Map (Figure 1.3) are defined as follows. The *Academic Facilities* land use category includes a combination of classroom, teaching lab, research and supporting uses. The *Housing Facilities* land use category includes on-campus residences for students. The *Support Facilities* land use category includes student support, faculty and staff offices, and auxiliary services. The *Open Space + Recreation* land use category includes both passive and active greenspace, including recreation and support buildings. The *Open Plaza* land use category includes spaces designed for outdoor gathering

and assembly uses. The *Water* land use category includes permanently inundated landscape areas that serve functions such as stormwater management and irrigation. The *Conservation* land use category includes undeveloped areas that may remain in conservation use (such as environmental preservation or stormwater conveyance) or that, in some circumstances, may be reserved for future facilities development. The *Parking* land use category includes both surface parking and parking structures.

**Policy 2A.1.6:** Density and intensity standards associated with the land use categories identified on the Future Land Use Map (Figure 1.3) are defined for the long-term build out of the campus, extending beyond the planning horizon of this Campus Master Plan for an undetermined period of time (see Table 4 in Chapter 9, Capital Improvement, for specific proposed construction through 2025). Expressed in terms of Floor Area Ratio (FAR) and number of beds per acre (as defined in Supporting Data and Analysis, Chapter 2. Future Land Use), density and intensity standards are applied as net maximum standards to each land use category, as follows. The *Academic Facilities* land use category has an FAR standard of 2 averaged over the approximately 13.3 acres of campus land designated as Academic Facilities category. The *Housing Facilities* land use category has a beds per acre standard of 250 averaged over the approximately 9.5 acres of campus land designated as Housing Facilities (equating to a maximum density of 14 beds per acre over the approximately 170.5 acres of the entire campus). The *Support Facilities* land use category has an FAR standard of 1 averaged over the approximately 9.3 acres of campus land designated as Support Facilities category. The *Open Space + Recreation* land use category has an FAR standard of 0.1 averaged over the approximately 24.3 acres of campus land designated as Open Space and Recreation Facilities category. The *Open Plaza* land use category does not have an intensity standard (not applicable). The *Water* land use category has an FAR standard of 0.2 averaged over the approximately 23 acres of campus land designated as Water. The *Conservation* land use category has an FAR standard of 0.05 over the approximately 50 acres of campus land designated as Conservation (on the main campus). The *Parking* land use category has an FAR standard of 2 averaged over the approximately 13 acres of campus land designated as Parking land use category.

**Objective 2A.2:** Preserve and protect existing natural resources on campus.

**Policy 2A.2.1:** Protect natural resources in accordance with provisions and policies in this plan regarding environmental management.

**Objective 2A.3:** Protect any historic and archaeological resources that may be discovered on Florida Polytechnic-controlled property.

**Policy 2A.3.1:** Conduct appropriate surveys for any potential Florida Polytechnic-controlled property to identify, designate and protect historic or archeological resources.

**Objective 2A.4:** Ensure that future land uses are compatible with topographic and soil conditions on campus.

**Policy 2A.4.1:** Assess the suitability of development sites relative to topography, soils conditions (including the presence of sinkholes), drainage, utilities and infrastructure connections, and vehicular and service access.

**Policy 2A.4.2:** Require the integration of existing topography and natural features in project designs.

**Policy 2A.4.3:** Maintain an existing soils and topographic database and update as additional data are developed for future construction projects.

**Policy 2A.4.4:** Require that geotechnical testing be conducted early in the design process to determine relevant soil characteristics of the site and to ensure that the design(s) reflect consideration of these conditions.

**Policy 2A.4.5:** Ensure that appropriate methods of controlling soil erosion and sedimentation are used during site development.

**Objective 2A.5:** Ensure that campus development takes place in a manner that is coordinated with the provision of adequate support facilities and services.

**Policy 2A.5.1:** Coordinate future campus development with facilities and services development to ensure that adequate utilities and infrastructure are available at adequate levels of service, consistent with applicable concurrency provisions. The Office of Campus Development and Construction shall review and evaluate all future construction projects to ensure that adequate provisions for infrastructure and utilities have been incorporated into the design by documenting:

- The provision and maintenance of necessary utility easements, corridors, and points of connection.
- The provision of adequate supply lines to accommodate future development and facility expansion.
- The provision of safe and convenient access and parking at adequate levels of service.

**Policy 2A.5.2:** Preserve adequate land on campus for circulation and major utility corridors.

**Objective 2A.6:** Minimize or avoid off-campus constraints to campus development and minimize or avoid conflicts between campus development and other development within the surrounding area.

- Policy 2A.6.1:** Through inter-local agreements and memoranda of understanding, work with the City of Lakeland (and other local agencies as appropriate) to minimize potential for conflicts.
- Policy 2A.6.2:** Follow the procedural model for review and monitoring of campus growth and changes in land use as described in the Intergovernmental Coordination element of this plan, and coordinate with the City of Lakeland.
- Policy 2A.6.3:** In project and site suitability assessments, include an evaluation of the relationship of the project to on-campus and off-campus development constraints, conflicts, limits and opportunities for collaboration pertaining to traffic, infrastructure, parking, open space and drainage.
- Policy 2A.6.4:** If the acquisition of additional lands is necessary for continued growth and expansion, coordinate with the host local government and any other appropriate local government to address any required amendment to local government comprehensive plans.
- Policy 2A.6.5:** Proposed amendments to the adopted campus master plan that change land use designations or classifications or impact off-campus facilities, services or resources, will be submitted to the City of Lakeland for review.
- Policy 2A.6.6:** Participate with the City of Lakeland in the reciprocal review of plans and development proposals consistent with provisions established for Intergovernmental Coordination.
- Policy 2A.6.7:** Ensure that uses at the edges of the campus are compatible with off-campus uses. Provide park-like open space at campus edges and landscape street edges on all sides of the campus.
- Policy 2A.6.8:** Coordinate with the City of Lakeland, Polk County and FDOT to construct pedestrian and bicycle linkages between the campus and adjacent neighborhoods.
- Objective 2A.7:** Identify and address incompatible land use issues.
- Policy 2A.7.1:** Undertake an annual review of the planned campus capital improvements to ensure consistency with the land use and development factors as described in this plan.

## ***II. Campus Design***

Central Florida's landscape and geography is the primary inspiration for the Florida Polytechnic University campus design. The Campus Master Plan frames structures around the Central Lakes, which are located on a northwest-southeast axis through the center of campus. The lakes serve as the campus core, with an existing anchor at the north end, the iconic IST building, that is fully visible from Interstate 4, Polk Parkway, and the south end of campus along the Central Lakes axis. Other important design elements of the Master Plan include: recognition

and conservation of the natural landscape; open spaces and tree canopies within campus; the elliptical vehicular ring road (Polytechnic Circle) and surface parking at the periphery of the site that keeps vehicular traffic out of the campus core; conservation of the existing vegetative buffer at the campus edge; the campus entry located at the southeastern corner with views toward the IST building; and the placement of administrative, academic, residential, and other support facilities around the Central Lakes to accentuate the strong campus core. The network of pedestrian walkways and paths form a grid across the campus that puts all classrooms, offices and residence halls within a 10 minute walk.

The Master Plan framework will continue to guide building placement and orientation, open space, visual linkages, movement patterns, and the logical distribution of land uses. Architectural design guidelines that are maintained by the Office of Campus Development and Construction ensure that future development of the campus is consistent with the initial phase construction in scale, massing, surface treatment, materials and detailing. Landscape design guidelines that coordinate planting, hardscape materials, site furnishings and graphics contribute to the overall visual quality of the campus and establish a unified theme. Preservation of existing stands of vegetation and landscape enhancement with native plant material will enhance open spaces and buffer parking lots, service areas and roadways and will reinforce the architectural character of the University.

**Goal 2B:** Florida Polytechnic University's goal is to establish a safe, integrated and cohesive order of campus open spaces defined by a unified architectural framework, while promoting compact, efficient and environmentally sensitive land use planning.

**Objective 2B.1:** Locate future buildings in such a manner as to define: (i) the campus core; (ii) the iconic symbol of the University; (iii) the campus entries and system of peripheral vehicular circulation and parking; (iv) a network of pedestrian circulation; and (v) a hierarchy of open spaces culminating with a consistent campus edge.

**Policy 2B.1.2:** The timing, phasing and priorities for the development of buildings, facilities, and open spaces shall be consistent with the principles established for capital improvement planning.

**Policy 2B.1.3:** In all architectural design, seek consistency in the massing and height of buildings in order to maintain the character and expression of the existing campus landscape.

**Policy 2B.1.4:** Use the Campus Planning Committee to review and ensure that campus development complies with goals, objectives, and policies in accordance with the Campus Master Plan.

**Policy 2B.1.5:** Position future buildings so that they contribute to the definition of public space. Facades and entries shall facilitate public use. Mechanical or service areas shall be separated from the public entries and placed away from the public spaces.

**Policy 2B.1.6:** Establish a hierarchy of campus open spaces with a clear circulation system including paths that are appropriately articulated in terms of scale and detail.

**Policy 2B.1.7:** Future buildings shall be carefully sited to minimize impacts to existing trees. At the time of construction, trees shall be protected from damage through the use of perimeter barricades placed at the tree drip lines or critical root zone limits (whichever is greater).

**Policy 2B.1.8:** Explore procedures for funding campus landscape improvements independent of individual building construction projects in order to achieve a campus landscape framework that is visibly composed as a whole rather than a collection of individual, unrelated landscapes.

**Policy 2B.1.9:** Accommodate the initial demand for parking in surface lots at the perimeter of the campus. As student enrollment increases, investigate transportation alternatives.

**Objective 2B.2:** Provide service and emergency access to campus buildings via service drives, and maintain separation between service and pedestrian routes to the greatest extent possible.

**Policy 2B.2.1:** Enforce a policy designating service and emergency access routes on campus. Service access routes shall be reviewed for adequacy during the new facility plan review process.

**Objective 2B.3:** Enhance physical connections among campus facilities.

**Policy 2B.3.1:** Establish physical connections among campus facilities by continuing to build-out pedestrian circulation and way-finding systems.

**Policy 2B.3.2:** Encourage tree planting, appropriately scaled pedestrian lighting, signage and amenities along pedestrian routes.

**Objective 2B.4:** Achieve a low level of energy consumption on campus as measured per capita and per building.

**Policy 2B.4.1:** Encourage compact campus development in order to increase efficiency of utilities, encourage pedestrian movement, and preserve land resources.

**Policy 2B.4.2:** Require new building design to respond to the particular climatic conditions of Central Florida and address energy conservation through building orientation and siting, massing, shading and shape.

**Policy 2B.4.3:** Encourage walkways, breezeways, shaded courts, solar screens and operable windows.

**Policy 2B.4.4:** Endeavor to support sustainability principles through state-of-the-art design and construction practices.

**Objective 2B.5:** Establish standards for selection of architectural materials in accordance with the objectives and policies documented in this plan element.

**Policy 2B.5.1:** Place priority on quality construction and require materials to be cost effective over the life cycle of the building. Require decisions regarding exterior wall materials and building color to be guided by architectural design guidelines.

**Policy 2B.5.2:** Require adherence to guidelines for technical performance of materials.

**Policy 2B.5.3:** Identify future landmark buildings as such, and direct architects to specify the appropriate use of materials and detailing.

**Policy 2B.5.4:** Require design of future parking structures to follow architectural guidelines.

**Policy 2B.5.5:** Require material openings, lighting systems, and HVAC systems to be designed to meet contemporary standards. System energy conservation standards are mandated to be in compliance with Florida Energy Conservation in Building Act of 1974. An energy analysis is required at the advanced schematic design stage of projects.

**Objective 2B.6:** Establish standards for buildings, siting and linkages in accordance with the measures documented in this plan element.

**Policy 2B.6.1:** Establish and follow a land use and design review process to maintain campus unity, order, and amenity.

**Policy 2B.6.2:** Require architectural design sensitivity to the characteristics of the regional climate including recommendations for sunscreens and covered continuous arcades on southern exposures of future buildings.

**Policy 2B.6.3:** Require that all future buildings over 50,000 gross square feet of space be designed at a minimum of three stories in height. Buildings less than 50,000 gross square feet are to be designed with adequate building height and mass to frame adjacent open space and to accommodate future expansions when appropriate.

**Policy 2B.6.4:** Ensure accessibility to all buildings based on the priorities identified in the Americans with Disabilities Act (ADA) Accessibility Guidelines. Priorities that will be implemented as the campus expands will include:

- Ensuring accessible routes from designated parking spaces to facilities;
- Ensuring accessible classrooms, offices, housing, and restrooms; and
- Ensuring accessible campus routes between facilities.

**Policy 2B.6.5:** Establish and enforce campus-wide design standards for bus shelters, pavilions, and trellises.

**Policy 2B.6.6:** Prohibit the use of one-story occupied metal trailer buildings except on a short-term basis with removal dates prescribed and monitored.

**Objective 2B.7:** Establish and enforce guidelines for architectural and landscape treatments along the campus edges.

**Policy 2B.7.1:** Design service areas to efficiently support building functions and to be located away from public open spaces and thoroughfares to the extent possible.

**Policy 2B.7.1:** Establish and enforce guidelines for campus entry and edge improvements.

**Policy 2B.7.1:** Establish and enforce standards for treatment of retention and stormwater management facilities that allow such facilities to function as public recreational open space that complements other campus land uses.

**Objective 2B.8:** Establish and enforce an overall conceptual campus landscape framework.

**Policy 2B.8.1:** Place the highest priority on the development of open space, primary pedestrian and bicycle ways and the Central Lakes. Related tree planting and lighting throughout the campus entries shall be developed in accordance with the Capital Improvement Plan.

**Policy 2B.8.2:** Establish a continuous campus wide pedestrian and bicycle circulation system through expansions to the existing system made concurrently with each future campus development project, as appropriate and in concert with a phased schedule for campus development.

**Policy 2B.8.3:** Establish a consistent landscape framework that emphasizes the formation of the larger campus landscape over the independent development of building-specific landscapes. Highest priority landscape enhancements shall be those associated with the Central Lake, open spaces and campus entrances.

**Objective 2B.9:** Establish and enforce standards for plant materials and planting criteria.

**Policy 2B.9.1:** Establish and enforce a coordinated set of Campus Landscape Architectural Guidelines for all campus landscapes, site furnishings and lighting.

**Policy 2B.9.2:** Maintain an inventory of existing trees to assess the health and sustainability of the existing campus forest. A long-term tree maintenance program should be initiated, and Campus Landscape Architectural Guidelines should address the preservation of existing tree masses and the introduction of substantial tree canopy.

**Policy 2B.9.3:** Remove all non-native invasive plants (whether trees, shrubs or grasses) which are identified on the Exotic Pest Plant Council's *Florida's Most*

*Invasive Species List* from the campus grounds to the greatest extent practical.

**Policy 2B.9.4:** Make reasonable attempts to ensure existing plant materials (primarily trees) identified as valuable that are in conflict with campus improvements are relocated when practical.

**Objective 2B.10:** Establish and enforce standards for selection of campus furnishings, lighting, and graphics.

**Policy 2B.10.1:** Require graphic and signage design to be in accordance with an established set of Campus Signage Guidelines.

**Policy 2B.10.2:** Adhere to campus standards for lighting that have been established through initial campus development.

**Objective 2B.11:** Identify major proposed public open spaces to receive priority for implementation of concentrated improvement efforts.

**Policy 2B.11.1:** Encourage artist involvement on major site improvement projects in the effort to enhance and articulate key areas of the campus.

**Policy 2B.11.2:** Establish a priority program to verify design compliance with ADA Accessibility Guidelines.

### ***III. Academic Facilities***

The state-of-the-art Innovation, Science & Technology (IST) building is the University's first academic building. As it serves multiple functions, space in the IST building includes all applicable classifications: classrooms, teaching labs, library space, research labs, office space, student center space and support space.

The planned Applied Research Center (ARC) building will be located adjacent to the west of the IST building, with complementary architecture. Additional academic facilities will be sited in general accordance with the Future Land Use Map. Sites for future academic buildings are generally oriented on the west side of campus opposite existing and planned student housing, and easily accessible by foot or bicycle.

The Wellness Center (fitness center, dining hall, and bookstore) is a support facility located on the east side of campus in close proximity to the existing Residence Hall. Though substantial in size and function, the Wellness Center is not considered to be a permanent building.

Future permanent support facilities will be located on both ends of campus, adjacent to the IST building and on the south end of the Central Lakes. Based on enrollment growth projections and the projected level of student demand for admittance to the University, building needs will include a Student Achievement Center (SAC). Located adjacent to the IST building, the SAC will house an honors college, an industry job center, an international liaison office, a faculty and

industry mentorship program, tutoring programs, and programs that provide support for the psychological and social well-being of students.

A Faculty/Staff Office Building needed to house student services (Registrar, Admissions, Enrollment Services, Financial Aid, meeting spaces and administrative offices) is also planned for a location near the IST building. Currently, faculty and staff are located in the IST building, the Admissions Center (located in a temporary building), the Wellness Center, and on the Polk State College campus. The University’s faculty and staff office needs are anticipated to exceed capacity within three years, and state law requires the University to turn over space on the Polk State College campus once space is available on the University campus. Based on these factors, the Faculty/Staff Office Building is a high priority need. Table 1 provides projected enrollment levels used for facility space needs projections.

**Table 1: Existing and Projected Florida Polytechnic University Enrollment (FL FTE\* and Headcount)**

CATEGORY	2014/2015 ACADEMIC YEAR	2020/2021 ACADEMIC YEAR	2025/2026 ACADEMIC YEAR	PROJECTED GROWTH (2014/2015-2025/2026)
FL FTE*	383	1,302	1,713	347.3 %
Headcount	545	1,760	2,319	325.6 %

\* Florida Full Time Equivalent (FL FTE)

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

Table 2 provides projections of facility space needs based on application of Florida Board of Governors standards to Florida Polytechnic enrollment projections. In total, for the 2025-2026 academic year with projected FTE of 1,713 the total net/assignable space need for the campus will be 209,265 square feet, not inclusive of on-campus residential buildings. The category with greatest space requirement will be research labs.

**Table 2: Florida Polytechnic University 2025 Facility Space Needs Projections\***

CATEGORY OF SPACE	SPACE FACTOR (Required Net/ Assignable Square Feet/FTE)	2025 NET/ASSIGNABLE SPACE PROJECTED NEED <sup>(B)</sup>	2025 GROSS SPACE PROJECTED NEED <sup>(C)</sup>
Classroom (lecture)	13.5 sq. ft. per FTE	23,128	32,379
Teaching Lab	13.75 sq. ft. per FTE	23,556	32,979
Research Lab	68.5 sq. ft. per FTE	117,353	164,295
Office	12.5 sq. ft. per FTE	21,415	29,981
Student Center	7.5 sq. ft. per FTE	12,849	17,988
Support	6.4 sq. ft. per FTE <sup>(A)</sup>	10,964	15,350
<b>TOTAL<sup>(D)</sup></b>		<b>209,265</b>	<b>292,972</b>

\*Based on latest approved OIRE projections

<sup>(A)</sup> 5% of total space per State Requirements for Educational Facilities’ guidelines

<sup>(B)</sup> Based on projected 1,713 FL FTE for 2025-2026 Academic Year

<sup>(C)</sup> Based on 1.4 Net to Gross Conversion Rate

<sup>(D)</sup> Residence Hall space needs not included

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

Table 3 presents a comparison of existing net/assignable square feet provided by the IST building with the projected space needs for 2025-2026. When existing academic space in the IST building is factored in, the resulting additional net/assignable space need over the 10-year planning horizon totals 130,131 square feet. The majority of needed additional space is for research labs (100,656 square feet). Needs also are projected for classroom space, office space, and student center space. The 10-Year Capital Improvement Plan responds to space needs projections by prioritizing facilities that correspond to highest projected levels of facility space needs. In total, planned capital improvements equate to 160,000 net/assignable square feet (see Table 4 on p. 37), which slightly exceeds projected requirements for the 2025-2026 academic year.

**Table 3: Florida Polytechnic University Required Additional Facility Space Needs**

CATEGORY OF SPACE	EXISTING NET/ASSIGNABLE SPACE <sup>(A)</sup>	2025 NET/ASSIGNABLE SPACE PROJECTED NEED	10-YEAR FORECAST OF REQUIRED ADDITIONAL NET/ASSIGNABLE SPACE
Classroom (lecture)	4,924	23,128	18,204
Teaching Lab	24,696	23,556	-1,140
Research Lab	16,697	117,353	100,656
Office	10,645	21,415	10,770
Student Center	7,886	12,849	4,963
Support	14,286	10,964	-3,322
<b>TOTAL</b>	<b>79,134<sup>(A)</sup></b>	<b>209,265</b>	<b>130,131</b>

<sup>(A)</sup> IST Building Assignable Square Feet (excluding 29,815 NASF of library/common study/work space); assumes IST building is the only permanent non-residential building currently on the Florida Polytechnic campus

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

**Goal 2C: Florida Polytechnic University’s goal is to develop academic facilities required to meet the needs of the projected student enrollment and consolidate and link the zones of academic activity on the campus in an interdisciplinary fashion.**

**Objective 2C.1:** Provide academic facilities necessary to meet projected student enrollment and projected growth in academic functions in a polytechnic environment.

**Policy 2C.1.1:** Provide academic space in accordance with projected needs and the Capital Improvement Plan.

**Policy 2C.1.2:** Amend the adopted campus master plan as needed to incorporate unforeseen academic facilities that may arise from grant awards, accelerated funding or other circumstances.

**Objective 2C.2:** Provide high quality, state-of-the art facilities for research and instruction on campus, located in such a way as to reinforce academic programs, improve functional relationships and encourage interdisciplinary activity.

**Policy 2C.2.1:** Accommodate future academic facilities in a way that reinforces patterns of land use, circulation, parking, and open space while making efficient use of limited land resources.

**Policy 2C.2.2:** Reinforce the integrity of campus academic clusters for maximum interaction among disciplines.

**Policy 2C.2.3:** Establish appropriate locations for future academic facilities based on relationships with other academic uses and sequencing.

**Policy 2C.2.4:** Establish and follow a structured process for comparative evaluation of alternative sites when planning the location for an academic facility. Before considering a new or alternative location, the Office of Campus Development and Construction will undertake a study of the alternatives.

**Goal 2D: Florida Polytechnic University's goal is to provide a full, diverse complement of support functions in close proximity to the academic core.**

**Objective 2D.1:** Provide the necessary student services, administrative services, physical plant and general auxiliary functions to meet projected student enrollment.

**Policy 2D.1.1:** Provide support facilities in conjunction with the timing and phasing of campus development.

**Policy 2D.1.2:** Identify and secure funds for future support facilities as a component of capital improvements planning.

**Objective 2D.2:** Accommodate future support facilities in a way that reinforces the patterns of land use, circulation, parking, and open space.

**Policy 2D.2.1:** Phase development of support facilities in such a way that there will be adequate support for incremental campus development and student enrollment growth.

**Policy 2D.2.2:** Establish appropriate locations for future support facilities based on currently known factors such as program requirements, affinities and relationships with other uses, and sequencing.

**Policy 2D.2.3:** Establish and follow a structured process for comparative evaluation of alternative sites when planning the location for a support facility. Before considering a new or alternative location, the Office of Campus Development and Construction will undertake a study of the alternatives.

**Policy 2D.2.4:** Develop and appropriately locate support facilities to reinforce Florida Polytechnic's capacity to conduct events, activities and functions that will serve the general public and foster interaction between the University and the community.

### 3.0 Transportation

Within the past three years, the framework of the Florida Polytechnic campus transportation network has been constructed. Polytechnic Circle, a 1.5 mile perimeter drive surrounding the campus core, is linked to Research Drive at two points. On-campus parking lots constructed along the inner ring of Polytechnic Circle include 715 spaces, with additional parking under construction. The campus interior remains pedestrian-oriented, only including service vehicle access on designated routes. Sidewalks provide connections to parking and existing structures, and bridge across the central lake.

The Florida Polytechnic Campus Master Plan clearly defines vehicular and pedestrian circulation (Figures 1.4 – 1.7). As the campus develops, vehicular circulation will continue to be limited to the perimeter, and the planned network of pedestrian paths will be completed. Additional roadway segments connecting future adjacent roads to Polytechnic Circle will be constructed, and new sidewalks and bike lanes will connect housing and academic buildings as they are added to the campus. On-site surface parking will be limited in order to conserve land for open space and academic use. Options to develop structured parking facilities will be explored, including evaluation of potential benefits of a multi-use parking structure. The University will continue to coordinate with local government agencies, promote available transit options, and evaluate opportunities to expand service in cooperation with service providers.

#### *I. Transit, Circulation and Parking*

**Goal 3A:** Florida Polytechnic University's goal is to encourage options for flexible transit and vehicular access to the campus, and will distribute parking in accessible concentrations around the perimeter of the campus core.

**Objective 3A.1:** Reduce the impacts of future traffic generated by University growth and Campus development, especially at peak hour.

**Policy 3A.1.1:** Construct on-campus housing as the supporting market and financial opportunities are favorable. On-campus housing will reduce both internal and external traffic generation, especially at peak hour.

**Policy 3A.1.2:** Explore opportunities for "partnering" with the private sector to construct residential housing in the community adjacent to the campus.

**Policy 3A.1.3:** Continue to jointly plan with the Transportation Planning Organization (TPO), the City of Lakeland, and the Polk County Board of Commissioners to coordinate transportation system improvements (vehicular and non-motorized circulation facilities) on campus and in the campus vicinity, with future land use and transportation plans, and develop programs and incentives to enhance transit service on campus and in the campus vicinity.

**Policy 3A.1.4:** Mitigate impacts on the surrounding transportation network caused by on-campus development, consistent with State of Florida provisions (§

1013.30 Fla. Stat.) and as established in the Campus Development Agreement.

**Policy 3A.1.5** Establish and review the timing for development of future campus roadways, traffic circulation modifications, and transportation safety mitigation projects as part of the annual Capital Improvement Plan update.

**Policy 3A.1.6** Encourage improved connectivity between the Florida Polytechnic campus and adjacent property to the west that is planned for business park development.

**Objective 3A.2:** Supply vehicle parking to meet future University needs while providing options to reduce the demand for vehicular parking.

**Policy 3A.2.1:** Provide access to campus parking lots from Polytechnic Circle and construct additional parking lots in locations consistent with the Future Land Use Element (Figure 1.3).

**Policy 3A.2.2:** Continue to evaluate opportunities for off-campus or remote parking lots ('Park and Ride' lots) with the cities of Lakeland and Auburndale and in coordination with the owners of adjacent properties to the east, south and west of the campus.

**Policy 3A.2.3:** Explore options for the operation of an internal on-campus shuttle system.

**Policy 3A.2.4:** Establish and review the timing for development of future campus parking facilities as part of the annual Capital Improvement Plan update.

**Objective 3A.3:** Expand the use of alternative modes of transportation (including bus service and bicycle and pedestrian ways) and reduce the extent to which the single-occupant vehicle is the primary mode of travel.

**Policy 3A.3.1:** Provide information regarding the availability and scheduling of the Polytechnic Circuit Express Bus Service and the Polk Transit bus system to all enrolling students.

**Policy 3A.3.2:** Coordinate with Polk Transit to identify additional locations suitable for bus stops in order to increase convenience of service on and off campus.

**Policy 3A.3.3:** Coordinate with Polk Transit and the cities of Lakeland and Auburndale to expand bus service based on growing enrollment and demand.

**Policy 3A.3.4:** Encourage transportation demand management (TDM) strategies designed to reduce the use of single-occupant vehicles, such as improving pedestrian and non-vehicular facilities; locating student-oriented housing in close proximity to the campus; designating preferential parking locations for carpoolers; and academic scheduling modifications.

**Policy 3A.3.5:** Establish and review the timing for development of future transit facilities and services as part of the annual Capital Improvement Plan update.

## ***II. Pedestrian and Non-Vehicular Circulation***

**Goal 3B:** Florida Polytechnic University's goal is to strengthen the functional and aesthetic nature of pedestrian and non-vehicular movement between and among the various areas of the campus, and in the campus vicinity.

**Objective 3B.1:** Provide convenient pedestrian and bicycle routes on the campus in coordination with the City of Lakeland.

**Policy 3B.1.1:** Prioritize implementation of new pedestrian and bicycle facilities.

**Policy 3B.1.2:** Enhance campus pedestrian corridors with landscaping and consistent design standards.

**Policy 3B.1.3:** Provide sidewalks to new facilities as campus development continues.

**Policy 3B.1.4:** Install convenient bike racks at all occupied buildings and recreational facilities.

**Policy 3B.1.5:** Complete a connected system of bike lanes on campus.

**Policy 3B.1.6:** Establish and review the timing for development of future campus bicycle and pedestrian facilities as part of the annual Capital Improvement Plan update.

**Policy 3B.1.7:** When new bicycle and pedestrian facilities are added to the campus, share information about the types and locations of new facilities with the City of Lakeland for public information purposes.

**Policy 3B.1.8:** Encourage the development of trail corridors to connect the Florida Polytechnic campus to the planned and emerging trail network in the surrounding area, including the proposed Tenoroc and State Road 33 Trails, the Teco-Auburndale Trail, the University Boulevard/Research Way/Pace Road Trails, and the Van Fleet Trail.

## 4.0 Housing

The 10-year residential housing program for the Florida Polytechnic Campus Master Plan provides for approximately 1,000 beds to be developed in three structures. Of these, 326 beds are currently occupied in the existing residence hall (Residence Hall 1) on the north end of campus. Residence Hall 1 was designed for 219 beds in apartment style, however due to the housing shortage in the 2015/2016 academic year the number of beds was greatly increased by modification to living space arrangement. Additional housing that is under construction on the adjacent site to the southeast will accommodate a total of 540 beds, with 490 in semi-suite style and 50 beds in apartment style. Once the additional beds in Residence Hall 2 come online, Residence Hall 1 will be returned to its design capacity of 219 beds. Future housing program construction for approximately 250 beds in a mixture of apartment style and semi-suite style is planned for the site along the eastern bank of the Central Lakes.

All existing housing construction is in the form of 5-story flats with contemporary architectural style. Buildings are designed for ADA compliance and use Type II construction per State of Florida requirements. All residence halls will have pedestrian linkages to academic buildings across the lakes, campus support facilities to the north and south, adjacent open space and recreational facilities, and parking adjacent to Polytechnic Circle.

Due to the fact that Florida Polytechnic is a new campus and institution with an overwhelmingly undergraduate enrollment, all existing and planned on-campus housing is intended for undergraduate students, with no specifically-designated graduate or married housing. The University's primary focus is on first year student housing. In addition to engaging in partnerships to develop on-campus housing, the University will continue to promote accessible off-campus housing to provide alternatives for students.

**Goal 4A: Florida Polytechnic University's goal is to provide diverse and safe housing options for students on campus, and encourage the development of affordable housing in the vicinity of the campus.**

**Objective 4A.1:** Endeavor to provide up to 1,000 student beds in residence facilities on campus within 10 years to ensure the availability of an adequate supply of housing, as needed.

**Policy 4A.1.1:** Develop new campus housing in locations delineated in this master plan (Figures 1.3 and 1.8).

**Policy 4A.1.2:** Incorporate the timing, phasing requirements and priorities for future student housing in the Capital Improvement Plan. MPCIP non-PECO bonds or public-private partnerships (PPP) will be used to develop student housing.

**Policy 4A.1.3:** Provide support facilities required in conjunction with future campus housing (e.g. parking, student activities, recreation), as addressed under 2.0 Land Use.

**Objective 4A.2:** Encourage and support improved and expanded off-campus housing opportunities in close proximity to the campus.

**Policy 4A.2.1:** Provide information about off-campus housing options that are accessible by available bus services.

**Policy 4A.2.2:** Coordinate with the affected local governments regarding issues related to off-campus student housing, including safety and transit.

## 5.0 General Infrastructure

Within the past four years, infrastructure development has transformed the approximately 170 acres of Florida Polytechnic University property from undeveloped land into a functioning campus. The General Infrastructure Element reflects the infrastructure improvements that have been completed in association with Phase 1 campus development:

- Central Lakes (seven retention ponds) and stormwater drainage infrastructure to serve the entire campus
- A potable water distribution system and sanitary sewer service system that extends to all existing buildings
- Solid waste management infrastructure and services (outsourced to a solid waste management contractor)
- Systems for providing steam/hot water and chilled water for heating and air conditioning of all existing buildings
- An electrical power distribution and telecommunications infrastructure backbone for the campus.

Continued build out of campus infrastructure systems will follow the direction of the Campus Master Plan's Future Land Use Map and will be phased in accordance with prioritized implementation of the Capital Improvement Plan. The level of service for the various aspects of campus infrastructure will be maintained in a manner consistent with the level of service standards established by the City of Lakeland. Student enrollment projections provide a baseline for the pace of campus development. Phase 2 of campus development, as directed by the Capital Improvement Plan, will include extension of potable water and sanitary sewer systems; expansion of solid waste management services; and provision for heating, cooling, electrical power and telecommunications to new campus buildings.

### *I. General Infrastructure*

**Goal 5A: Florida Polytechnic University's goal is to provide an adequate stormwater management system to accommodate present and future stormwater needs and meet the requirements of the applicable approval authorities.**

**Objective 5A.1:** Implement and maintain a regular stormwater facility maintenance program to ensure adequate function of the facilities, to protect the natural stormwater management features and hydrological areas, and to meet all applicable regulatory requirements.

**Policy 5A.1.1:** Coordinate, as appropriate, with the City of Lakeland and other applicable agencies regarding the National Pollutant Discharge Elimination System (NPDES) program.

**Policy 5A.1.2:** Mitigate University-generated stormwater and minimize stormwater-borne pollutants through the implementation of Best Management practices (BMPs), such as "green infrastructure" and environmentally sensitive pesticide management.

**Objective 5A.2:** Provide increased stormwater management capacity when needed to meet future needs of the University.

**Policy 5A.2.1:** Ensure that stormwater management facilities comply with the established design criteria and are in place and operational, at established levels of service (consistent with standards of the Southwest Florida Water Management District and City of Lakeland), prior to occupancy of any new University building.

**Policy 5A.2.2:** Review all proposed construction on campus to ensure that any proposed increase in impervious surfaces can be addressed by existing stormwater capacity, or that additional capacity will be funded and on-line at the time of need.

**Policy 5A.2.3:** Establish the timing and phasing requirements for any stormwater system improvements to coordinate with new buildings planned in the Capital Improvement Plan.

**Goal 5B: Florida Polytechnic University's goal is to provide an adequate potable water system to accommodate the present and future potable water needs and meet the requirements of the applicable approval authorities.**

**Objective 5B.1:** Provide sufficient potable and non-potable water systems using consistent engineering standards in a manner that supports the plan for campus build out over the ten-year planning period.

**Policy 5B.1.2:** Approve proposed increases in consumptive uses, whether residential or nonresidential, after determination that existing potable water treatment and distribution capacity is able to accommodate the increased need, or determine that additional capacity will be funded and on-line when needed.

**Policy 5B.1.2:** Maintain an adequate level of service, consistent with the City of Lakeland's adopted level of service standard, for the potable water system as campus development proceeds.

**Policy 5B.1.3:** Identify the campus potable water distribution corridors as "no build" zones.

**Policy 5B.1.4:** Continue to coordinate with the City of Lakeland to address campus potable water needs.

**Policy 5B.1.5:** Establish the timing and phasing requirements for any system improvements in the Capital Improvement Plan.

**Objective 5B.2:** Provide adequate fire protection.

**Policy 5B.2.1:** Conduct annual on-site fire flow tests to verify adequacy of fire protection or identify deficiencies. The tests shall be conducted in accordance with the methodology described in the American Water

Works Association Manual Number 31, entitled "Distribution System Requirements for Fire Protection" and NFPA 25. The results of such tests shall be provided to the City of Lakeland Fire Department, and any required improvements will be coordinated with the City of Lakeland.

**Objective 5B.3:** Implement a campus water conservation program and evaluate opportunities to expand water conservation.

**Policy 5B.3.1:** Incorporate the following techniques and activities in the water conservation program: xeriscaping; installation of sub-metering on new facilities; computerized, rain-sensitive irrigation systems; use of collected stormwater or other "gray" water sources for irrigation purposes; and water audits and other leak detection programs.

**Goal 5C: Florida Polytechnic University's goal is to provide an adequate sanitary sewer system to accommodate the present and future sanitary sewer needs and meet the requirements of the applicable approval authorities.**

**Objective 5C.1:** Provide for reliable and efficient collection and transmission of all campus wastewater in an environmentally safe manner.

**Policy 5C.1.1:** Coordinate with the City of Lakeland to ensure that off-campus sanitary sewer facilities are managed and improved in accordance with Intergovernmental Coordination procedures and the Campus Development Agreement.

**Policy 5C.1.2:** Ensure that proposed increases in sewage discharges, whether residential or nonresidential, are approved after determination that existing sanitary sewer treatment and collection system capacity is sufficient to accommodate the increased need, or determination that additional capacity will be funded and on-line when needed.

**Policy 5C.1.3:** Maintain an adequate level of service, consistent with the City of Lakeland's adopted level of service standard, for the sanitary sewer system as the campus develops.

**Policy 5C.1.4:** Establish the timing and phasing requirements for any sewer system improvements to coordinate with new buildings planned in the Capital Improvement Plan.

**Goal 5D: Florida Polytechnic University's goal is to meet present and future solid waste collection and disposal requirements in a safe, cost-effective, environmentally sound and aesthetically satisfactory manner.**

**Objective 5D.1:** Coordinate the provision of increased solid waste collection and disposal capacity to meet future campus needs.

**Policy 5D.1.1:** Evaluate the need to update the solid waste services contract (private vendor) to maintain an adequate level of service, consistent with the City of Lakeland's adopted level of service standard, as the campus grows.

**Objective 5D.2:** Expand recycling and reuse programs.

**Policy 5D.2.1:** Install drop-off recycling containers in individual buildings, in residential areas or in other convenient locations. Awareness programs directed toward students, faculty and staff should also be included in the recycling program.

**Policy 5D.2.2:** Utilize standardized solid waste collection containers and place them for convenient service while avoiding potential pedestrian conflicts and visual impacts (screen from pedestrian corridors).

**Objective 5D.3:** Continue to support proper management in the disposal and transportation of hazardous and other special wastes in accordance with all State and Federal regulations.

**Policy 5D.3.1:** Monitor the volume and types of hazardous waste collection and temporary storage on site to determine the feasibility of constructing and operating the next higher level of storage facility on campus. If determined appropriate to proceed, Florida Polytechnic shall amend the adopted campus master plan to reflect the timing, location, and scope of such a facility.

## ***II. Utilities***

**Goal 5E:** Florida Polytechnic University's goal is to provide adequate steam/hot water/heating in a flexible, efficient and cost-effective manner to support the growth of the campus.

**Objective 5E.1:** Provide hot water, steam or electric resistance heating plants and/or components for each new facility.

**Policy 5E.1.1:** Approve proposed increases in hot water use, whether residential or nonresidential, only after a finding that existing hot water distribution capacity is sufficient to accommodate the increased need, or determination that additional capacity will be funded and on-line at the forecasted time of need.

**Objective 5E.2:** Provide sufficient steam and hot water to meet the future needs of the campus.

**Policy 5E.2.1:** Implement hot water improvements in conjunction with all phased facility development plans and maintain adequate level of service.

**Goal 5F: Florida Polytechnic University's goal is to provide an adequate chilled water service to the campus facilities in an efficient and cost-effective manner to support future expansion.**

**Objective 5F.1:** Develop chilled water service capacity to accommodate future facilities.

**Policy 5F.1.1:** Require a computerized life cycle cost analysis of the HVAC systems for all new facilities.

**Policy 5F.1.2:** Establish the timing and phasing requirements for any chilled water system improvements to coordinate with new buildings planned in the Capital Improvement Plan.

**Policy 5F.1.3:** Review all proposed development projects to ensure that adequate chilled water capacity will be available.

**Policy 5F.1.4:** Approve proposed increases in chilled water use, whether residential or nonresidential, only after a finding that existing chilled water distribution capacity is already on-line to accommodate the increased need or finding that additional capacity will be funded and on-line at the forecasted future time of need.

**Policy 5F.1.5:** Develop and implement a campus utility load profile for chilled water peak demand to determine the campus diversified peak load factor and establish firm capacity of the chiller plant that will be essential in accommodating future campus growth.

**Policy 5F.1.6:** Develop complete verified hydraulic models for the modifications and expansions of the piping system throughout the campus.

**Policy 5F.1.7:** Develop and implement non-destructive testing procedures and practices to evaluate the status of existing underground piping systems.

**Policy 5F.1.8:** Meter chilled water loads to implement load management and load history for planning and conservation measures.

**Policy 5F.1.9:** Develop a plan to meet campus build out requirements for chiller capacity and a methodology for incremental addition of chillers.

**Goal 5G: Florida Polytechnic University's goal is to provide adequate, reliable, efficient, and cost-effective service with electrical power and other fuels to support campus operations and expansions through the 10-year planning period.**

**Objective 5G.1:** Implement design and construction standards to establish the necessary service and improvements required to ensure that adequate, reliable, and cost effective service is provided for existing and planned facilities.

**Policy 5G.1.1:** Require that a computerized life cycle cost analysis be submitted for all new facilities to determine whether natural gas and/or electricity should be the source of fuel.

**Objective 5G.2:** Reduce unnecessary energy losses in the campus distribution system and in associated University-controlled and operated facilities.

**Policy 5G.2.1:** Use energy efficient lighting fixtures, electronic ballasts, and high lumen efficiency lamps in all new and renovated buildings.

**Objective 5G.3:** Create a computerized, data-based load tabulation of electric power requirements for proposed new buildings, and provide updates to reflect changes on an as-needed or programmed basis.

**Policy 5G.3.1:** Require analysis to determine the amount of electricity that will be required for each new facility.

**Policy 5G.3.2:** Require modifications to the campus electrical power distribution system as needed to meet the electricity demands created by new facilities.

**Policy 5G.3.3:** Review all proposed development projects to ensure that adequate electrical service capacity exists.

**Policy 5G.3.4:** Approve proposed increases in electrical energy use only after a finding that existing electrical energy distribution capacity is sufficient to accommodate the increased need, or determination that additional capacity will be funded and on-line when needed.

**Objective 5G.4:** Limit the expansion of the Florida Polytechnic-owned electrical distribution system to within the campus boundaries.

**Policy 5G.4.1:** Implement electrical system improvements based on two priorities: 1.) maintaining the existing system, and 2.) expanding the system to accommodate new campus electrical energy needs.

**Objective 5G.5:** Identify, inventory and evaluate emergency generators on the campus.

**Policy 5G.5.1:** Program funds to perform an inventory and evaluation of emergency generators on campus at appropriate intervals.

**Goal 5H: Florida Polytechnic University's goal is to provide each building on the campus with communications connectivity for telephone, data and video networks.**

**Objective 5H.1:** Plan, design and install campus communications systems that are sufficient to correct existing deficiencies and meet voice, data and video communications needs.

**Policy 5H.1.1:** Program funds for design and implementation of redundant/alternative pathways for the campus fiber backbone.

**Policy 5H.1.2:** Program funds for design and installation of fiber optic cable to all classrooms, offices, and dormitories to provide connectivity for faculty, staff, students, and residents.

**Policy 5H.1.3:** Program funds for design and installation to provide adequate copper connectivity for voice, multi-mode fiber for data, and single mode fiber for video/data to all buildings on the Florida Polytechnic campus.

**Policy 5H.1.4:** Standardize on a data local wide area network for campus-wide use and expansion as the campus develops.

**Policy 5H.1.5:** Maintain and periodically revise a Florida Polytechnic voice/data/video construction standard for application to all new construction and renovation projects requiring these services.

**Policy 5H.1.6:** Program funds to perform an inventory and study of video systems on campus.

**Policy 5H.1.7:** The Office of Campus Development and Construction shall manage and encourage joint use of underground infrastructure trenches to minimize redundant construction costs.

**Objective 5H.2:** Identify, inventory, and study any electromagnetic field generators on the campus.

**Policy 5H.2.1:** Program funds to perform an inventory and study of electromagnetic fields on campus.

## 6.0 Conservation

Florida Polytechnic University will continue to apply conservation policies to campus grounds, in existing buildings, and with future development. Building-specific energy use and management techniques will be integrated with new construction, and air quality-related measures will address transportation and building systems. Mitigation, monitoring and coordination measures necessary to address the impacts of development will continue to be implemented. This approach will minimize impacts on environmentally sensitive lands and natural resources.

**Goal 6A: Florida Polytechnic University's goal is to be a model for conservation practices to improve the environment and to improve air, water and open space quality on campus and in the vicinity of the campus.**

**Objective 6A.1:** Identify mitigation techniques, including traffic and parking demand reduction, to maintain or improve air quality.

**Policy 6A.1.1:** Reduce mobile sources of air pollution by promoting alternative modes of transportation on campus (i.e., public transit, bicycles, etc.).

**Policy 6A.1.2:** Explore and implement, as appropriate, alternative fuel vehicles for use on campus, including any campus shuttle systems.

**Policy 6A.1.3:** Minimize emissions of air pollutants from and within campus buildings through the installation of appropriate filtering devices on fume hoods and by minimizing the storage and use of volatile and hazardous materials in campus buildings.

**Policy 6A.1.4:** Monitor indoor and outdoor air quality. Indoor sampling shall occur at chemistry laboratories, kitchens, and other sites where fumes are produced. Outdoor sampling sites shall include parking lots and congested intersections. Failure to meet air quality standards adopted by the Florida Department of Environmental Protection shall result in an assessment of the probable cause and the preparation and implementation of a plan to improve and maintain air quality.

**Policy 6A.1.5:** Standardize the construction review process to assure adherence to appropriate master plan policies. Copies of land development criteria and design standards which reflect the policies contained in the adopted campus master plan shall be provided to design consultants and appropriate campus staff.

**Objective 6A.2:** Protect identified jurisdictional native vegetative communities, whether uplands or wetlands, and protected wildlife species and habitat.

**Policy 6A.2.1:** Protect jurisdictional native vegetative communities from development by designating them as "no build" zones, and maintain the jurisdictional areas based upon the most recent Florida Department of Environmental

Protection and Southwest Florida Water Management District criteria, standards and guidelines.

**Policy 6A.2.2:** For campus landscape improvements, use plant species that are indigenous to the natural plant communities of the Lakeland and Central Florida area.

**Policy 6A.2.3:** Minimize stormwater-borne pollutants generated as a result of University operations and maintenance practices.

**Policy 6A.2.4:** Conduct studies to identify protected vegetation, protected wildlife species and associated habitat on Florida Polytechnic-controlled properties in accordance with applicable regulatory agency requirements.

**Objective 6A.3:** Identify measures to conserve energy and minimize future demand.

**Policy 6A.3.1:** Evaluate and implement, as appropriate, solar energy projects to provide alternative sources of power for irrigation systems, lighting, shuttles, phones, and similar systems.

**Policy 6A.3.2:** Require energy conservation fixtures, high-efficiency air conditioning and lighting systems, low water volume plumbing fixtures and other building specific energy use and management techniques in all new buildings constructed on the campus.

**Policy 6A.3.3:** Use courtyards, arcades and other shade and ventilation design techniques to further reduce energy demands. Landscaping and building orientation should also enhance conservation.

**Policy 6A.3.4:** Encourage recycling by creating informational materials to increase awareness and installing convenient recycling centers.

## 7.0 Recreation and Open Space

New development will adhere to the open space framework as illustrated in the Conservation, Recreation & Open Space map (Appendix 2, Fig. 1.12). Areas designated to remain as open spaces or to provide outdoor campus recreation opportunities include the Central Lakes, the multi-purpose field on the east side of campus, open lawns in various campus locations, and wooded areas outside of Polytechnic Circle. Site design for future buildings will seek to maximize open space and protect sensitive lands. The Wellness Center, located southeast of existing on-campus housing, provides enclosed recreation facilities. The recently constructed outdoor multi-purpose athletic field, basketball courts and volleyball court provide much-needed on-campus recreation options for students. Planning is underway to construct a recreation building, pavilion and pool near the multi-purpose athletic field in the 2016-2017 timeframe. Future recreational facilities may also be considered in nearby off campus areas in coordination with the City of Lakeland.

**Goal 7A: Florida Polytechnic University's goal is to provide adequate recreation options for the campus community in a diverse open space environment that links the campus and the larger community.**

**Objective 7A.1:** Provide recreational facilities and open space to meet campus demand through the coordinated use of public and private resources.

**Policy 7A.1.1:** Establish a private donor program to contribute to the development and maintenance of on-campus recreation facilities.

**Policy 7A.1.2:** Coordinate with the City of Lakeland and Polk County to evaluate the potential for future joint use recreation opportunities.

**Objective 7A.2:** Provide improved facilities to meet on-campus recreation and physical education needs.

**Policy 7A.2.1:** Maximize the potential of the Wellness Center and construct additional recreational and open space facilities to meet on-campus recreation and physical education needs. The timing and phasing for improvements shall be established by the University Administration and Board of Trustees with input from the Student Government Association in conjunction with the Capital Improvement Plan annual review.

**Objective 7A.3:** Provide increased opportunities for student access to varied, high quality open spaces in accordance with the Campus Master Plan.

**Policy 7A.3.1:** Invest in planning and design for campus open spaces in order to provide inviting outdoor living spaces appropriate to the climate.

**Policy 7A.3.2:** Locate lawns and wooded parks adjacent to residential and academic facilities in order to provide a physical setting that promotes an atmosphere of collegiality and reinforces the campus character.

**Policy 7A.3.3:** Develop pedestrian walkways and paths that link the campus core to recreation facilities, open spaces, parking and natural wooded areas.

**Policy 7A.3.4:** To the extent practical, include interior and exterior courtyard spaces in all buildings, or closely clustered groups of buildings, as appropriate.

## 8.0 Intergovernmental Coordination

Florida Polytechnic University initiated the policy measures necessary to implement a campus development agreement (CDA) with the City of Lakeland. The CDA, established in 2007, remains in effect until December 31<sup>st</sup>, 2016. It addresses concurrency management to maintain the City's adopted levels of service for infrastructure and services, and establishes measures to mitigate the impacts of campus development on the community. The University will continue to coordinate with the City of Lakeland in accordance with the CDA, and with other public entities to provide adequate infrastructure to serve campus growth. The University will also follow the mandated reciprocal review processes for plan amendments and proposed development, as required by Florida statute.

**Goal 8A: Florida Polytechnic University's goal is to achieve the goals, objectives and policies of the Campus Master Plan through the use of collaborative planning with local agencies and governmental entities.**

**Objective 8A.1:** Follow the established process for reciprocal review of growth management plans, campus master plans, and plan amendments by University and local government officials.

**Policy 8A.1.1:** Transmit proposed campus plan amendments which exceed the thresholds established in § 1013.30(9) Fla. Stat., to the appropriate local, regional and state agencies for review in accordance with the procedures established in Chapter 6C-21, Part I, Florida Administrative Code.

**Policy 8A.1.2:** Transmit proposed campus plan amendments which do not exceed the thresholds established in § 1013.30(9) Fla. Stat., but which have the effect of changing future land use designations or impacting public facilities, services or natural resources to the host and affected local governments for a courtesy review.

**Policy 8A.1.3:** Meet with officials from the City of Lakeland, Polk County and regional agencies on a regular basis, or as required for the purpose of coordinating planning activities. Other local, regional, state and federal agencies shall be invited to participate in these meetings as appropriate.

**Policy 8A.1.4:** Resolve any disputes with a local government by the process established in § 1013.30(8) Fla. Stat.

**Objective 8A.2:** Follow a reciprocal development review process that assesses the impacts of proposed campus development on significant local, regional and state resources and facilities, and assess the impacts of off-campus development on University resources and facilities. The review process is as follows:

- Proposed development within the context area which has the potential to impact or affect University facilities and resources shall

be transmitted by Florida Polytechnic to the University System's Campus Development Committee for review.

- The appropriate Florida Polytechnic representative and the University System's Vice President (as appropriate) shall meet with City and County officials to establish the criteria and thresholds for development proposals which would be subject to review by Florida Polytechnic. Florida Polytechnic shall adhere to development thresholds, developed in cooperation with City and County officials, which allow for both to review significant development proposals within the context area. Established thresholds for review will allow for exceptions to the review process for development proposals which are mutually agreed to be not significant.
- Upon receipt of an application for a development order proposed for the context area, Florida Polytechnic and the University System's Vice President shall assess the potential impacts of the proposed development on Florida Polytechnic facilities and resources. Findings shall be remitted in writing to the appropriate local government.
- When it has been determined that proposed development on campus would have an adverse impact on local services, facilities or natural resources, Florida Polytechnic officials will participate and cooperate with City and County officials in the identification of appropriate strategies to mitigate the impacts.
- When it has been determined that proposed development within the designated context area would have an adverse impact on campus facilities and resources, Florida Polytechnic officials will participate and cooperate with City or County officials in the identification of appropriate strategies to mitigate the impacts on campus facilities and resources.
- Any dispute between Florida Polytechnic and any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in § 1013.30(8) Fla. Stat.
- All campus development may proceed without further review by the host local government if it is consistent with the campus development agreement and adopted the campus master plan.
- Once Florida Polytechnic pays its "fair share" and annually reports construction of capital improvements, as identified in the campus development agreement, all concurrency management responsibilities of Florida Polytechnic are deemed to be fulfilled.

**Objective 8A.3:** Maintain and enhance coordination between Florida Polytechnic and public agencies to create a better community and environment.

**Policy 8A.3.1:** Work with the City of Lakeland and other agencies and organizations as described in the Housing Element to coordinate, improve, and increase the availability of safe affordable housing in the Florida Polytechnic area.

**Policy 8A.3.2:** Coordinate with the City of Lakeland and Polk County in support of the use of appropriate funding mechanisms to coordinate and facilitate the safe use of bicycles and reduce automobile impacts on the area.

**Policy 8A.3.3:** Continue to cooperate with the appropriate entities to evaluate traffic impacts on roadways and endeavor to mitigate impacts through increased on-campus housing, improved transit service, and other mitigation techniques described in the Transportation Element.

**Policy 8A.3.4:** Maintain and periodically update the Emergency Operations Plan in coordination with Polk County Emergency Management Operations (EMO), the City of Lakeland, and other appropriate entities. The plan shall identify the extent to which University buildings can be used to provide shelter for students, faculty, staff, and the general public. Suitable campus open spaces shall be designated for use as staging areas for emergency supplies, equipment, and resources.

**Goal 8B:** Florida Polytechnic University's goal is to develop collaborative public and private partnerships that enhance research and funding opportunities, including leveraging state and federal funds.

**Objective 8B.1:** Negotiate collaborative partnerships for research and funding.

**Policy 8B.1.1:** Achieve increased visibility by developing and implementing an image and marketing plan that communicates the University's vision and mission and highlights achievements and contributions to the region and state.

**Policy 8B.1.2:** Establish mutually beneficial partnerships with pre K-12 school systems and human services organizations.

**Policy 8B.1.3:** Identify mutually beneficial research and grant development opportunities.

**Policy 8B.1.4:** Establish an Office of Community Education and Outreach and provide community education opportunities to support lifelong learning for all generations.

**Policy 8B.1.5:** Set and achieve ambitious fund-raising goals through collective efforts and the creative vision of the campus community.

**Policy 8B.1.6:** Encourage and support faculty and staff involvement in civic, professional and local service organizations.

**Policy 8B.1.7:** Strengthen the Alumni Organization in the central Florida region and promote alumni affinity with Florida Polytechnic.

## 9.0 Capital Improvement

The Florida Polytechnic University 10-Year Capital Improvement Plan (CIP) provides a schedule of planned campus major capital projects by year. The projects included are those given highest priority and needed to accommodate projected student enrollment growth and planned program enhancements. The CIP is reviewed annually, and a 5-year outlook of facility needs is also prepared annually. Table 4 lists CIP projects as well as incremental phasing for construction.

The following summary descriptions of the CIP projects are ordered by priority. These priorities are based on projected space needs through the planning period with consideration for existing space in the IST building and the planned space in each of the CIP projects.

*Priority 1: Applied Research Center* – New construction of an approximately 75,000 NASF / 105,000 GSF facility that will accommodate laboratories and an entrepreneurship center to assist with the commercialization of products and services created from the University’s research. The facility will also provide space to meet the demand for hosting industry research groups as well as national and international meetings. It is anticipated that this project will be funded through public sources.

*Priority 2: Residence Hall 3* – New construction of an approximately 65,000 NASF / 91,000 GSF residence hall with 250 beds and planned spaces for learning and living. It is anticipated that this project will be funded and developed through a public-private partnership.

*Priority 3: Student Achievement Center* – New construction of an approximately 60,000 NASF / 84,000 GSF facility that will house an honors college, industry job center, international liaison office, faculty and industry mentorship program, and tutoring programs. Additionally, the facility will house programs that provide support for the psychological and social well-being of students. It is anticipated that this project will be funded and developed through a combination of public and private funding.

*Priority 4: Faculty/Staff Office Building* – New construction of an approximately 25,000 NASF / 35,000 GSF facility that will house administrative staff and faculty offices. In future years, as student enrollment increases, the facility may be expanded to include classroom or research space. A potential expansion could also accommodate house student services (Registrar, Admissions, Enrollment Services, Financial Aid, and meeting spaces) allowing space in Wellness Center Phase 1 (which currently houses many of these services) to be used to expand the food service operation. It is anticipated that this project will be funded through a combination of public and private funding.

In addition to new buildings, the CIP includes expansions and upgrades to campus utilities and infrastructure. A substantial portion of the overall campus infrastructure requirement was met through Phase 1 construction. Ongoing funding will be required to extend infrastructure across the entire campus in anticipation of future development, and to enhance infrastructure in

already-developed campus areas. Specific infrastructure investments are anticipated for the 2015/2016 academic year (recreation building), the 2017/2018 academic year (chiller expansion), the 2018-2020 timeframe (proposed multi-use parking deck project), and the 2022/2023 academic year (chiller expansion). The anticipated funding source for campus infrastructure improvements is public funding, with the exception of the option for bond or public private partnership financing for the proposed parking structure.

**Table 4: Florida Polytechnic University 10-Year Capital Improvement Plan**

PROJECT	YEAR										TOTAL NASF/ GSF
	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	
Applied Research Center	--	75,000 NASF \$12.1M \$15.9M \$7.3M			--	--	--	--	--	--	75,000/ 105,000
Student Achievement Center	--	--	--	60,000 NASF \$5M \$8M 3M			--	--	--	--	60,000/ 84,000
Faculty/Staff Office Building	--	--	--	--	--	25,000 NASF \$3.9M \$8.1M \$3M		--	--	--	25,000/ 35,000
<b>Sub-Totals, Academic Buildings</b>											<b>160,000/ 224,000</b>
Residence Hall 3	--	65,000 NASF \$15M	--	--	--	--	--	--	--	--	65,000/ 91,000
<b>Sub-Totals, Residence Halls</b>											<b>65,000/ 91,000</b>
Utilities & Infrastructure	** \$6M	** \$2M	** \$4M	** \$12M	** \$12M	** \$2M	** \$2M	** \$4M	** \$2M	** \$2M	--

\*\* Annual improvements and expansions to campus utilities and infrastructure as well as recreation and parking facilities.

**Goal 9A: Florida Polytechnic University’s goal is to provide educational and support facilities in a manner that protects the investment in and maximizes the use of facilities, and promotes prioritized, planned campus development.**

**Objective 9A.1:** Provide a schedule of capital improvements needed to maintain adequate levels of service and address existing and projected needs for campus facilities.

**Policy 9A.1.1:** Continue to adopt a Capital Improvement Plan and annual capital budget as part of the annual budgeting process.

**Policy 9A.1.2:** Schedule and fund capital improvements identified in the Capital Improvement Plan in cooperation with the State University System's Office of Capital Programs.

**Policy 9A.1.3:** Evaluate, rank and revise the order of priority as necessary for facilities and projects identified in the 10-Year Capital Improvement Plan (CIP). Building locations indicated in the CIP may be exchanged for other building locations, as depicted in the Campus Master Plan, if the

alternative location is deemed preferable due to unforeseen or changed conditions related to program, cost, or other justifiable reason, and is within the same Future Land Use area. (Any such location changes shall require approval of the Florida Polytechnic Board of Trustees with indication that the project supports the primary land use function and is consistent with the Land Use element of this plan as well as with the Campus Development Agreement with the City of Lakeland.)

**Objective 9A.2:** Provide needed campus improvements and manage the expansion campus development process without exceeding the University's ability to fund initial construction costs, on-going operation costs, maintenance costs and impact costs.

**Policy 9A.2.1:** Ensure improvements are consistent with the Campus Development Agreement and the Campus Master Plan.

**Policy 9A.2.2:** Program and budget for future facilities with consideration for the cost of site improvements, utility extensions and associated easements, parking, traffic circulation improvements, operation and maintenance, and other elements necessary for proper function.

**Policy 9A.2.3:** Make provisions for the adoption of the capital budget as part of the annual budgeting process, and include provisions which are consistent with the Campus Development Agreement and Campus Master Plan.

**Policy 9A.2.4:** Plan for adequate level of service when implementing capital improvements identified in this campus master plan.

**Policy 9A.2.5:** Adhere to sound fiscal policies in the process of campus development. New capital improvements, expansions or replacements should not proceed until adequate funding sources have been identified and committed.

**Objective 9A.3:** Use the Capital Improvement Plan to guide the construction of capital facilities, to correct existing deficiencies, to accommodate desired future growth and to replace exhausted or obsolete facilities.

**Policy 9A.3.1:** Make provisions for the replacement and/or renovation of capital facilities when it is determined that a facility is nearing the end of its useful life.

**Policy 9A.3.2:** Continue to adhere to capital improvement programming procedures and amend this master plan as needed, in concert with revisions to the Capital Improvement Plan.

# Appendix 1

## Maps and Figures

### Florida Polytechnic University Campus Master Plan 2015-2025

Adopted  
September 7, 2016

Prepared by:

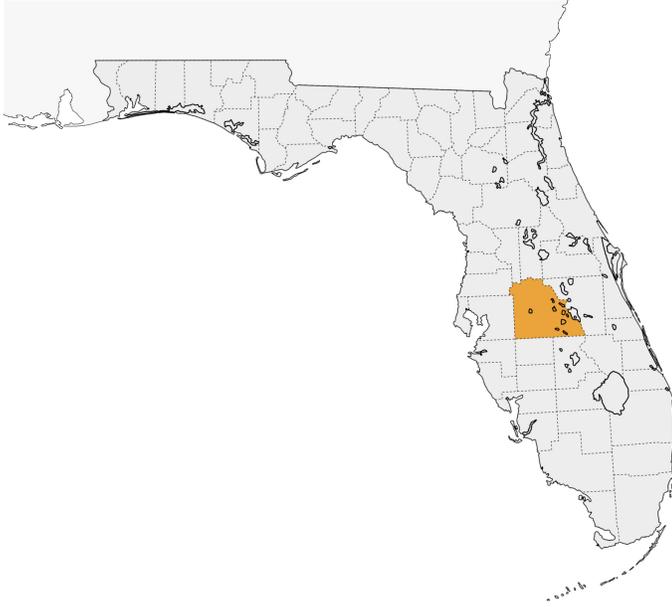


**Amec Foster Wheeler  
Lakeland, Florida**

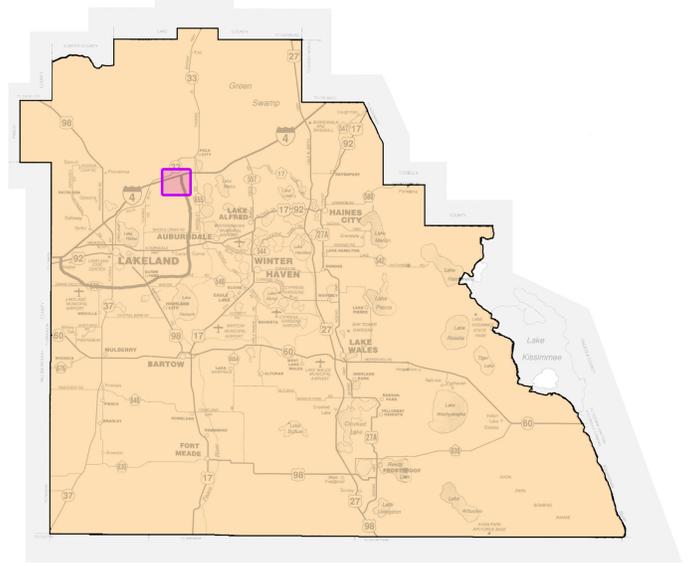


**Straughn Trout Architects LLC  
Lakeland, Florida**

Figure 1.1: **CAMPUS PROPERTY LOCATION MAP**



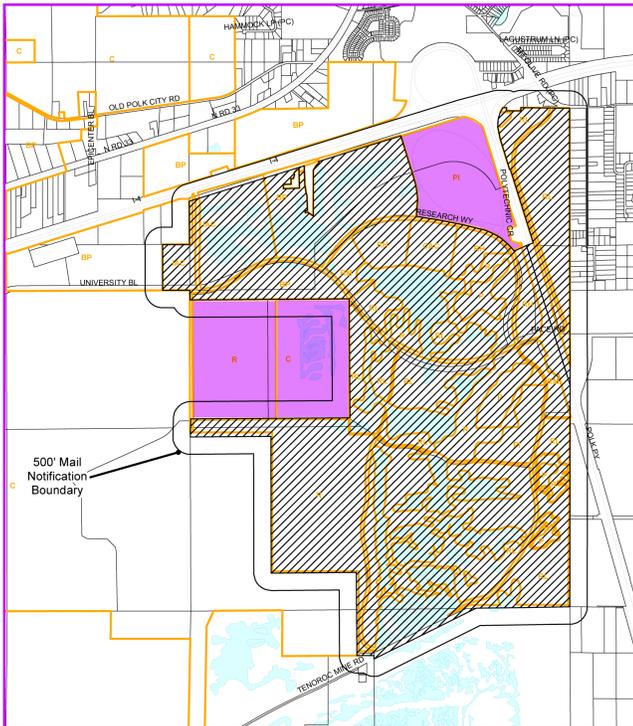
STATE MAP



COUNTY MAP

VICINITY MAP

VICINITY AERIAL PHOTOGRAPHY



Present and Proposed Land Use: Include IAC, BP, CAC, RH, RM, RL, PI, R, and C (2,479.9 Acres+)

File No: PUD14-016, LUL14-003  
October, 2014



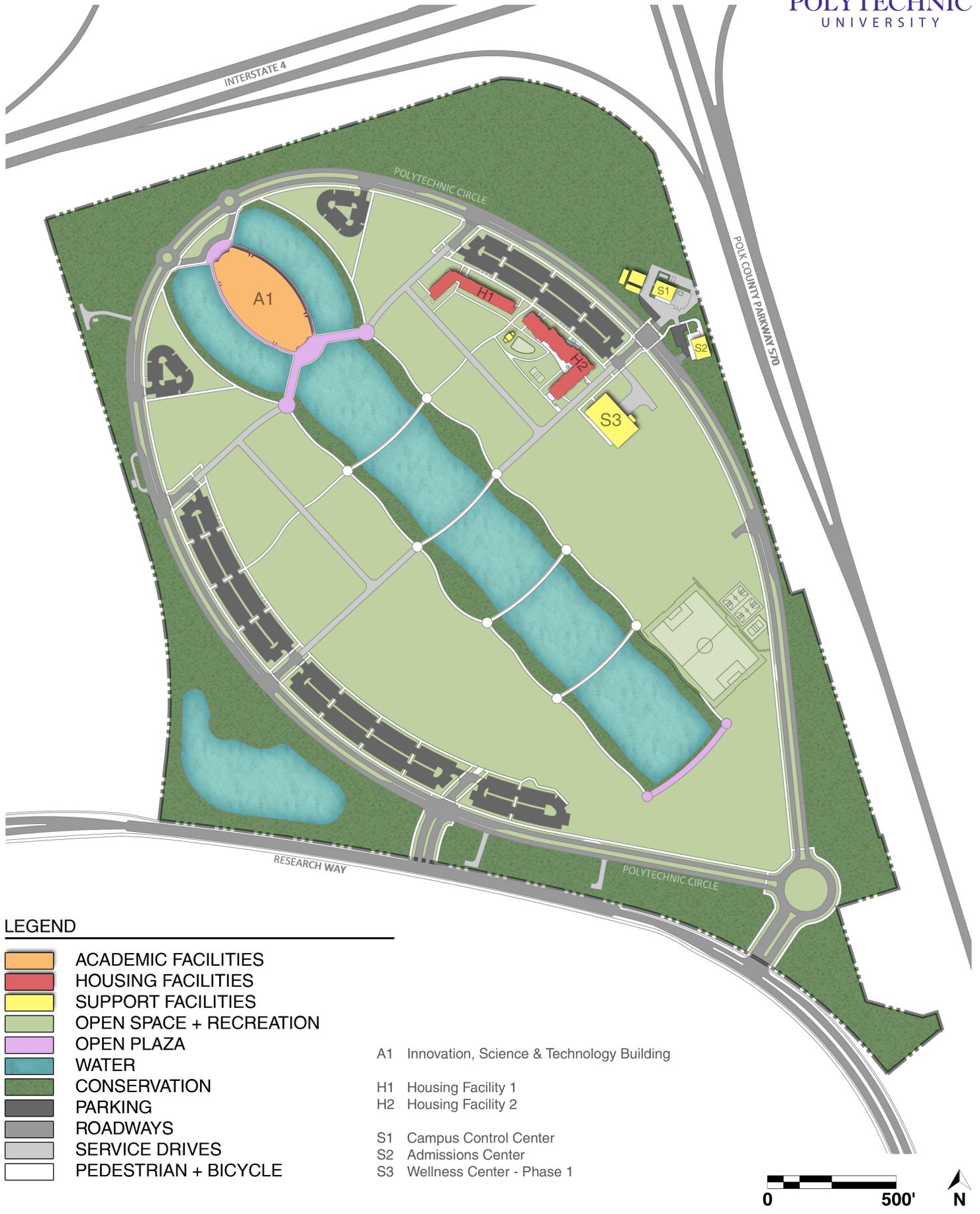
**LEGEND**

**LEGEND**

-  FLORIDA POLYTECHNIC UNIVERSITY PROPERTIES
-  CITY OF LAKELAND PLANNED UNIT DEVELOPMENT / WILLIAMS DEVELOPMENT OF REGIONAL IMPACT

- A MAIN UNIVERSITY CAMPUS
- B PLANNED RECREATION
- C PLANNED CONSERVATION & WETLANDS

Figure 1.2: EXISTING DEVELOPMENT MAP



LEGEND

- ACADEMIC FACILITIES
- HOUSING FACILITIES
- SUPPORT FACILITIES
- OPEN SPACE + RECREATION
- OPEN PLAZA
- WATER
- CONSERVATION
- PARKING
- ROADWAYS
- SERVICE DRIVES
- PEDESTRIAN + BICYCLE

- A1 Innovation, Science & Technology Building
- H1 Housing Facility 1
- H2 Housing Facility 2
- S1 Campus Control Center
- S2 Admissions Center
- S3 Wellness Center - Phase 1

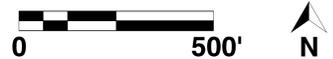
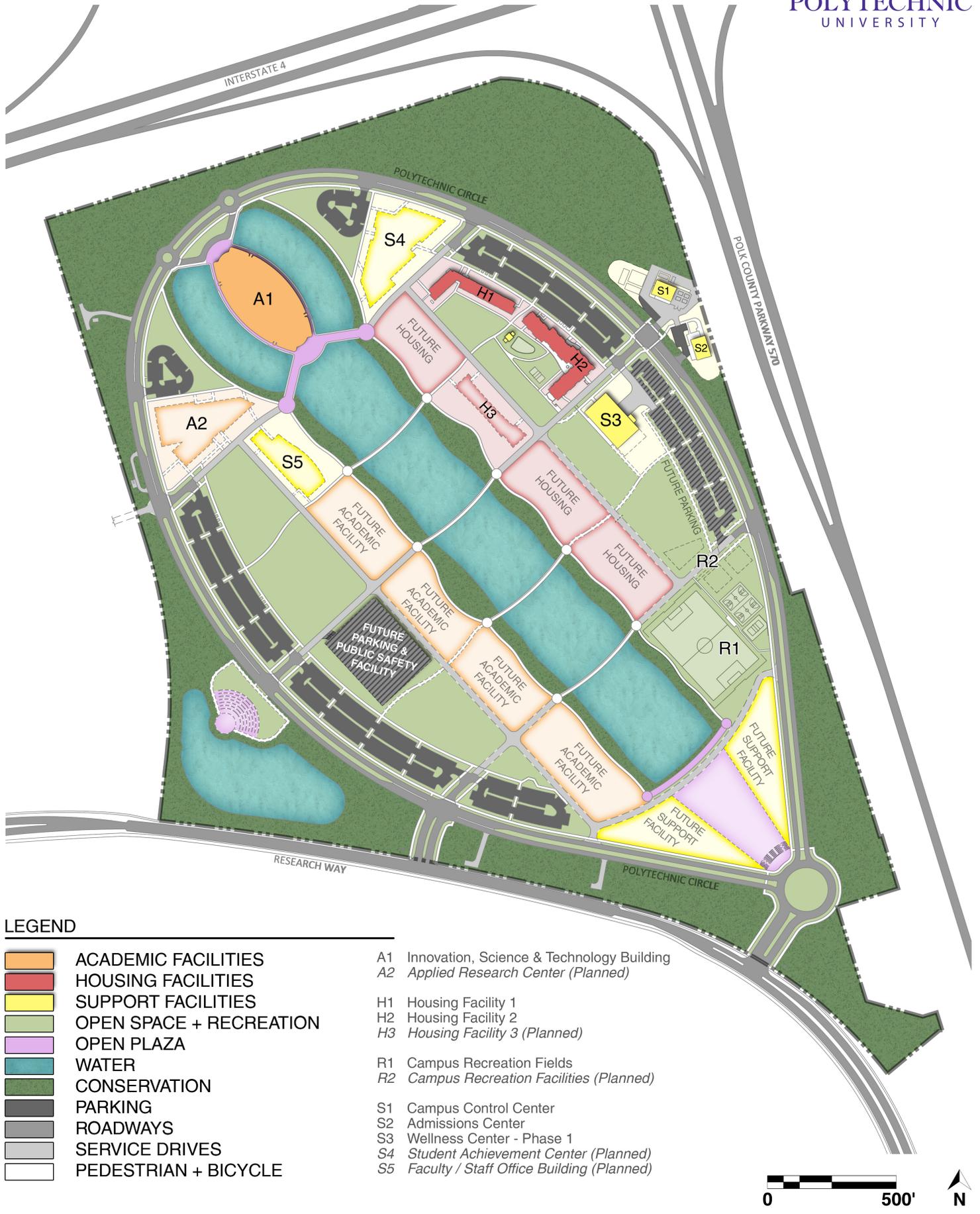


Figure 1.3: FUTURE LAND USE MAP



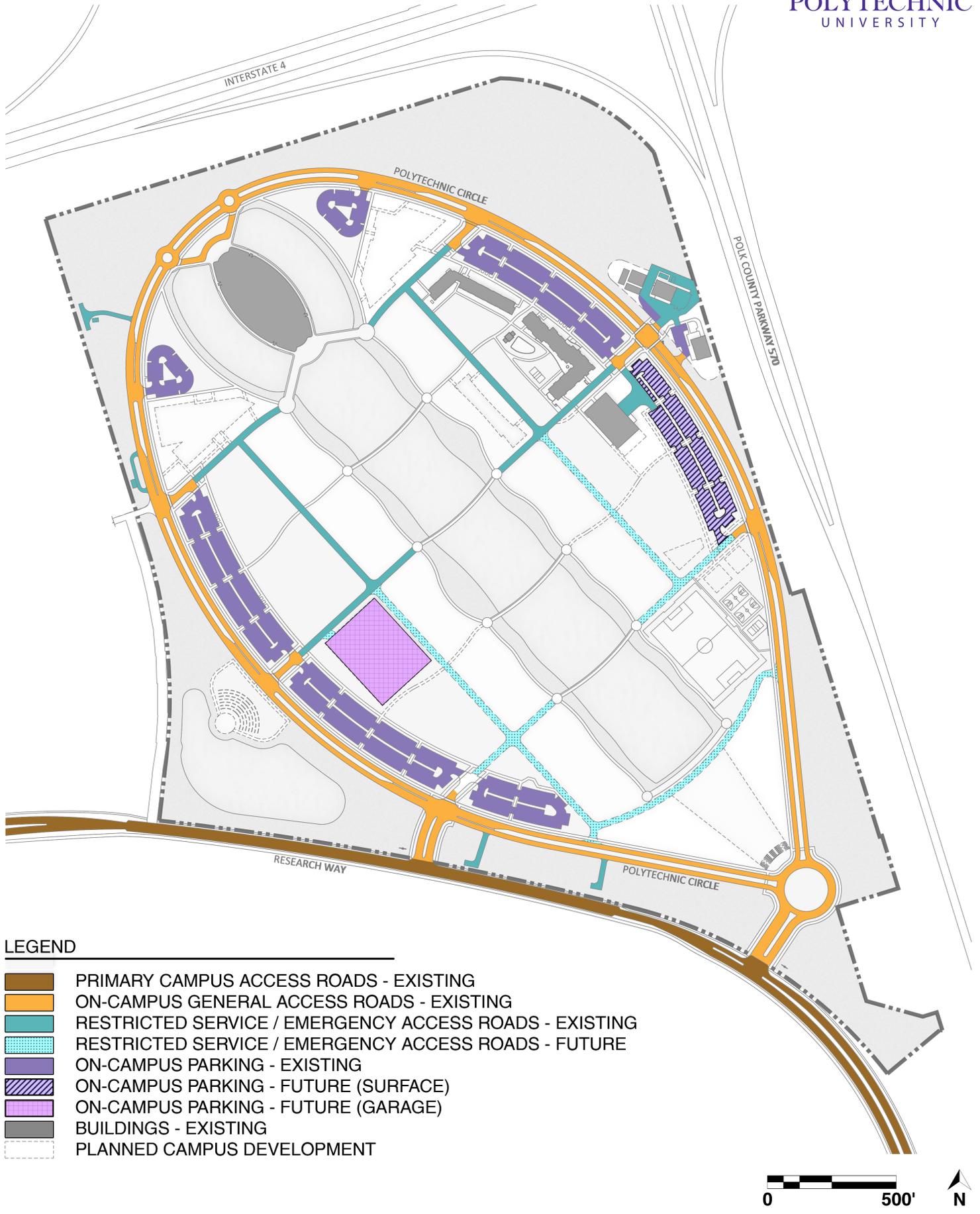
LEGEND

- ACADEMIC FACILITIES
- HOUSING FACILITIES
- SUPPORT FACILITIES
- OPEN SPACE + RECREATION
- OPEN PLAZA
- WATER
- CONSERVATION
- PARKING
- ROADWAYS
- SERVICE DRIVES
- PEDESTRIAN + BICYCLE

- A1 Innovation, Science & Technology Building
- A2 Applied Research Center (Planned)
- H1 Housing Facility 1
- H2 Housing Facility 2
- H3 Housing Facility 3 (Planned)
- R1 Campus Recreation Fields
- R2 Campus Recreation Facilities (Planned)
- S1 Campus Control Center
- S2 Admissions Center
- S3 Wellness Center - Phase 1
- S4 Student Achievement Center (Planned)
- S5 Faculty / Staff Office Building (Planned)



Figure 1.4: VEHICULAR CIRCULATION & PARKING MAP



LEGEND

- PRIMARY CAMPUS ACCESS ROADS - EXISTING
- ON-CAMPUS GENERAL ACCESS ROADS - EXISTING
- RESTRICTED SERVICE / EMERGENCY ACCESS ROADS - EXISTING
- RESTRICTED SERVICE / EMERGENCY ACCESS ROADS - FUTURE
- ON-CAMPUS PARKING - EXISTING
- ON-CAMPUS PARKING - FUTURE (SURFACE)
- ON-CAMPUS PARKING - FUTURE (GARAGE)
- BUILDINGS - EXISTING
- PLANNED CAMPUS DEVELOPMENT



Figure 1.5: PEDESTRIAN & BICYCLE CIRCULATION MAP

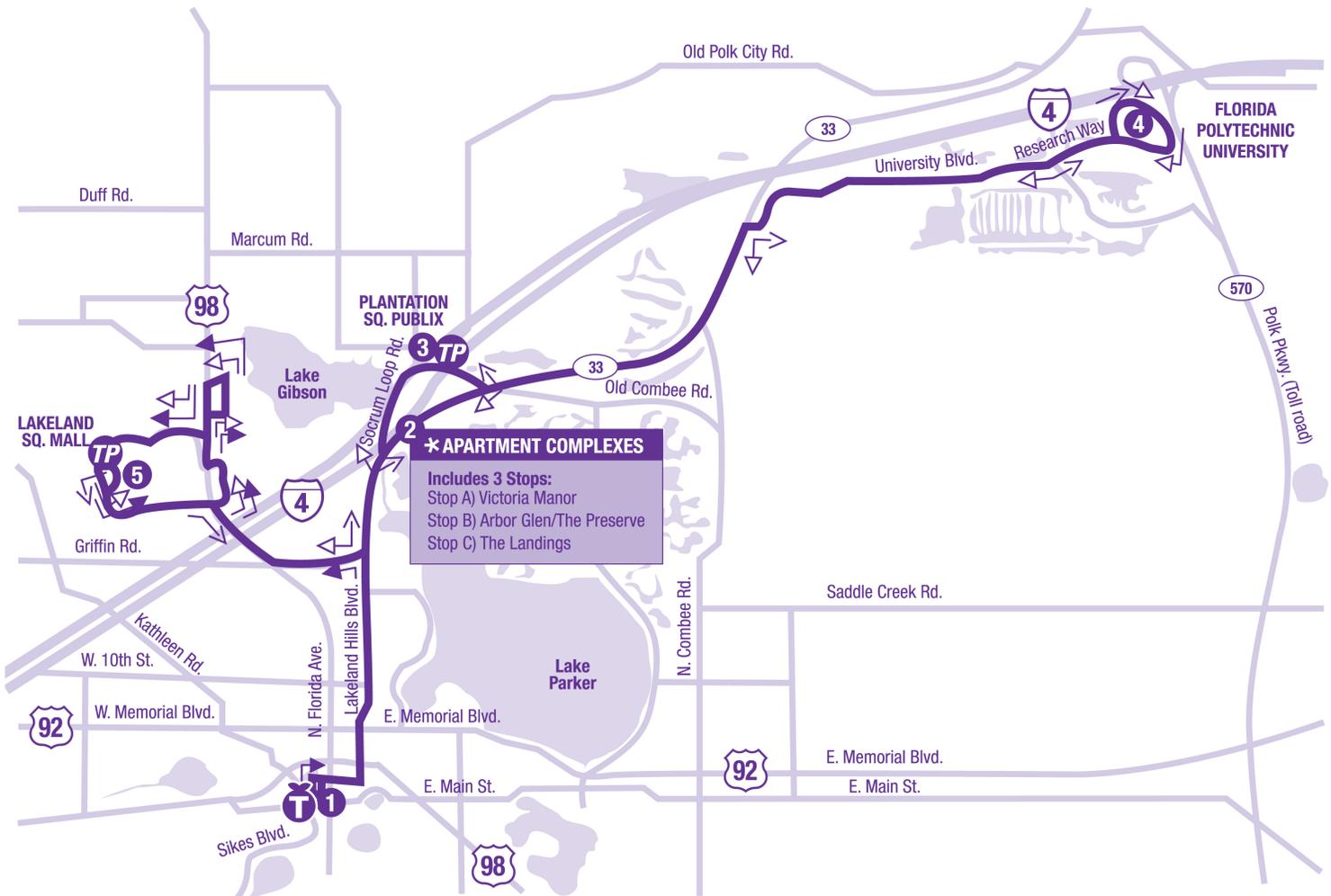


LEGEND

- BI-DIRECTIONAL ON-ROADWAY BICYCLE LANES
- SHARED PEDESTRIAN & BICYCLE CIRCULATION - EXISTING
- SHARED PEDESTRIAN & BICYCLE CIRCULATION - FUTURE
- BUILDINGS - EXISTING
- PLANNED CAMPUS DEVELOPMENT



Figure 1.6: TRANSIT FACILITIES & CORRIDORS MAP



**TP** Transfer Points      **T** Lakeland Terminal

**TRANSFER POINTS PUNTOS DE TRANSFERENCIA**

**Lakeland Square Mall (between Macy's & JCPenney) Westside:**

Rt 1, 15 and 47 Weekdays. Rt 1 Saturdays.

**Plantation Square Publix:** Rt 3 Weekdays.

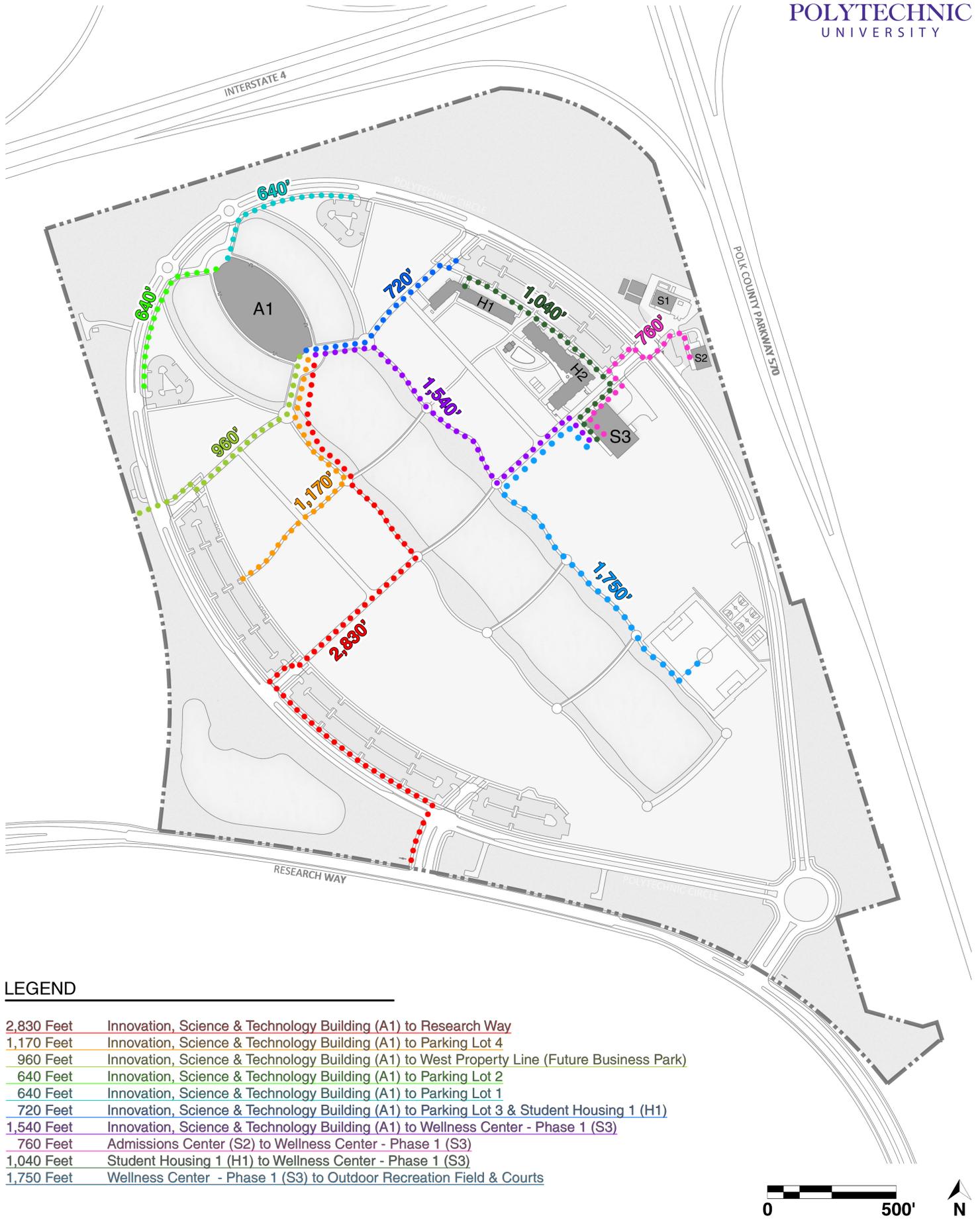
- ➔ From Lakeland Terminal to Lakeland Square Mall  
*Desde la Terminal hacia Lakeland Square Mall*
- ➔ From Florida Polytechnic University to Lakeland Square Mall  
*Desde Florida Polytechnic University hacia Lakeland Square Mall*
- ➔ From Lakeland Square Mall to Florida Polytechnic University  
*Desde Lakeland Square Mall hacia Florida Polytechnic University*



The current Universal Access Service Agreement between Florida Polytechnic University, Lakeland Area Mass Transit District, and Polk County provides the benefit of universal access to public transit as a means of commuting to school and other activities. FPU students, faculty, and staff may ride ALL Polk Transit buses by presenting their university identification card to the driver.

Additional transit information can be found at [www.polktransit.org](http://www.polktransit.org).

Figure 1.7: WALKING DISTANCES & ADJACENT NON-UNIVERSITY LAND MAP

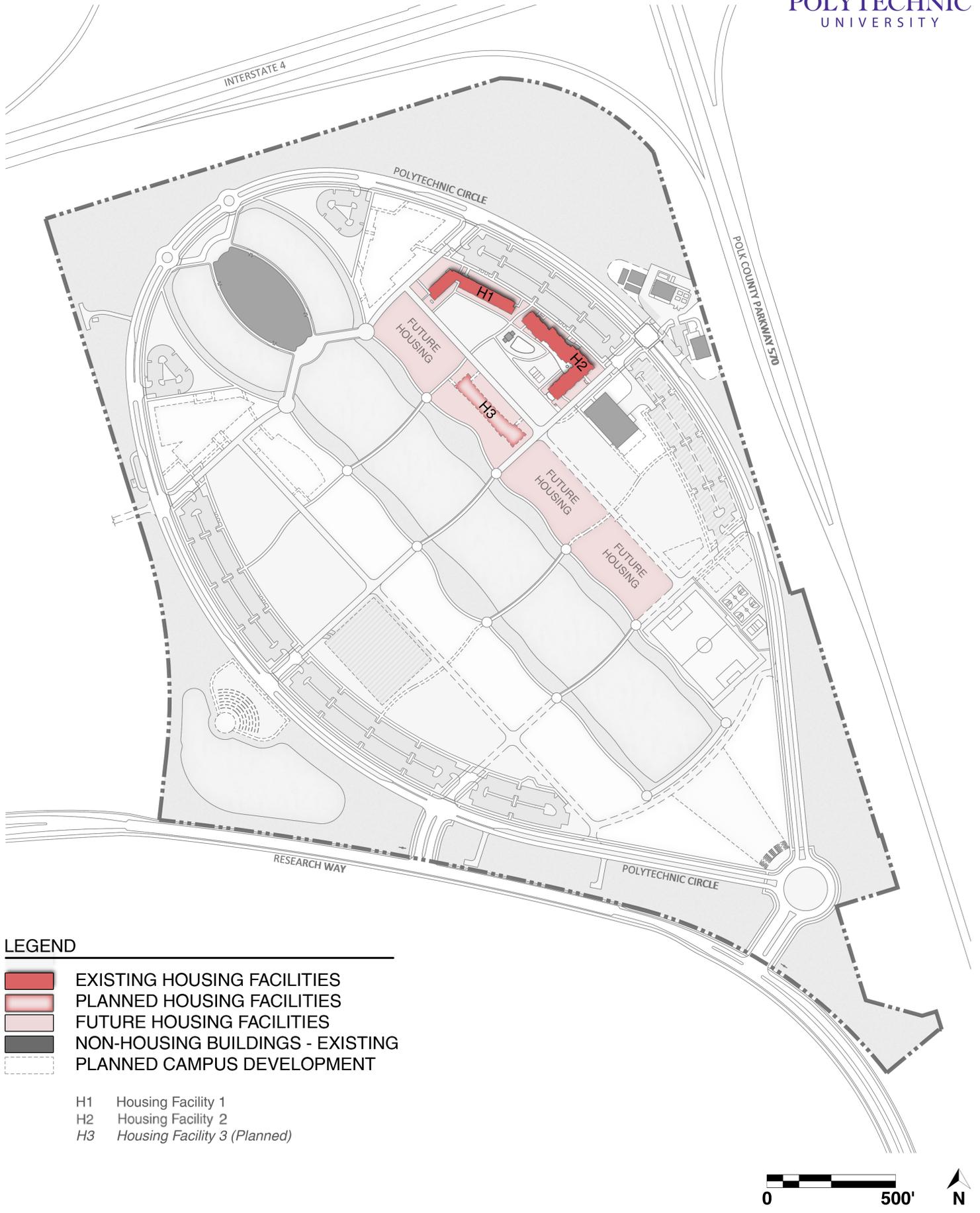


LEGEND

- 2,830 Feet Innovation, Science & Technology Building (A1) to Research Way
- 1,170 Feet Innovation, Science & Technology Building (A1) to Parking Lot 4
- 960 Feet Innovation, Science & Technology Building (A1) to West Property Line (Future Business Park)
- 640 Feet Innovation, Science & Technology Building (A1) to Parking Lot 2
- 640 Feet Innovation, Science & Technology Building (A1) to Parking Lot 1
- 720 Feet Innovation, Science & Technology Building (A1) to Parking Lot 3 & Student Housing 1 (H1)
- 1,540 Feet Innovation, Science & Technology Building (A1) to Wellness Center - Phase 1 (S3)
- 760 Feet Admissions Center (S2) to Wellness Center - Phase 1 (S3)
- 1,040 Feet Student Housing 1 (H1) to Wellness Center - Phase 1 (S3)
- 1,750 Feet Wellness Center - Phase 1 (S3) to Outdoor Recreation Field & Courts



Figure 1.8: HOUSING FACILITIES MAP



LEGEND

- EXISTING HOUSING FACILITIES
- PLANNED HOUSING FACILITIES
- FUTURE HOUSING FACILITIES
- NON-HOUSING BUILDINGS - EXISTING
- PLANNED CAMPUS DEVELOPMENT

- H1 Housing Facility 1
- H2 Housing Facility 2
- H3 Housing Facility 3 (Planned)

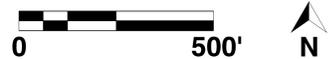


Figure 1.9: **STORMWATER MANAGEMENT MAP**

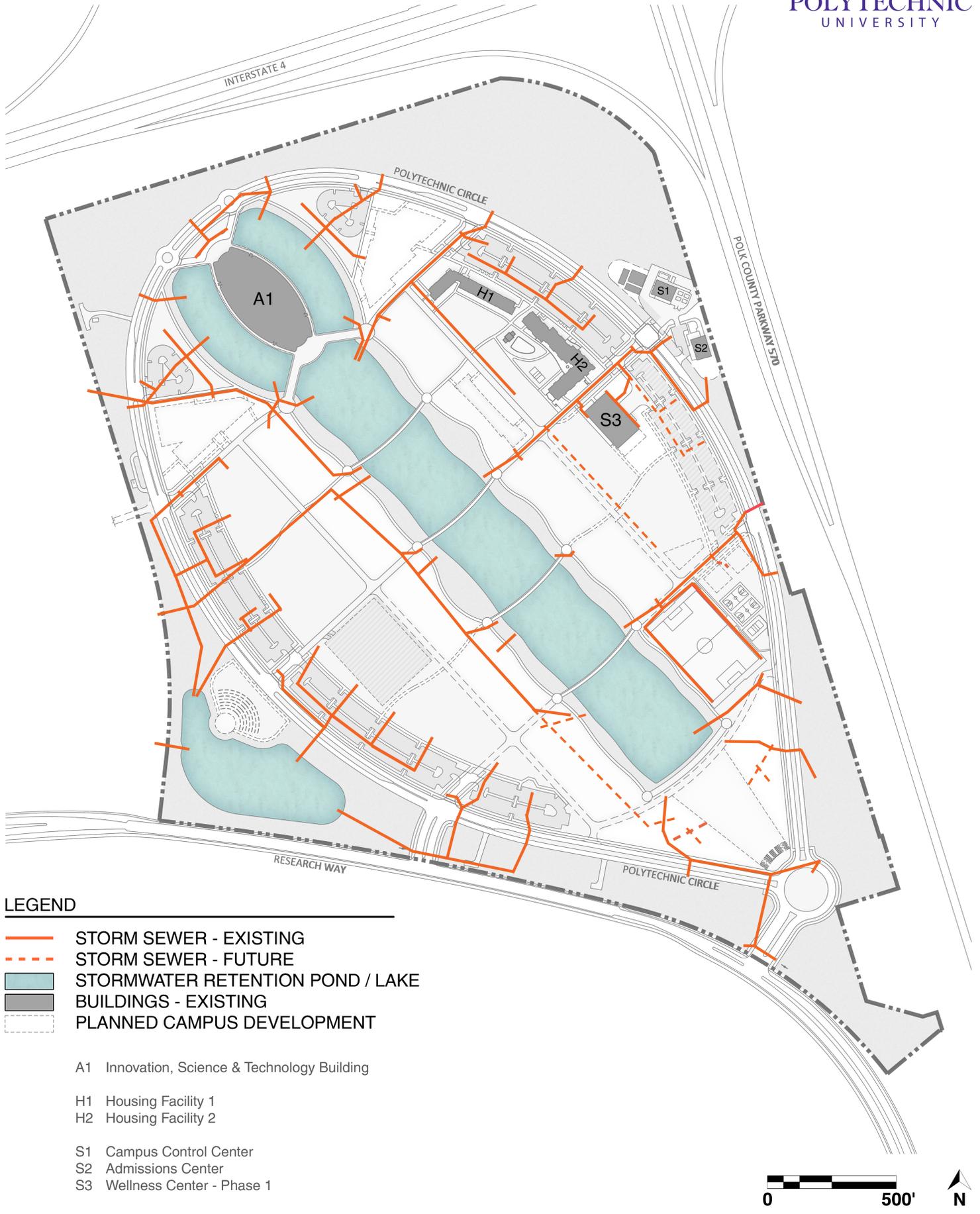
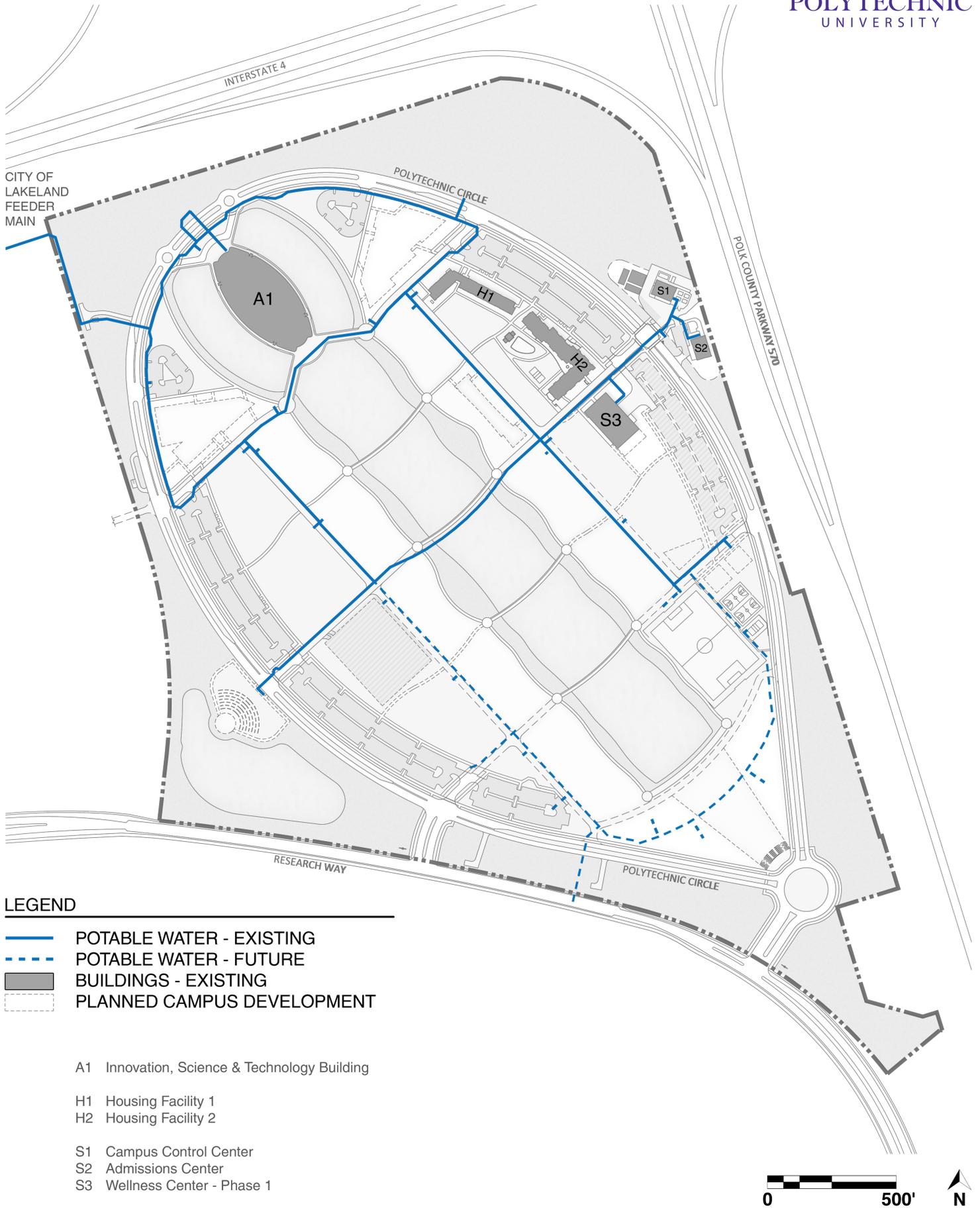


Figure 1.10: POTABLE WATER DISTRIBUTION MAP



**LEGEND**

- POTABLE WATER - EXISTING
- - - POTABLE WATER - FUTURE
- BUILDINGS - EXISTING
- PLANNED CAMPUS DEVELOPMENT

- A1 Innovation, Science & Technology Building
- H1 Housing Facility 1
- H2 Housing Facility 2
- S1 Campus Control Center
- S2 Admissions Center
- S3 Wellness Center - Phase 1



Figure 1.11: **SANITARY SEWER COLLECTION MAP**

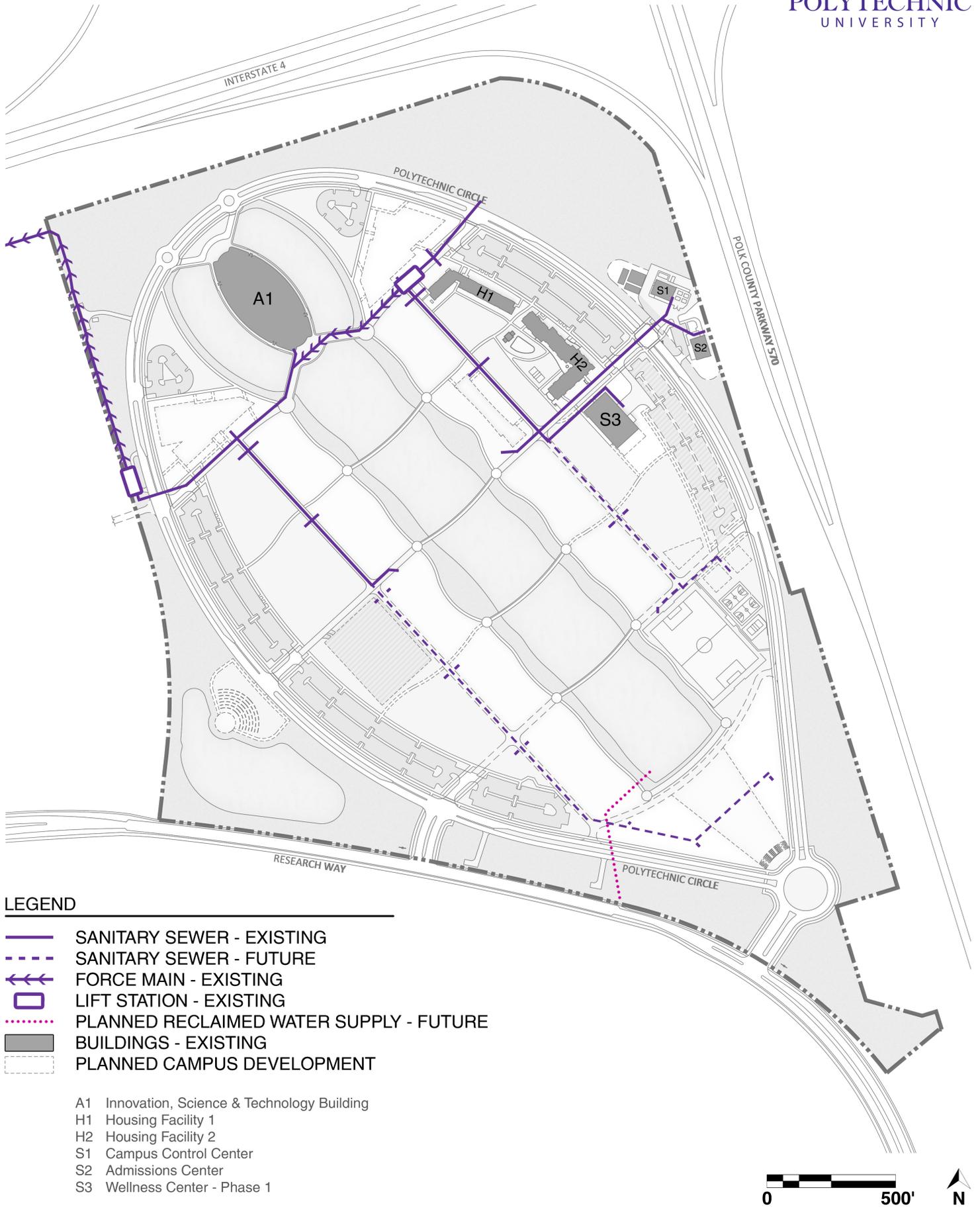
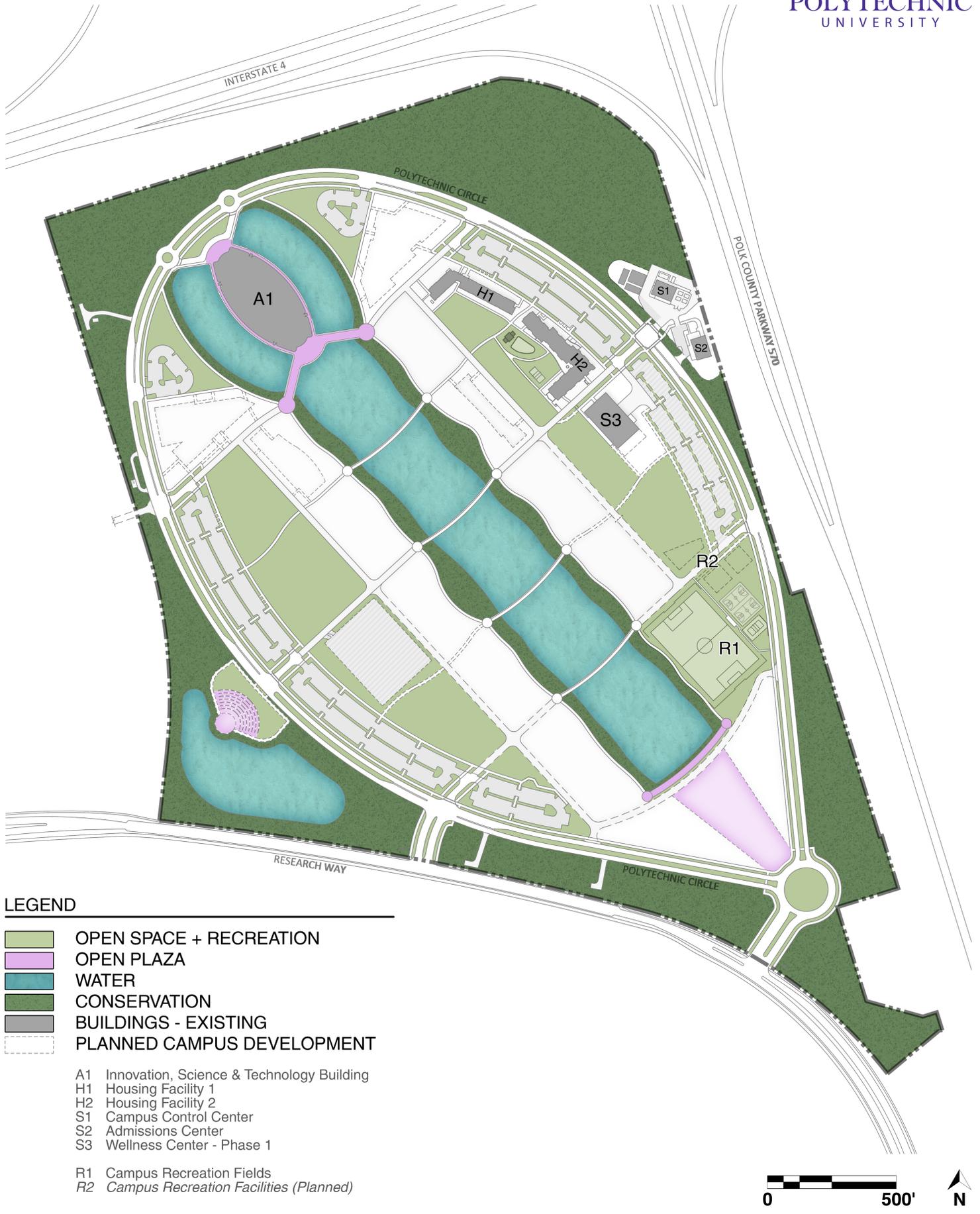


Figure 1.12: CONSERVATION, RECREATION & OPEN SPACE MAP



## **Appendix 2**

### **Data Collection and Analysis Report**

# **Florida Polytechnic University Campus Master Plan 2015-2025**

**Adopted  
September 7, 2016**

**Prepared by:**



**Amec Foster Wheeler  
Lakeland, Florida**



**Straughn Trout Architects LLC  
Lakeland, Florida**

## **TABLE OF CONTENTS**

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Chapter 2:	Future Land Use
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Chapter 4:	Housing
Chapter 5:	General Infrastructure
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Chapter 7:	Recreation and Open Space
Chapter 8:	Intergovernmental Coordination
Chapter 9:	Capital Improvement

## **1. Academic Vision**

The Florida Polytechnic University Strategic Plan is the basis for Academic Mission and Program goals and objectives presented in the Campus Master Plan. The Strategic Plan details the University's guiding principles, goals and objectives for 2014-2017. It was presented to the Board of Trustees and unanimously approved on February 21, 2014.

Since the inception of Florida Polytechnic University, the Board of Trustees and University leaders have worked diligently to establish Florida Polytechnic University as the 12th member of the State University System of Florida. The University's foundational Strategic Planning process began in September 2013 with environmental scans conducted with external constituents. On December 6, 2013 the environmental scan was followed by a SWOT analyses (strengths, weaknesses, opportunities and threats). Faculty, staff, Board of Trustees and Foundation members, community leaders, and other stakeholders participated in the SWOT analyses. Through those efforts and subsequent meetings five strategic goals were identified, along with core values and objectives, to help fulfill the University's mission, vision, and strategic position for the next three years.

In addition to providing guidance for campus master planning, the Strategic Plan guides the budgeting process and assessment plans with corresponding strategies to achieve the goals and objectives. These strategies also tie ownership to the goals and objectives.

## 2. Future Land Use

This element designates existing and future development as reflected in the goals, objectives and policies of the 2015-2025 Campus Master Plan, and describes how future development will be coordinated with land uses planned by the host government in the planning study area.

### Space and Building Needs Assessment

This section inventories and assesses existing and projected space and building needs based on full-time equivalent (FTE) and headcount enrollment projections.

#### Enrollment

Student population data were provided by Florida Polytechnic University for the projected future enrollment over the 10-year master plan horizon. Faculty and staff employment is assumed to grow at a similar rate with the student population growth over the planning horizon. A summary of the existing and projected student enrollment at Florida Polytechnic University, by FTE and headcount (HC), for the 10-year planning period is shown in Table 1.

**Table 1: Existing and Projected Florida Polytechnic University Enrollment (FL FTE\* and Headcount)**

CATEGORY	2014/2015 ACADEMIC YEAR	2020/2021 ACADEMIC YEAR	2025/2026 ACADEMIC YEAR	PROJECTED GROWTH (2014/2015- 2025/2026)
FL FTE*	383	1,302	1,713	347.3 %
Headcount	545	1,760	2,319	325.6 %

\* Florida Full Time Equivalent (FL FTE)

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

#### Existing Land Uses

The Existing Development Map (Figure 1.2 in Appendix 1) shows existing land uses on the 170.54-acre main campus that have resulted from completion of Phase 1 of campus development. The existing land uses include Academic Facilities (the IST building), Housing Facilities, Support Facilities (Wellness Center, Admissions Office, Campus Control Center), and Open Space and Recreation areas that are linked by a network of shared pedestrian and bicycle paths. Specific buildings and uses are described below:

- The state-of-the-art Innovation, Science & Technology (IST) building is the University's first academic building. As it serves multiple functions, space in the IST building includes all applicable classifications: classrooms, teaching labs, library space, research labs, office space, student center space and support space.
- Housing facilities are located on the north end of campus and include a 326-bed apartment-style residence hall (existing) and an adjacent 540-bed residence hall (under construction), with 490 in semi-suite style and 50 beds in apartment style.
- The Wellness Center (fitness center, dining hall, and bookstore) is a support facility located on the east side of campus in close proximity to the Admissions Office and Campus Control Center. Though substantial in size and function, the Wellness Center is

not considered to be a permanent building (classified as temporary due to projected service life less than 20 years).

- In addition to fitness amenities in the Wellness Center, an outdoor multi-purpose athletic field, basketball courts and volleyball court provide on-campus recreation options for students.
- Undeveloped areas are primarily designated as Open Space or Conservation areas.

Parking areas, roads, service drives, open plazas, and water (generally seven stormwater retention ponds, or the “Central Lakes,” along the axis of the campus) are also delineated on the Existing Development Map.

**Projected Space and Building Needs**

Projections for building space needs at the Florida Polytechnic Campus are shown in Tables 2 and 3. Table 2 provides projections of facility space needs based on application of Florida Board of Governors standards to Florida Polytechnic enrollment projections. In total, for the 2025-2026 academic year with projected FTE of 1,713 the total net/assignable space need for the campus will be 209,265 square feet, not inclusive of on-campus residential buildings. The category with greatest space requirement will be research labs.

**Table 2: Florida Polytechnic University 2025 Facility Space Needs Projections\***

CATEGORY OF SPACE	SPACE FACTOR (Required Net/ Assignable Square Feet/FTE)	2025 NET/ASSIGNABLE SPACE PROJECTED NEED <sup>(B)</sup>	2025 GROSS SPACE PROJECTED NEED <sup>(C)</sup>
Classroom (lecture)	13.5 sq. ft. per FTE	23,128	32,379
Teaching Lab	13.75 sq. ft. per FTE	23,556	32,979
Research Lab	68.5 sq. ft. per FTE	117,353	164,295
Office	12.5 sq. ft. per FTE	21,415	29,981
Student Center	7.5 sq. ft. per FTE	12,849	17,988
Support	6.4 sq. ft. per FTE <sup>(A)</sup>	10,964	15,350
<b>TOTAL<sup>(D)</sup></b>		<b>209,265</b>	<b>292,972</b>

\* Based on latest approved OIRE projections

<sup>(A)</sup> 5% of total space per State Requirements for Educational Facilities’ guidelines

<sup>(B)</sup> Based on projected 1,713 FL FTE for 2025-2026 Academic Year

<sup>(C)</sup> Based on 1.4 Net to Gross Conversion Rate

<sup>(D)</sup> Residence Hall space needs not included

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

Table 3 presents a comparison of existing net/assignable square feet provided by the IST building with the projected space needs for 2025-2026. When existing academic space in the IST building is factored in, the resulting additional net/assignable space need over the 10-year planning horizon totals 130,131 square feet. The majority of needed additional space is for research labs (100,656 square feet). Needs also are projected for classroom space, office space, and student center space.

**Table 3: Florida Polytechnic University Required Additional Facility Space Needs**

CATEGORY OF SPACE	EXISTING NET/ASSIGNABLE SPACE <sup>(A)</sup>	2025 NET/ASSIGNABLE SPACE PROJECTED NEED	10-YEAR FORECAST OF REQUIRED ADDITIONAL NET/ASSIGNABLE SPACE
Classroom (lecture)	4,924	23,128	18,204
Teaching Lab	24,696	23,556	-1,140
Research Lab	16,697	117,353	100,656
Office	10,645	21,415	10,770
Student Center	7,886	12,849	4,963
Support	14,286	10,964	-3,322
<b>TOTAL</b>	<b>79,134<sup>(A)</sup></b>	<b>209,265</b>	<b>130,131</b>

<sup>(A)</sup> IST Building Assignable Square Feet (excluding 29,815 NASF of library/common study/work space); assumes IST building is the only permanent non-residential building currently on the Florida Polytechnic campus

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

The 10-Year Capital Improvement Plan (see Chapter 9) responds to space needs projections by prioritizing facilities that correspond to highest projected levels of facility space needs. In total, planned capital improvements total 160,000 net/assignable square feet (see Table 12 in Chapter 9), which slightly exceeds projected requirements for the 2025-2026 academic year. Future needs are depicted on the Future Land Use Map (Figure 1.3) and are described in detail in the next section.

### Future Development

This section assesses and describes future development needs, including specific land uses, facilities, density/intensity of use standards, and the suitability of existing Florida Polytechnic-controlled properties for accommodating anticipated growth.

#### **Future Land Use Map**

The Future Land Use Map (Figure 1.3 in Appendix 1) presents the plan for campus development by identifying future land uses for all areas of the Florida Polytechnic campus, and identifying the intended locations for planned buildings to be included in Phase 2 of campus development over the next ten years (see also Chapter 9). Proposed development is based on projected enrollment and space needs described in the previous sections of this Chapter.

The Future Land Use Map shows the following land use categories for future development:

- **Academic Facilities:** A combination of classroom, teaching lab, research and supporting uses
- **Housing Facilities:** On-campus residences for students
- **Support Facilities:** Support, faculty and staff office, and auxiliary services
- **Open Space and Recreation:** Passive and active greenspace, including recreation and support buildings
- **Open Plaza:** Spaces designed for outdoor gathering and assembly uses

- **Water:** Permanently inundated landscape areas that serve functions such as stormwater management and irrigation
- **Conservation:** Undeveloped areas that may remain in conservation use (such as environmental preservation or stormwater conveyance) or that, in some circumstances, may be reserved for future facilities development
- **Parking:** Surface parking and parking structures

### ***Density and Intensity of Use Standards***

The preceding section (Space and Building Needs Assessment) describes the analysis to determine campus space needs within the planning horizon (extending to the 2025/2026 academic year), and the sub-section to follow (*Future Facilities*) also identifies facilities planned to be developed within the planning horizon. The planning intent for density and intensity of land uses extends beyond the horizon of this Campus Master Plan to the ultimate build-out of the campus, with timeframe undetermined at this time.

Campus build-out density and intensity standards are directly associated with each of the land use categories for future development as shown on the Future Land Use Map. Maximum allowances for density and intensity of each type of land use is applied at the level of the land use category and is phrased in terms of Floor to Area Ratio (FAR), which is a common measure of land use intensity for non-residential land use. The FAR is a comparison of built space (square feet of construction) to the land area on which a structure is built. For example, if 100,000 square feet of construction is located on a site measuring one acre, the FAR is approximately 2.3 ( $100,000/43,560=2.295$ ).

For purposes of the areas of campus designated for housing land use, density is expressed in terms of the number of beds per acre. This compares with the common practice in urban/regional land use planning of expressing residential density in terms of the number of housing units per acre. The standard for density and intensity of each land use category is described below.

- **Academic Facilities:** Intensity standard at the level of 2 FAR, maximum, averaged over the approximately 13.3 acres of campus land designated as Academic Facilities category.
- **Housing Facilities:** Density standard at the level of 250 beds per acre, maximum, averaged over the approximately 9.5 acres of campus land designated as Housing Facilities (equating to a maximum density of 14 beds per acre over the approximately 170.5 acres of the entire campus).
- **Support Facilities:** Intensity standard at the level of 1 FAR, maximum, averaged over the approximately 9.3 acres of campus land designated as Support Facilities category.
- **Open Space and Recreation Facilities:** Intensity standard at the level of 0.1 FAR, maximum, averaged over the approximately 24.3 acres of campus land designated as Open Space and Recreation Facilities category.
- **Open Plaza:** Open Plaza areas, by definition, are areas of open space for public gathering and not sites for permanent facilities. Density/intensity standards do not apply.

- **Water:** Though primarily inundated land areas that serve stormwater management function, there is potential for facilities to be constructed that extend into the system of lakes, in keeping with the original conceptual master plan for the campus. Therefore, an intensity standard at the level of 0.2 FAR, maximum, is averaged over the approximately 23 acres of campus land designated as Water.
- **Conservation:** Intensity standard at the level of 0.05 FAR, maximum, averaged over the approximately 50 acres of campus land designated as Conservation (on the main campus).
- **Parking:** Intensity standard at the level of 2 FAR, maximum, averaged over the approximately 13 acres of campus land designated as Parking land use category. Parking areas include impervious surfaces as well as pervious surfaces for landscape and storm water management, and may include structured parking in the future with ancillary supporting uses incorporated into parking structure(s).

### ***Future Facilities***

Planned buildings shown on the Future Land Use Map are described below:

- The planned Applied Research Center (ARC) building will be located adjacent to the west of the IST building, with complementary architecture. Additional academic facilities will be sited in general accordance with the Future Land Use Map. Sites for future academic buildings are generally oriented on the west side of campus opposite existing and planned student housing, and easily accessible by foot or bicycle.
- Future **permanent support facilities** will be located on both ends of campus, adjacent to the IST building and on the south end of the Central Lakes. Based on enrollment growth projections and the projected level of student demand for admittance to the University, building needs will include a **Student Achievement Center (SAC)**. Located adjacent to the IST building, the SAC will house an honors college, an industry job center, an international liaison office, a faculty and industry mentorship program, tutoring programs, and programs that provide support for the psychological and social well-being of students.
- A **Faculty/Staff Office Building** needed to house student services (Registrar, Admissions, Enrollment Services, Financial Aid, meeting spaces and administrative offices) will be located in a campus support area. Currently, faculty and staff are located in the IST building, the Admissions Center (located in a temporary building), the Wellness Center, and on the Polk State College campus. The University's faculty and staff office needs are anticipated to exceed capacity within three years, and state law requires the University to turn over space on the Polk State College campus once space is available on the University campus. Based on these factors, the Faculty/Staff Office Building is a high priority need.
- Future **residential housing construction** for approximately 250 beds in a mixture of apartment style and semi-suite style is planned for a site along the eastern bank of the Central Lake. This third residence hall will be in close proximity to the other two (one existing, one under construction), and the combined beds of all three buildings will provide for approximately 1,000 beds to serve first-year undergraduate residents.

***Inventory and Future Needs Assessment of Properties and Facilities***

The required land area to support continued campus development described in this 2015-2025 master plan update can be accommodated by the 170.54-acre main campus, which is under the jurisdiction of the State University System (SUS) and is owned in fee-simple by the Florida Polytechnic University Board of Trustees. Ground lease and operating arrangements have been entered into with private entities for the construction and operation of the on-campus residence halls.

***Assessment of Properties to Serve Existing or Future Needs***

Completion of Phase 1 campus development demonstrates the suitability of the campus property to serve existing and future needs. In particular, the completion of the campus-wide stormwater management system will greatly facilitate future campus development. Land across the campus is relatively level and suitable for buildings. Soils in certain areas of campus will require modification to support development, as was the case with Phase 1 construction. It is not anticipated that the physical condition of property planned for development will cause an impediment to future construction.

***Existing and Projected Vacant, Open or Underdeveloped University-Controlled Lands***

In addition to the main campus parcel, Florida Polytechnic controls two additional parcels to the southwest. They are 176.39 and 183.94 acres in size. The locations of these parcels are shown on Figure 1.1 Campus Property Location Map in Appendix 1. These two additional parcels are forested and have significant wetlands. There are no uses planned at the present time for these additional parcels. The anticipated long-term intended use for a portion of these parcels is recreational use.

***Inventory and Assessment of Natural, Archeological or Historic Resources within the Study Area***

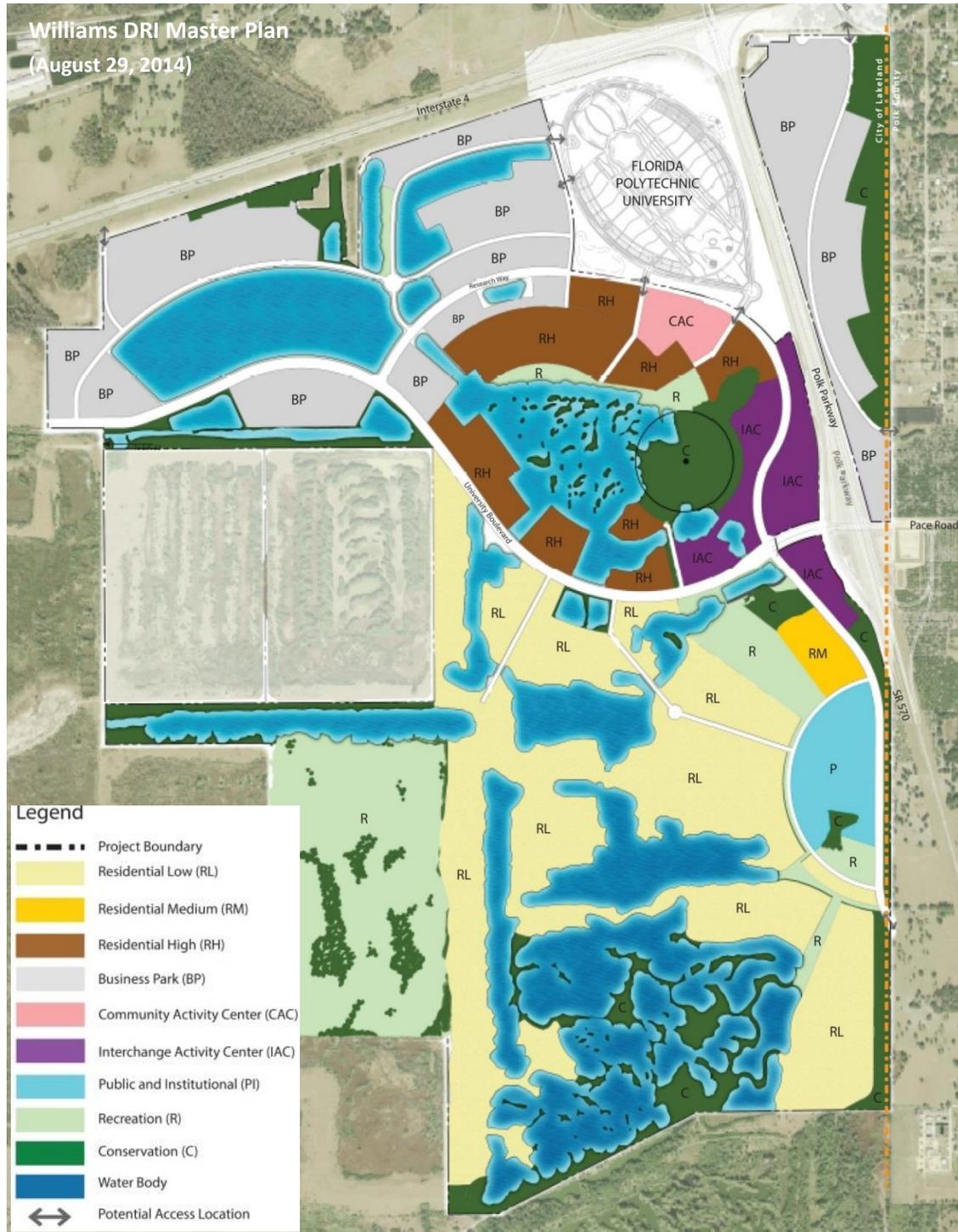
A study developed by MSCW, Inc. provides a detailed account of any known historic or archaeological resources found at on the Florida Polytechnic Campus. This report is on file at Florida Polytechnic Office of Campus Development and Construction.

Natural resources are addressed in Chapter 6 of this Appendix.

***Inventory and Assessment of Existing and Projected Land Uses, Goals Objectives, Policies and Zoning within the Study Area (as defined in the local governments' comprehensive plan to determine their impact on meeting the needs of the University).***

The *City of Lakeland Comprehensive Plan: 2010-2020* is compatible with the existing and planned development of the Florida Polytechnic campus. Undeveloped property adjacent to the campus on the south and west is included in the *Williams Development of Regional Impact (DRI) Master Plan* (to the north and east, the campus is permanently bordered by Interstate 4 and Polk Parkway, both limited access freeways). The approved Williams DRI Master Plan proposes a mix of uses, as shown on the following page: Business Park, High-Density Residential, Community Activity Center and Interchange Activity Center. The intent of the Comprehensive Plan and Williams DRI Master Plan is to create an activity center adjacent to the Florida Polytechnic campus, and the University is envisioned as a catalyst for this development.

Planned business park uses adjacent to the west of the campus along Research Drive will ultimately complement the research mission of Florida Polytechnic. And planned residential and activity center development to the south across Research Drive will provide a community context for the campus, as well as opportunities for student housing and entertainment.



### 3. Transportation

This element assesses and makes transportation recommendations for integrating all modes of travel (bicycle, bus/transit, and motor vehicle) both on campus and off-campus in the host community and affected communities.

#### Parking

Four surface parking lots are located on campus, inside Polytechnic Circle (see Figure 1.4 Vehicular Circulation & Parking Map in Appendix 1). Lots 1 and 2 are located on either side of the IST building. Lot 3 is adjacent to the existing residence hall and accessible to the Wellness Center, the Campus Control Center, and the Admissions Center. Lot 4 is located on the west side of campus in close proximity to the proposed recreation field. These lots were constructed as part of the Phase I campus development. A total of 715 parking spaces have been provided to date.

The Campus Master Plan shows additional surface parking lots continuing along the inside of Polytechnic Circle to serve future housing and academic and support facilities. At build out a total of 1,500 to 1,800 parking spaces is planned to be constructed on campus in the parking areas shown in Figure 1.4 in Appendix 1, which may include a multi-use parking structure.

On-street parking is available along Research Way, abutting the southern portion of campus. No parking facilities owned or controlled by Florida Polytechnic are located off-campus.

#### Transit

The campus is served by the **Polytechnic Circuit Express Bus Service**, an express bus service operated by Polk Transit as part of its Citrus Connection bus system (see Figure 1.6: Transit Facilities & Corridors Map in Appendix 1). This free bus service is available to students, faculty and staff, who may also ride all Polk Transit buses for free.

The 32-passenger Polytechnic Circuit Express Bus was jointly purchased by the Cities of Lakeland and Auburndale. On Monday-Saturday, the bus has three pickup/drop-off areas that service the Lakeland Downtown Terminal, four off campus apartment complexes (Arbor Glen, The Landings, Victoria Manor, and The Preserve), and Florida Polytechnic. On Sunday the bus services the same areas but includes an extra stop at Lakeside Village/Publix. Late night service is offered on Friday and Saturday. Campus stops are located at:

- Research Way – Outbound (Parallel parking area)
- Research Way – Inbound (Parallel parking area)
- Innovation, Science and Technology Building
- Admissions Center (across the street)

The Polytechnic Circuit Express began operating on August 17, 2014; as such, no ridership data are yet available.

Table 4 shows expanded bus service proposed to be added by Polk Transit. The routes are recommended in My Ride: Polk Consolidated Transit Development Plan 2013-2022. The My

Ride plan serves as the strategic guide for public transportation in Polk County. Adopted in August 2012, the plan was updated in 2014 by Polk Transit and the Polk Transportation Planning Organization (TPO).

**Table 4: Proposed Polk Transit Bus Service Expansion to Serve Florida Polytechnic**

Route Name	Description	Implementation
Lakeland/Florida Polytechnic (Phase I)	Add New Fixed-Route Service	2016
Lakeland/Florida Polytechnic (Phase II)	Add New Fixed-Route Service	2022
Auburndale/Florida Polytechnic (Phase I)	Add New Fixed-Route Service	2016
Auburndale/Florida Polytechnic (Phase II)	Add New Fixed-Route Service	2019

Source: *My Ride: Polk Consolidated Transit Development Plan 2013-2022* (Polk Transportation Planning Organization)

**Bicycling and Walking**

Figure 1.5: Pedestrian & Bicycle Circulation Map in Appendix 1 shows existing and future multi-use paths. Phase 1 construction included a comprehensive network of shared pedestrian and bicycle paths that will be expanded to the southern end of campus as development continues. The pathways are designed to provide efficient non-vehicular connectivity throughout the campus. Multi-use paths are also provided adjacent to Research Way (see pathway segment #31 below), and there is a bi-directional bike lane on Polytechnic Circle. The on-roadway bike lane connects to off-campus trail facilities including the Auburndale TECO Trail located approximately one mile east of the campus via Pace Road. The Auburndale TECO Trail extends from Auburndale to the south and connects with the Van Fleet National Recreational Trail north of Interstate 4.

The City of Lakeland’s *Citywide Pathways Plan* (adopted 2009, amended 2012 and 2015) maps locations of existing and proposed pathways in the city, including sidewalks, bike lanes and trail corridors. Existing pathways include the 12-foot wide Bridgewater-Williams Trail (#12), which links the campus to both Polk Parkway and State Road 33 and is planned to extend further west to Walt Williams Road. The existing segment was constructed per the requirements of the amended 2007 Williams DRI Development Order. It was funded through the Federal American Reinvestment and Recovery Act (ARRA) and opened in 2012.

Several other pathways are proposed that will connect the Florida Polytechnic campus



Source: *City of Lakeland Comprehensive Plan: 2010-2020, Citywide Pathways Plan (amended 12/21/15)*

to the surrounding areas. These pathways are shown as dashed red lines on the map from the *Citywide Pathways Plan* (previous page) and are generally represented by path segments #21, #22, #34 and #35. These segments comprise what the Pathways Plan calls the Williams Trail, with a total estimated cost of \$4,844,375. Potential funding sources include local, state and/or regional funds. The Campus Development Agreement states no off-campus improvements concerning pedestrian and non-vehicular circulation need to be assured by the University to maintain the City's adopted level of service standards.

The updated Pathways Plan also incorporates recommendations from the City of Lakeland's 2014 *Tenoroc Trail Master Plan Study* (path segments #33 and #36 on the *Citywide Pathways Plan* map). The proposed 14-mile trail is part of a regional multi-use trail network that will ultimately connect to the Florida Polytechnic campus. The proposed trail alignment is shown at right. The first phase of the trail, a two-mile segment between Lake Parker and SR 33, is included in the Polk County TPO FY 2016/17-FY 2020/21

Transportation Improvement Program (TIP). The estimated construction cost is \$1,196,000.



As part of the Florida Department of Transportation's (FDOT) planned widening of State Road (SR) SR 33 from Old Combee Road to North of Tomkow Road (generally where #100 and #30 are shown on the Proposed Pathways concept map on the previous page), both bicycle and pedestrian accommodations are proposed. FDOT's *SR 33 Project Development & Environment (PD&E) Study* (August 2014) states that a 12-foot shared-use path is proposed along the east side of the road from the beginning of the project to University Boulevard, and a five-foot sidewalk is planned along the west side for the entire project limits and along the east side of the road from University Boulevard to north of Tomkow Road.

## Safety

Pedestrian and vehicular conflicts are minimized by the campus design. As shown in Figure 1.4: Vehicular Circulation and Parking Map in Appendix 1, motorists can traverse the perimeter of campus but the interior spaces and buildings are accessible only by pedestrians and cyclists. Exceptions are the restricted/emergency access segments that allow emergency vehicles and service vehicles; the vehicles use the specially designed multi-use pathways.

As future development occurs on campus, the pathways/emergency access segments will continue to the southern end. Bicycle/pedestrian connectivity to future development offsite is in place with a pathway connection to Research Way and University Boulevard. Lighting was

included in the construction of all pedestrian and bicycle facilities and will continue as future path segments are added.

### **Transportation Demand Management Strategies**

Transportation Demand Management (TDM) strategies are policies and programs that are intended to reduce automobile travel demand on roadways by encouraging the use of alternative modes of transportation. A primary strategy used by the University is coordinated transportation and land use planning. The campus is walkable with convenient and safe pathways linking uses and transit stops, and on-campus housing reduces the number of commuting students.

TDM strategies that can be evaluated for potential use on campus to minimize potential off-site impacts include the following:

- Academic scheduling modifications, including scheduling more classes during non-peak hours; and
- Parking pricing strategies designed to make other modes of travel, such as transit and carpooling, more economical and to provide revenue for improved TDM services and facilities.

### **Transportation System Management Strategies**

Transportation System Management (TSM) strategies are intended to improve traffic flow and safety through operational modifications to existing roadways. Examples of strategies that have been implemented on campus or are on-going include:

- Coordination of traffic access improvements at the entrances/exits of the campus and along context area roadways with the City of Lakeland and Polk County;
- Traffic signalization coordination, turn restrictions and access management; and
- Transit lane dedication.

### **Existing Roads**

The campus has one general access road, Polytechnic Circle. Primary access roads provide direct access to the University and include Research Way, University Boulevard and Polk Parkway (SR 570). Roadway improvement projects constructed to facilitate access to the campus include the Polk Parkway/Pace Road I-4 interchange and the parkway's upgrade to a four-lane highway. The primary access roads and roadway improvement projects were constructed after the development of the original Campus Master Plan. Secondary roadways are those that intersect the primary roadways and distribute the University traffic to the surrounding area. Table 5 summarizes existing characteristics (excluding pavement conditions due to lack of available information) of primary and secondary access roads in the study area. The "Link" numbers shown correlate to the numbers in the Polk County Roadway Network Database.

**Table 5: Summary of Existing Roadway Characteristics**

Roadway Characteristics	Primary Roadway			Secondary Roadways		
	<i>Polk Pkwy (SR 570)</i>	<i>University Boulevard</i>	<i>Research Way</i>	<i>I-4 (SR 400)</i>	<i>Memorial Blvd (US 92 SR 600)</i>	<i>SR 33 (Common-Wealth Ave.)</i>
Roadway Segment	<i>Link 7401: US 98 to CR 546 (Old Dixie Pkwy) Link 7402: CR 546 to I-4</i>	<i>Link 6909: SR 33 to Polk Pkwy</i>	<i>Link 6910: University Blvd. to University Blvd.</i>	<i>Link 5506: SR 33 to CR 57</i>	<i>Link 5306: SR 659 (Combee Rd. N) to SR 655 (Recker Hwy.)</i>	<i>Link 5602: I-4 at Socrum Loop Rd. to I-4</i>
No. of Lanes <sup>1</sup>	4 Frwy	4 Div	4 Div	6 Frwy	4 Div	2 B
Functional <sup>2</sup> Classification	PA	UC	UC	PA	PA	MA
Access Control Classification <sup>3</sup>	1	N/A	N/A	1	5	4
2016 Traffic Volume (AADT)	12,900 7,400	1,600	2,000	80,500	30,500	14,900
Peak Hour/Peak Season Level of Service (LOS)	B	C	C	B	C	C

Source: 2016 Polk County Roadway Network Database, Polk County Transportation Planning Organization

**KEY:** <sup>1</sup> Explanation of Abbreviations:

<sup>2</sup> Functional Classifications:

B – Bypass Lane    Und – Undivided  
Frwy – Freeway    Div – Divided

MA – Minor Arterial    UC – Urban Collector  
PA – Principal Arterial

<sup>3</sup> Access Control Classifications (assigned by Florida Department of Transportation for roadways in the State Highway System):

1 - Limited access, no direct access to adjacent property

4 - Access to adjacent property is non-restrictive with driveway spacing at no less than 660 feet (NOTE: The classification for SR33 is proposed to be changed to Class 3 [access to adjacent property is restrictive due to the use of medians] upon its widening, from Old Combee Road to north of Tomkow Road, per the SR 33 Project Development & Environment Study, FDOT 2014.)

5 - Access to adjacent property is limited, driveway spacing at no less than 440 feet and signals each ½ mile

N/A- FDOT Access Control Classifications not applicable. Roads under the jurisdiction of the City of Lakeland are subject to the Access Management Standards of the City of Lakeland Land Development Code. Connection locations/standards for University Boulevard and Research Way are also generally depicted in the Williams DRI Development Order.

Table 6 shows that all roadways are currently operating above the adopted roadway level of service (LOS). Over the next ten years Polk Parkway, University Boulevard and Research Way are projected to maintain the same LOS. Roadways that are projected to experience a change in level of service in ten years (2025/2026) are I-4, SR 33, and Memorial Boulevard. However, these road segments are not projected to fall below their adopted level of service.

**Table 6: Level of Service Comparison**

Roadway	Current LOS Peak Hour	Adopted LOS	Projected LOS in 5 Years	Projected LOS in 10 Years
Polk Pkwy (SR 570)	B	D	B	B
I-4 (SR 400)	B	D	B (west) / C (east)	C (west) / C (east)
Memorial Blvd (US 92/SR 600)	C	D	C	C
SR 33 (Commonwealth Ave)	C	D	C (north) / D (south)	D (north) / D (south)
University Boulevard	C	E	C	C
Research Way	C	E	C	C

Source: 2016 Polk County Roadway Network Database, Polk County Transportation Planning Organization

No additional transportation facility improvements are needed to maintain the adopted level of service standards on State and Strategic Intermodal System (SIS) roadways or on University Boulevard and Research Way. Roadway improvements to mitigate decreasing levels of service are planned for SR 33 (see also the *New Road Projects* section). According to the Florida Department of Transportation's *SR 33 Project Development and Environment Study Project Traffic Report* (November 2013), the road is projected to operate at LOS "E" or "F" in 2036 without improvements. The project, which includes reconstruction of the SR 33 / I-4 interchange, will allow the road to operate at an acceptable LOS "D" or better.

### Roadway Capacity

Table 7 provides traffic generation figures for both current and projected enrollment based on the Institute of Traffic Engineers' (ITE) trip generation rates. Headcounts are used in trip generation calculations rather than FTE's. FTE's are more suitable for estimating building square footages while headcounts more accurately reflect trips on the road. A transfer of trips was made to USF Board of Trustees as part of the transfer of title from Williams Acquisition Holding Company, Inc. These are referred to as "Credited Trips" in Table 7. Credited trips are trips that had been accounted for in the identification of transportation improvements to be provided by Williams under the terms of their Development Order from the City of Lakeland. Because the impacts of credited trips have already been accounted for, they are not considered "new" trips to the surrounding roadway network.

**Table 7: Florida Polytechnic Trip Generation**

Trip Generation	Year	
	2014-15	2025-26
<i>Headcounts-Students</i>	545	2,319
Daily Trip Generation		
Daily Trip Generation Rate	<u>x 2.38</u>	<u>x 2.38</u>
<b>Total Daily Trips Generated</b>	<b>1,298</b>	<b>5519</b>
Credited Daily Trips	<u>-2,818*</u>	<u>-4,861**</u>
<b>Total Daily Impact Trips</b>	<b>-1,520</b>	<b>658</b>
Peak Hour Trip Generation		
Peak Hour Trip Generation Rate	<u>x 0.21</u>	<u>x 0.21</u>
<b>Total Peak Hour Trips Generated</b>	<b>115</b>	<b>487</b>
Credited Peak Hour Rates	<u>-364*</u>	<u>-558**</u>
<b>Total Peak Hour Trips</b>	<b>-250</b>	<b>-71</b>

\*Phase 1

\*\* Phase 2

Based on the current and projected enrollment figures and the credited trips, there is a negative number of total trips for both the present year and in 2025. As a result, the projected growth of Florida Polytechnic through the year 2025-2026 will not create the need for any additional roadway capacity improvement projects.

### New Road Projects

The Campus Development Agreement (CDA) with the City of Lakeland identified road and vehicular circulation improvements that were needed due to insufficient capacity on certain segments of SR 33 to accommodate the impacts of the original projections for campus development, which far exceed the revised enrollment projections. The University paid \$5,029,906 to Lakeland to mitigate SR 33 deficiencies, as follows:

- \$2,498,751 – I-4 @ Socrum Loop Road to CR 659
- \$1,825,046 – CR 659 to University Boulevard
- \$706,110 – University Boulevard to I-4

In addition, the CDA stipulated that Florida Polytechnic pay \$35,000 for an alignment study for SR 33 and \$32,000 for two mast arm traffic signals at the I-4 ramps.

The City's expenditure of the committed funds has been used to widen State Road 33 from two to four lanes between Interstate 4 EB Ramps/Lakeland Harbor to just east of Old Combee Road/Deeson Pointe Boulevard. The project was let in the fall of 2011 and completed in the first half of 2013. The project included the addition of sidewalks (extending south to Jenkins Nissan), bicycle lanes, transit stop improvements (including new bus bay at Lakeland Harbor), street lighting, and turn lane improvements on the Old Combee Road approaches to the SR 33 intersection. The traffic signals were also re-built and installed on new mast arms.

In 2014, the Florida Department of Transportation prepared the *State Road 33 Project Development and Environment (PD&E) Study* to evaluate the proposed widening of SR 33 from a two-lane undivided roadway to a four-lane divided highway between Old Combee Road to north of Tomkow Road. The project also proposes the reconstruction of the SR 33 interchange with I-4, which provides access to the Florida Polytechnic campus. The interchange improvements include replacing the functionally obsolete bridges over SR 33 and reconstructing portions of I-4 approaching the interchange to provide turn lanes and traffic signals. The interchange improvements will accommodate projected traffic associated with development planned in the vicinity.

Following adoption of the SR 33 PD&E Study in 2014, FDOT proceeded to the project design phase. The segment of SR 33 between Old Combee Road and University Boulevard is currently under design by FDOT; however, construction funding is not programmed at this time. FDOT is also currently designing the reconstruction of the Exit 38 interchange (including SR 33 between University Boulevard and Tomkow Road) with right-of-way funding programmed in FY 2018/2019 of its Five-Year Work Program. Construction is estimated to occur between 2021 and 2025. To facilitate the interchange reconstruction phase of the SR 33 project, the City of Lakeland passed a resolution (No. 5254, signed December 7, 2015) requesting FDOT funding. The total estimated cost for the SR33 widening and interchange improvement projects is \$79,730,000, using state and federal funding sources.

## 4. Housing

This element ensures the provision of public and private housing facilities on the University campus and within the host and/or affected communities that is adequate to meet the needs of the projected University enrollment.

### Current Housing

#### *On-Campus*

Due to the fact that Florida Polytechnic is a new campus and institution with an overwhelmingly undergraduate enrollment, all on-campus housing is intended for undergraduate students, with no housing designated for graduate or married students. On-campus student housing is owned and operated by a third party under ground lease and operating arrangements with the University.

Existing on-campus housing is limited to freshman students (see Figure 1.8 in Appendix 1). It is currently available in one housing facility (Residence Hall 1), located on the north end of campus. Residence Hall 1 was designed for 219 beds in apartment style with three and four bedroom suites, however due to a housing shortage in the 2015/2016 academic year the number of beds was greatly increased by modification to living space arrangement, resulting in 326 beds.

Additional housing is under construction on the adjacent site to the southeast of Residence Hall 1 and will accommodate a total of 540 beds, with 490 in semi-suite style (two double bedrooms) and 50 beds in apartment style. Once the additional beds in the five-story Residence Hall 2 come online for the 2016/2017 academic year, Residence Hall 1 will be returned to its design capacity of 219 beds. The available beds in the two buildings combined are anticipated to meet projected on-campus housing needs (see Table 8) through 2020. Both buildings are designed for compliance with the federal Americans with Disabilities Act (ADA).

Rental rates for the 2015/2016 spring semester are \$2,835 for a two-bedroom unit and \$3,870 for four bedrooms, which equates to approximately \$709/month (two bedrooms) and \$968/month (four bedrooms). These monthly rental rates are less than the FY 2016 fair market rents (FMRs) for the Lakeland-Winter Haven Metropolitan Statistical Area (MSA) based on data maintained by the U.S. Department of Housing and Urban Development: \$901 for two bedrooms and \$1,521 for four bedrooms.

There are no other non-university controlled facilities on the campus (e.g. fraternities, sororities, etc.), nor are there any historically-significant housing facilities on campus.

#### *Off-Campus*

Off-campus housing can accommodate undergraduate, graduate and married/family students. Current options include non-university controlled rental apartments in the surrounding Lakeland area, where approximately 200 undergraduate students live in four apartment

complexes (Arbor Glen, The Landings, Victoria Manor, and The Preserve) southwest of campus on SR 33 in Lakeland. Each of the apartment complexes offers 1-, 2-, and 3-bedroom options.

Florida Polytechnic also has an agreement with the privately-owned Big Oaks Apartment Homes complex to set aside a percentage of the two-bedroom units for Florida Polytechnic students. Each of the units is intended to house four students. A free shuttle is provided to and from campus for students residing in Big Oaks, which is approximately ten miles west of campus. A full-time residence life coordinator and several resident assistants (RAs) live on site, allowing the University to provide oversight of students living at the apartment complex.

### Future Housing

The projected enrollment for 2025 is 2,319 students (see Table 1), who will be housed in both on-campus and off-campus housing. Of this number, 999 students are projected to live in on-campus housing (see Table 8). The majority will be underclassmen. Off-campus options include non-university controlled options in Lakeland, and there is the potential for off-campus rental units to develop in Auburndale. Off-campus rental housing options will continue to be promoted to accommodate upperclassmen and graduate and married/family students.

The ten-year residential housing program for the Florida Polytechnic Campus Master Plan provides for approximately 1,000 on-campus beds to accommodate projected needs. Approximately 750 of the beds will be provided in Residence Hall 1 (existing) and Residence Hall 2 (under construction). The remaining 250 beds will be provided in a third building that is planned along the eastern bank of the Central Lakes. Residence Hall 3 will be a five-story, ADA compliant facility constructed as a mixture of apartment style and semi-suite style along the eastern bank of the Central Lakes.

**Table 8: On-Campus Housing Projections**

Year	Year in College						Total Beds	New Beds
	1	2	3	4	5	6		
2015	320	232	14	-	-	-	566	192
2016	391	235	101	2	-	-	729	164
2017	325	266	101	46	-	-	738	9
2018	325	229	117	45	-	-	715	- 23
2019	325	229	99	54	-	-	707	- 8
2020	346	232	99	45	-	-	722	15
2021	370	247	101	45	-	-	762	41
2022	395	264	107	45	-	-	812	49
2023	423	283	115	48	-	-	868	56
2024	453	303	123	51	-	-	930	62
2025	489	325	131	55	-	-	999	70

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

Future residence halls may also be located on the east side of the Central Lakes in close proximity to Residence Halls 1, 2 and 3. Any future facilities are anticipated to be university-

controlled and will have pedestrian linkages to academic buildings across the Central Lakes, campus support facilities to the north and south, adjacent open space and recreational facilities, and parking adjacent to Polytechnic Circle.

## 5. General Infrastructure

This element addresses critical campus infrastructure systems including stormwater management, potable water, sanitary sewer and solid waste management. Analysis concerns the capacity required to meet the future needs of the University.

### Stormwater Management

#### *Inventory and Assessment of Stormwater Management Facilities*

The core stormwater management infrastructure to serve the Florida Polytechnic campus has been installed in conjunction with Phase 1 campus development. It is exclusive to the University and is not shared with the City of Lakeland. The majority of the campus-wide storm drainage system needed to accommodate future build-out in accordance with this master plan update has been constructed, as illustrated in Figure 1.9 (in Appendix 1).

Stormwater attenuation and water quality treatment is provided within the Central Lakes, which were constructed along the axis of the campus, extending south from the IST building. These seven stormwater retention ponds are structurally separated, but connected for water level management. The system was designed to function in accordance with campus topographic conditions and broader drainage dynamics.

The campus property is located within the Peace River Basin of the Southwest Florida Water Management District (SWFWMD). The campus topography falls from southwest to northwest, and the Central Lakes have varying surface levels consistent with topography. Stormwater leaving the campus will ultimately discharge into the Tenoroc Fish Management Area (FMA) in the headwaters of the Peace River. However, the majority of campus stormwater is retained on campus property.

#### *Ability to Meet Projected Needs of the University*

The Florida Polytechnic stormwater management system is designed to accept stormwater drainage from future construction with excess capacity in the stormwater retention structures and preserved utility corridors.

The system has been designed and constructed to meet the drainage criteria of SWFWMD and the City of Lakeland's adopted level of service (LOS). The City's LOS is retention and attenuation that does not exceed the pre-development flow quality and rate for the 25-year/24-hour storm event. In addition, water quality treatment must be provided for, at a minimum, the first one inch of storm runoff for the entire site.

The City of Lakeland previously confirmed through the Campus Development Agreement (CDA) that there is adequate capacity to meet future needs of the university and that future campus development will not degrade the operating conditions for off-campus stormwater management facilities below Lakeland's adopted LOS. The CDA further states that no off-

campus stormwater management improvements are needed to maintain the City's adopted level of service.

### ***Current Regulations and Programs***

There are various federal, state, regional and local regulations that govern land use and development of drainage features on the campus. Rules set forth by the SWFWMD address stormwater quantity and quality. Prior to construction of the existing stormwater management system, Florida Polytechnic secured a National Pollution Discharge Elimination System (NPDES) permit from the Florida Department of Environmental Protection (FDEP). A permit was also obtained from the U.S. Army Corps of Engineers (USACOE) to permit dredge and fill activities on the campus prior to construction. USACOE Permit SAJ-2008-01424 was issued on May 11, 2010. Required permits were also issued by SWFWMD prior to site development, including Permit no. 49034389.000 and Permit no. 49034389.001 (both issued on April 13, 2010).

## **Potable Water**

### ***Inventory and Assessment of Potable Water Facilities***

The City of Lakeland is the potable water provider to Florida Polytechnic University, both for domestic use and fire protection. The University has established a potable water distribution system that connects to a City potable water line point of terminus (see Figure 1.10 in Appendix 1). The system serves current campus activities and its design provides for efficient expansion to serve the entire campus. Underground hydrology is not used as a source for potable water. There are currently no known impacts of existing facilities upon adjacent natural resources.

Based on initial available data, campus-wide potable water use is estimated to be 26,000 gallons per day (GPD). This figure is significantly less than the 2007 CDA's approved build-out demand of 250,000 GPD, as estimated in the Campus Master Plan in effect at the time.

Future expansion of the potable water distribution system to reach the south end of campus will use established utility corridors, as shown on Figure 1.10. This will result in a complete campus water loop. Additionally, the University is coordinating with the City of Auburndale to establish connection to the City's water system. The proposed interconnection is a safety improvement that will provide backup in the case of a supply limitation or interruption from the primary City of Lakeland source.

### ***Ability to Meet Projected Needs of the University***

Water system demand projections for the planning period are presented in Table 9. The Full Time Equivalent Student, Staff and Faculty population is based on current estimates and listed as FTE. The students that currently reside on campus and the estimated future resident population are indicated as Residents.

For planning purposes, water system demands are calculated as GPD demands for FTEs and Residents. The demand factor for each Resident is 50 GPD and the demand for each FTE is 17 GPD. The calculated peak flow rates in gallons per minute (GPM) for Residents and FTEs are based on a peak factor of 5. Estimates and projections have been rounded.

The fire flow requirement for the campus is 2,400 GPM for four hours at a minimum pressure of 40 psi. The 2,400 GPM fire flow is based on a scenario where two fire hydrants are simultaneously involved to engage a fire, assuming that each fire truck would require flow of 1,200 GPM for fire suppression.

Table 9 presents the projected potable water demand for the campus at the planning horizon year of 2025.

**Table 9: Florida Polytechnic University Projected Potable Water Demand  
Planning Horizon 2025/2026**

	Demand (GPD)	Peak Flow (GPM)
Residents (1,000)	50,000	174
FTE (1,713)	29,121	101
Fire Flow		2,400
<b>Totals</b>	<b>79,121</b>	<b>2,675</b>

Source: Amec Foster Wheeler, 2015

The City of Lakeland has confirmed through the CDA that there is adequate capacity to meet the projected demand and flow rate over the next ten years. The CDA also states that campus development will not degrade operating conditions for off-campus potable water facilities below the City's adopted level of service, which is an average daily flow of 150 gallons per capita per day.

### ***Current Regulations and Programs***

Federal regulations include the Federal Safe Drinking Water Act (Public Law 93-253) that establishes operating standards and quality controls for the protection of public water supplies. As directed by this act, the Environmental Protection Agency (EPA) established minimum drinking water standards. Every public water supply system must conform to these standards.

State regulations include the Florida Safe Drinking Water Act. This act was adopted in accordance with federal guidelines. It designates the Florida Department of Environmental Protection (FDEP) as the state agency responsible for the regulation of drinking water. FDEP has established rules that classify and regulate public water systems in Florida, including mandatory water treatment criteria.

### ***Opportunities for Use of Reclaimed Water***

In accordance with the Campus Development Agreement, the water distribution system is designed to segregate waters intended for potable use and waters intended for irrigation purposes. The Central Lakes, in addition to be used for stormwater management, are a sustainable source for irrigation. Water from the Central Lakes is pumped for irrigation in several areas on the campus. Florida Polytechnic has entered into an agreement with the City of Auburndale for the provision of reclaimed water, which can supplement the Central Lakes and provide additional capacity for landscape irrigation. Additional opportunities for collection and use of reclaimed water may be designed into future building projects on campus.

## Sanitary Sewer

### ***Inventory and Assessment of Sanitary Sewer Facilities***

Phase one of campus development established a connection to the City of Lakeland municipal wastewater collection and treatment system (via a city force main to the northwest of campus). The on-site campus system consists of a gravity collection system that services all buildings and is operated and maintained by the University. The design allows efficient expansion to serve the entire campus (see Figure 1.11 in Appendix 1). There are currently no known impacts of existing facilities upon adjacent natural resources.

Based on initial available data, campus-wide wastewater flow is estimated to be 22,250 GPD. According to the *City of Lakeland Comprehensive Plan: 2010-2020* (adopted 2010, updated 2015), the City's wastewater treatment plants have capacity to meet service area demand.

### ***Ability to Meet Projected Needs of the University***

Wastewater system demand projections for the planning period are presented below. The Full Time Equivalent Student, Staff and Faculty population is based on current estimates and listed as FTE. The students that currently reside on campus and the estimated future resident population are indicated as Residents.

For planning purposes, wastewater system demands are calculated as GPD demands for FTEs and Residents. The wastewater flow generation is based on the estimate that 85 percent of potable water demand will be returned to the sanitary sewer system. Based on this approach, the wastewater flow for each Resident is estimated to be 42.5 GPD and estimate for each FTE is 14.5 GPD. Peak flows in for the wastewater system for Residents and FTEs were calculated based on a peak factor of 5. The results have been rounded.

Table 10 presents the projected potable water demand for the campus at the planning horizon year of 2025.

**Table 10: Florida Polytechnic University Projected Wastewater Treatment Demand  
Planning Horizon 2025/2026**

	Demand (GPD)	Peak Flow (GPM)
Residents (1,000)	42,500	148
FTE (1,713)	24,838	86
<b>Totals</b>	<b>67,338</b>	<b>234</b>

Source: Amec Foster Wheeler, 2015

For the planning horizon, no problems or needs are projected that would impact the capacity of the sanitary sewer system to manage projected demand. Utility corridors have been established on campus for extension of the wastewater collection system, as illustrated in Figure 1.11 (below and Appendix 1). Florida Polytechnic has entered into an agreement with the City of Auburndale to establish a connection to the City's reclaimed water system. The City

of Lakeland previously confirmed through the CDA that there is adequate capacity to meet the projected demand and flow rate for the planning horizon.

### ***Current Regulations and Programs***

Federal regulations include the Federal Pollution Control Act (Public Law 92-500) which is the controlling national legislation relating to the provision of sanitary sewer service. The goal of this act is the restoration and/or maintenance of the chemical, physical, and biological integrity of the nation's waters. The act established the national policy to implement area-wide wastewater treatment and management programs to ensure adequate control of pollutant sources.

State regulations establish the FDEP as the responsible state agency to manage compliance with federal and state regulations applicable to Florida.

## **Solid Waste**

### ***Inventory and Assessment of Solid Waste and Recycling Facilities***

Florida Polytechnic contracts with Republic Services, Inc. for solid waste collection facilities and monthly pick-up for disposal at a local landfill. The contract agreement is in a form approved by the State of Florida and is effective through June 30, 2019. Under the agreement, Republic Services provides four wheeled trash containers (4-cubic yard size) and two closed compactor containers (40-cubic yard size) as well as monthly pick-up for the two compactors. The agreement affords Florida Polytechnic the flexibility to increase pick-up frequency and/or add solid waste facilities as required to meet campus needs.

The University provides waste receptacles across the campus and collects waste from receptacles and wheeled trash containers to fill the compactors. Single stream recycling is incorporated into the disposal process with the provision of campus waste receptacles that include separate containers for recycling in campus buildings and on campus grounds.

The level of service for solid waste generated by Florida Polytechnic is based on the City of Lakeland concurrency levels of 5.4 pounds per capita per day as documented in the City of Lakeland Comprehensive Plan (2011). Based on projected Florida Polytechnic enrollment of 2,319 (headcount) at the planning horizon (2025/2026), it is estimated that the campus will generate approximately 12,523 pounds of solid waste per day.

Polk County provides solid waste disposal for the entire county at the landfill facility that is the closest in proximity to the Florida Polytechnic campus. This facility, the North Central Landfill, is owned and operated by Polk County Environmental Services Division. This established facility operates in compliance with applicable environmental standards and has capacity to meet projected communitywide demand through 2050.

***Ability to Meet Projected Needs of the University***

The CDA previously established that there is sufficient solid waste disposal capacity to serve campus needs without requirement for off-campus solid waste improvements. As previously stated, the North Central Landfill has capacity to meet communitywide demand well beyond the planning horizon of this Campus Master Plan.

A potential future limitation is the fact that the current agreement with Republic Services for solid waste collection and disposal will end on June 30, 2019. A new or extended solid waste management agreement will be required for academic years 2019/2020 through 2025/2026. Any solid waste related problems or opportunities will be addressed through the contractual partnership of Florida Polytechnic and Republic Services or other solid waste management provider(s).

Through collaboration with Republic Services or other solid waste management provider(s), Florida Polytechnic is receiving the benefit of their recycling capabilities. With future campus development and additional installation of waste receptacles, additional recycling bins will also be provided.

***Current Regulations and Programs***

There are a variety of regulations and programs that govern processes and facilities for disposal of solid waste. For on-campus solid waste facilities, Florida Polytechnic and contractor Republic Services are complying with all applicable City of Lakeland standards and with the provisions of the State of Florida approved contract for services.

The federal Resource Conservation and Recovery Act (RCRA) addresses issues associated with hazardous waste management. Regulations of RCRA as well as those of the Florida Department of Transportation, the Hazardous Material Transportation Act, and the EPA Clean Water Act govern disposal carriers.

The State of Florida maintains Hazardous Waste Guidelines that work in conjunction with EPA regulations. FDEP is the Florida regulatory agency that administers state requirements that govern solid waste facilities, including their design, operation, closure and long-term management. FDEP mandates that recyclable waste be removed from the waste stream prior to deposit in a landfill.

At the present time, Florida Polytechnic has not determined what, if any, hazardous wastes might be generated through activities on campus. Through the CDA, the University has agreed to meet all state and federal regulations in the collection and transportation of hazardous wastes and materials.

## 6. Conservation

The purpose of this element is to ensure the conservation, protection and wise use of all natural ecosystems and natural resources on the University campus and in the planning study area.

### Natural Resources Inventory and Protection Measures

#### **Wetlands**

Jurisdictional wetlands (17.57 acres) were delineated on the campus prior to Phase 1 construction. The acreage was permitted for impact by the Army Corps of Engineers (ACOE) in 2008 and was filled upon authorization by the SFWMD Mass Grading Permit. Mitigation for impacts to the wetlands was provided on campus and partially offsite in Parcel C (see Figure 1.1 Campus Property Location Map, Vicinity Aerial Photography, in Appendix 1). In addition, a total of 1.53 acres of surface waters on campus were permitted to be filled by the ACOE and SFWMD. Required mitigation resulting from future campus construction (as depicted on Figure 1.3 Future Land Use Map in Appendix 1) will continue to adhere to the terms of the Campus Development Agreement. In areas labeled as “Conservation” in Figure 1.3, wetlands will remain in conservation use while non-wetland areas may remain in conservation use or may be reserved for future facilities development.

#### **Vegetative Communities**

The vegetative and land use cover types on campus were classified using the Florida Department of Transportation Florida Land Use, Cover and Forms Classification System (FLUCFCS) prior to Phase 1 construction and as presented in the ACOE Individual Permit Application. Areas shown as Conservation (see also Figure 1.12 Conservation, Recreation & Open Space Map in Appendix 1) are primarily comprised of the following:

FLUCFCS 1651 – Reclaimed Land, Pasture (northwest and southwest corners of campus)  
These areas contain predominately slash pine (*Pinus elliottii*), longleaf pine (*Pinus palustris*), Brazilian pepper (*Schinus terebinthifolius*) bahia grass (*Paspallum notatum*), broomgrass (*Andropogon virginicus*) and smut grass (*Sporobolus indicus*).

FLUCFCS 211 – Improved Pasture (south end of campus)  
Canopy and subcanopy vegetation consists of mainly scattered clumps of live oak (*Quercus virginiana*), sand live oak (*Quercus geminata*), and longleaf pine. Groundcover mainly consists of bahia grass with lesser occurrences of saw palmetto (*Serenoa repens*), tropical soda apple (*Solanum viarum*), American beautyberry (*Callicarpa americana*), grapevine (*Vitis rotundifolia*), pokeweed (*Phytolacca americana*), 4 Brazilian pepper, live oak and sand live oak saplings, paw paw (*Asimina triloba*), prickly pear cactus (*Opuntia stricta*), and blackberry (*Rubus betulifolius*).

**FLUCFCS 411 – Pine Flatwoods (northeast corner, at I-4 and SR 570)**

The canopy is dominated by slash pine, longleaf pine, water oak (*Quercus nigra*), live oak, and laurel oak (*Quercus laurifolia*). Subcanopy species include slash pine, longleaf pine, water oak, live oak, laurel oak, gallberry (*Ilex glabra*), fetterbush (*Lyonia lucida*), wax myrtle (*Myrica cerifera*), and winged sumac (*Rhus copallinum*). Groundcover is dominated by saw palmetto with lesser associations of wax myrtle, gallberry, water oak, longleaf pine, slash pine, grapevine and green briar (*Smilax* sp.).

As the campus develops, areas shown as Conservation will remain in their natural state with the potential addition of passive recreation uses such as walking trails.

**Floodplains**

As part of the land donation agreement between Williams Co. and Florida Polytechnic, an amendment to the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM) removed the campus from the Special Flood Hazard Area (SFHA). A copy of the FEMA approval is included with the Campus Development Agreement.

The remaining parcels controlled by Florida Polytechnic are designated as Zone A and Zone X of the SFHA. While Parcel C will remain as wetlands / conservation use, Parcel B may potentially be developed for recreation uses (see Figure 1.1 in Appendix 1). Future development of Parcel B within any SFHA areas will need to take into account special design considerations, including floor levels constructed above the 100-year flood elevation. To determine the 100-year Base Flood Elevation (BFE) in Zone A, where the 100-year flood elevation is undetermined, a hydraulic analysis would need to be carried out and approval obtained from FEMA for a Flood Insurance Rate Map (FIRM) amendment.

**Plant and Animal Species of Concern**

Two species of protected wildlife were observed in the project study area during an April/May 2003 site inspection: gopher tortoise and the Sherman's fox squirrel. Gopher tortoises are a threatened wildlife species and are protected by Florida state law, Chapter 68A-27, Florida Administrative Code. Gopher tortoises must be relocated before any land clearing or development takes place. Permits issued by the Florida Fish and Wildlife Conservation Commission (FWC) are required before the tortoises can be moved. The Sherman's fox squirrel is listed in Florida as a Species of Special Concern. State law prohibits the taking, possession, transporting or sale of any species of special concern except as authorized by permit by the FWC.

Two species of protected plants have been observed in the study area: Royal fern and Cinnamon fern. However, there are no restrictions to the landowner regarding the presence of any protected plant species unless sale of the plants is involved.

A full list of wildlife species observed in 2003 is on file with the Office of Campus Development and Construction.

**Aquifers**

Three aquifers (underground layers of water-bearing rock) are in the vicinity of the project study area: the surficial aquifer system, the intermediate aquifer system, and the Floridian aquifer system. The aquifers are separated by confining layers which restrict the vertical movement of water between the aquifers. No subsurface areas surrounding a well or well field and supplying a public water system are found in the study area.

**Pollution Prevention**

To prevent pollution of natural resources, techniques are utilized on campus, including: limiting fertilizer use, maintaining/planting native vegetation, applying stormwater best management practices (BMPs), etc. Air pollution can be limited by promoting alternative modes of transportation on campus (i.e., public transit, bicycles, etc.) and evaluating the potential for alternative fuel vehicles on campus, including any campus shuttle systems. In campus buildings, pollution control techniques include installing filtering devices on fume hoods and minimizing volatile and hazardous materials storage and use.

**Energy Conservation**

To reduce energy consumption, existing buildings have energy conservation fixtures, high-efficiency air conditioning and lighting systems, and low water volume plumbing fixtures. These and other appropriate energy management techniques will continue to be used in all new buildings constructed on campus. Building and site design will also continue to incorporate arcades, landscaping, court yards and other shade and ventilation design techniques. The Santiago Calatrava-designed IST Building has a pergola of lightweight aluminum trellis wrapping its exterior that helps reduce the solar load on the building by 30 percent.

Solar energy can be evaluated for potential application as alternative sources of power for irrigation systems, lighting, shuttles, phones, and similar systems. The IST Building's operable roof moves in relationship to the sun and was designed to be fitted with solar panels.

## 7. Recreation and Open Space

The purpose of this element ensures the provision of adequate and accessible recreation facilities and open space to meet future needs of the Florida Polytechnic University.

### Existing Inventory

#### *On-Campus*

As part of Phase 1, the Wellness Center building was constructed on the east side of campus in close proximity to existing and planned residential housing. The facility provides an indoor fitness center. Residence Hall 1 also provides an indoor fitness center. The recently constructed multi-purpose athletic field, basketball courts and volleyball court provide outdoor recreation options. Informal, outdoor recreation space is also available on existing open lawns on campus. An extensive system of multi-use paths is located throughout campus, serving to connect buildings and areas for pedestrians and cyclists while also providing an outdoor recreation opportunity.

#### *Off-Campus*

The **City of Auburndale** provides a variety of parks and recreation facilities, including the 250-acre Lake Myrtle Sports Complex, which is accessible from campus by both road (SR 570) and trail (Teco Auburndale) systems. The sports complex includes a soccer stadium, multi-purpose/soccer fields, a baseball stadium, and youth and collegiate baseball fields. A complete listing of Auburndale parks and recreations facilities is provided on the City's website: [www.auburndalefl.com](http://www.auburndalefl.com).

The **City of Lakeland** parks and recreation system is made up of a total of 70 parks and facilities. The system includes scenic, neighborhood, community and urban parks, as well as variety of outdoor fields, courts, jogging trails, larger sports complexes and athletic programs. A complete list of facilities and programs is provided on the City's website: [www.lakelandgov.net](http://www.lakelandgov.net).

**Polk City's** recreation facilities include small parks and boat launches on the north side of I-4. In addition, a portion of the 29-mile Van Fleet Trail is located in Polk City. The General James A. Van Fleet State Trail is officially designated as part of Florida's statewide system of greenways and trails. The City's listing of parks and recreation facilities is located here: [www.mypolkcity.org](http://www.mypolkcity.org).

**Polk County** offers over 60 facilities for parks and recreation activities including sports facilities, boat launches, camping, picnicking, and walking paths and trails. A complete list of facilities and programs is provided on the County's website: [www.polk-county.net](http://www.polk-county.net).

The **Southwest Florida Water Management District (SWFWMD)** manages a number of regional recreation facilities offering boating, hiking, and nature study. SWFWMD sites within Polk County include: Circle B Bar Ranch (1,267 Acres) and Lake Marion Creek Horseshoe Scrub Tract (300 Acres).

The **Tenoroc Fish Management Area**, managed by the Florida Fish and Wildlife Conservation Commission (FWC), offers fishing, wildlife viewing, hiking, bicycling, and horseback riding opportunities on over 8,000 acres of land in Polk County.

### Projected Recreation Needs

The National Intramural Recreational Sports Association (NIRSA) Space Planning Guidelines for Campus Recreational Sport Facilities identifies a level of service (LOS) recommended for university recreation facilities. By applying this planning guideline to Florida Polytechnic enrollment projections, the University can identify potential recreation needs. In addition to LOS standards, other considerations include available land area and input from students.

Table 11 presents the recommended NIRSA standard for a variety of recreation facilities to arrive at a range of potential “needs” based on current and projected student enrollment.

**Table 11: Projected 10-Year Recreation Facility Needs**

Recreation Facility	NIRSA Level of Service (number of facilities per 1,000 students)	Existing Facilities	2025/2026 Projected Facilities based on FTE* (1,713)	2025/2026 Projected Facilities based on Head Count (2,319)
Multi-Purpose Fields	0.94	1	.67	1.24
Softball Fields	0.15	0	.26	.35
Tennis Courts	0.41	0	.70	.95
Outdoor Basketball Courts	0.11	2	.03	.04
Outdoor Volleyball Courts	0.12	1	.09	.16

\* Florida Full Time Equivalent (FTE)

Source: Amec Foster Wheeler, 2015

The existing basketball and volleyball courts generally meet future needs based on the NIRSA standards shown in Table 11. To accommodate growing enrollment over the next 10 years, this Campus Master Plan shows dedicated areas throughout campus that are compatible for open space and recreation (see Figure 1.12 in Appendix 1). Recreation facilities anticipated to be constructed in the short term (by 2017) include a recreation building, pavilion and pool near the existing multi-purpose athletic field. Florida Polytechnic University-controlled Parcel B (see Figure 1.1 in Appendix 1) has also been identified for future recreational use.

Projected needs over the next ten years in the City of Lakeland include new neighborhood and community parks, trails and recreation facilities. These needs are identified in Lakeland’s *Parks and Recreation Facilities Master Plan* (2006), which recommends the construction of additional neighborhood and community parks, trails and recreation facilities through the year 2025. The city’s 10-Year Capital Improvement Plan element of the Fiscal Year (FY) 2015 Budget allocates funds for several recreation projects, including new parks and enhancements to existing facilities.

The Lakeland projects are intended to maintain the city's adopted minimum level of service standards for the provision of recreation sites and facilities, which include: a minimum 5.98 acres per 1,000 residents, 50 percent of which shall be in active park space (e.g., scenic, neighborhood, or community); one recreation center per 25,000 residents, one community park per 25,000 residents; and one neighborhood park per 6,500 residents. The Campus Development Agreement with the City of Lakeland states there is sufficient open space and recreation facility capacity to accommodate the impacts of proposed campus development and that that no off-campus open space and recreation improvements are needed to maintain the City's adopted LOS standards.

## 8. Intergovernmental Coordination

This element identifies and resolves goals, objectives, and policies for development proposed in campus master plans that may be incompatible with adjacent local governments, and regional and state agency plans.

### Host and Affected Local Governments

#### *City of Lakeland*

A Campus Development Agreement (CDA) is in place that addresses the following public facilities and services: transportation, wastewater, solid waste, stormwater management, potable water, and parks and recreation. The CDA identifies the level-of-service standards established by Lakeland as well as impacts of campus development on the adopted levels of service and any improvements necessary to eliminate deficiencies. The CDA also identifies the Florida Board of Governors' "fair share" cost associated with remediation of impacts. A total amount of \$5,096,906 was identified in the CDA as Florida Polytechnic's fair share for the costs of transportation improvements identified in the CDA. This amount was paid to the City of Lakeland.

A reciprocal review of development plans is necessary in order to maintain land use compatibility between the university and the host community. This occurs when the Campus Master Plan is updated or substantively amended, and when proposed development plans within the context area move forward (i.e. the Williams DRI, which is adjacent to the Florida Polytechnic campus). Annual progress reports of campus development are provided to the City, and regular coordination will continue to be maintained.

The City of Lakeland is the provider of potable water and wastewater collection and treatment for the campus. The City's current committed capacity is 250,000 GPD of potable water as specified in the CDA. Any demand above this amount will need to be evaluated and considered by the City. No wastewater demand was listed in the CDA.

Florida Department of Environmental Protection (FDEP) permitting for both water and wastewater is required for expansions to the water, fire and sanitary systems on the campus. The City, as providers of water and wastewater treatment services, is required to sign FDEP applications. As part of the agreement to sign the applications, a plan review is required, as well as inspection/testing monitoring of certain aspects of water and wastewater utility construction.

Florida Polytechnic will work with the City of Lakeland Parks and Recreation department and other stakeholder entities relative to the future provision of recreational facilities. The University may pursue interlocal agreements, memoranda of understanding or other agreements to ensure that parks and recreation facilities will be available to meet the future needs of its students.

Florida Polytechnic will continue to coordinate with the City of Lakeland and applicable local agencies as the campus is developed. The existing mechanisms that are in place provide a framework for fostering participatory planning, coordination and cooperation.

### **Polk County**

The Polk Transportation Planning Organization (TPO) is the lead transportation planning agency for Polk County. It develops transportation plans and programs for Polk County as mandated by federal and state legislation, which are designed to meet the community's short and long term travel needs. The TPO also provides a forum for cooperative decision-making regarding countywide transportation issues.

Florida Polytechnic coordinates with the Polk County Emergency (EMO), the American Red Cross and the host community in preparing the Emergency Operations Plan for the campus. The campus Wellness Facility has been identified as a potential staging area for emergency operations.

### **Regional and State Entities**

Florida Department of Transportation (FDOT) – District 1: The University is located within District 1 with its District office in Bartow. The University is required to maintain transportation concurrency at the State and local levels and some of the roads influenced by the traffic generated by the Florida Polytechnic campus external to the University are governed by the FDOT.

Florida Department of Environmental Protection (FDEP): FDEP is the lead agency in the state government for environmental management and stewardship, responsible for protecting Florida's air, water, and land. The Department is divided into three primary areas: Regulatory Programs, Land and Recreation, and Planning and Management. Florida's environmental priorities include restoring America's Everglades, improving air quality, restoring and protecting the water quality of Florida springs, lakes, rivers and coastal waters, conserving environmentally-sensitive lands, and providing citizens and visitors with recreational opportunities, now and in the future.

Central Florida Regional Planning Council (CFRPC): CFRPC is an association of local governments and gubernatorial representatives, created to coordinate planning and provide an opportunity for sharing solutions among the various jurisdictions in the Central Florida region. The region's counties and numerous incorporated areas are required by law to exercise regional cooperation through membership on the Council. CFRPC is responsible for maintaining the Strategic Regional Policy Plan for the Central Florida Region, as well as for functions related to environmental management, water quality, emergency preparedness planning, housing and infrastructure analysis and review, local government comprehensive plan review, cross-acceptance, dispute, and review of transportation plans.

Southwest Florida Water Management District (SWFWMD): SWFWMD manages water and related natural resources to ensure their continued availability while maximizing

environmental, economic and recreational benefits. Areas of responsibility include: water supply; natural systems; water quality and flood protection.

State Fire Marshall: The plans for the campus are reviewed by the State Fire Marshall (SFM). The Orlando/Central Florida Office is the SFM's office responsible for the Florida Polytechnic Campus.

## 9. Capital Improvement

This element evaluates the need for public facilities as identified in other Campus Master Plan elements; 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 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.

### Summary of Facility Needs and Requirements

The University develops its facilities needs within the Florida State University System (SUS) guidelines for space use and as funding allows. Based on a comparison of annualized facility space needs presented in Table 13 and existing space provided by the IST building, the following facilities are needed over the next ten years:

*Applied Research Center (2018/19 estimated completion; public funding sources)* – New construction of a 75,000 NASF/105,000 GSF facility that will accommodate laboratories and an entrepreneurship center to assist with the commercialization of products and services created from the University’s research. The facility will also provide space to meet the demand for hosting industry research groups as well as national and international meetings.

*Student Achievement Center (2020/2021 estimated completion; public-private partnership)* – New construction of a 60,000 NASF/84,000 GSF facility that will house an honors college, industry job center, international liaison office, faculty and industry mentorship program, and tutoring programs. Additionally, the facility will house programs that provide support for the psychological and social well-being of students. It is anticipated that this project will be funded and developed through a combination of public and private funding.

*Faculty/Staff Office Building (2022/2023 estimated completion; public and private funding sources)* – New construction of a 25,000 NASF/35,000 GSF facility that will house administrative staff and faculty offices. In future years, as student enrollment increases, the facility may be expanded to include classroom or research space. A potential expansion could also accommodate house student services (Registrar, Admissions, Enrollment Services, Financial Aid, and meeting spaces) allowing space in Wellness Center Phase 1 (which currently houses many of these services) to be used to expand the food service operation.

*Residence Hall 3 (2016/2017 estimated completion; public-private partnership)* – New construction of a 65,000 NASF/91,000 GSF residence hall with 250 beds and planned spaces for learning and living. The addition of this building is based on projected on-campus housing needs described in the Housing Chapter.

In addition to new buildings, specific infrastructure investments are anticipated for the 2015/2016 academic year (recreation building), the 2017/2018 academic year (chiller expansion), the 2018-2020 timeframe (proposed multi-use parking deck project), and the 2022/2023 academic year (chiller expansion). The anticipated funding source for campus

infrastructure improvements is public funding, with the exception of the option for bond or public private partnership financing for the proposed parking structure.

The building and infrastructure needs are also reflected in the 10-Year Capital Improvement Plan (CIP), Table 12 below. The Florida Polytechnic Five-Year CIP is linked to the Campus Master Plan and its 10-Year CIP. The basis for the 10-Year CIP is analysis of facility space needs with projections for space needs by category through the 10-year planning period.

**Table 12: Florida Polytechnic University 10-Year Capital Improvement Plan**

PROJECT	YEAR										TOTAL NASF/ GSF*
	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	
Applied Research Center	--	75,000 NASF \$12.1M \$15.9M \$7.3M			--	--	--	--	--	--	75,000/ 105,000
Student Achievement Center	--	--	--	60,000 NASF \$5M \$8M \$3M			--	--	--	--	60,000/ 84,000
Faculty/Staff Office Building	--	--	--	--	--	25,000 NASF \$3.9M \$8.1M \$3M			--	--	25,000/ 35,000
<b>Sub-Totals, Academic Buildings</b>											<b>160,000/ 224,000</b>
Residence Hall 3	--	65,000 NASF \$15M	--	--	--	--	--	--	--	--	65,000/ 91,000
<b>Sub-Totals, Residence Halls</b>											<b>65,000/ 91,000</b>
Utilities & Infrastructure	** \$6M	** \$2M	** \$4M	** \$12M	** \$12M	** \$2M	** \$2M	** \$4M	** \$2M	** \$2M	--

\* NASF – Net Assignable Square Feet; GSF – Gross Square Feet

\*\* Annual improvements and expansions to campus utilities and infrastructure as well as recreation and parking facilities.

**Table 13: Florida Polytechnic University Annualized Space Needs Projections\***

YEAR		CLASSROOM	TEACHING LAB	RESEARCH LAB	OFFICE	STUDENT CENTER	SUPPORT
2014	Projected Need	5,171	5,267	26,238	4,788	2,873	2,451
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>247</b>	<b>-19,429</b>	<b>9,541</b>	<b>-5,857</b>	<b>-5,013</b>	<b>-11,835</b>
2015	Projected Need	9,082	9,250	46,083	8,409	5,046	4,306
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>4,158</b>	<b>-15,446</b>	<b>29,386</b>	<b>-2,236</b>	<b>-2840</b>	<b>-9,980</b>
2016	Projected Need	13,380	13,628	67,892	12,389	7,433	6,343
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>8,456</b>	<b>-11,068</b>	<b>51,195</b>	<b>1,744</b>	<b>-453</b>	<b>-7,943</b>
2017	Projected Need	16,185	16,485	82,123	14,986	8,992	7,673
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>11,261</b>	<b>-8,211</b>	<b>65,426</b>	<b>4,341</b>	<b>1,106</b>	<b>-6,613</b>
2018	Projected Need	17,248	17,567	87,517	15,970	9,582	8,177
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>12,324</b>	<b>-7,129</b>	<b>70,820</b>	<b>5,325</b>	<b>1,696</b>	<b>-6,109</b>
2019	Projected Need	17,537	17,861	88,982	16,238	9,743	8,314
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>12,613</b>	<b>-6,835</b>	<b>72,285</b>	<b>5,593</b>	<b>1,857</b>	<b>-5,972</b>
2020	Projected Need	17,572	17,897	89,161	16,270	9,762	8,330
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>12,648</b>	<b>-6,799</b>	<b>72,464</b>	<b>5,625</b>	<b>1,876</b>	<b>-5,956</b>
2021	Projected Need	18,088	18,423	91,781	16,748	10,049	8,575
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>13,164</b>	<b>-6,273</b>	<b>75,084</b>	<b>6,103</b>	<b>2,163</b>	<b>-5,711</b>
2022	Projected Need	18,962	19,313	96,213	17,557	10,534	8,989
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>14,038</b>	<b>-5,383</b>	<b>79,516</b>	<b>6,912</b>	<b>2,648</b>	<b>-5,297</b>
2023	Projected Need	20,166	20,540	102,326	18,673	11,204	9,560
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>15,242</b>	<b>-4,156</b>	<b>85,629</b>	<b>8,028</b>	<b>3,318</b>	<b>-4,726</b>
2024	Projected Need	21,571	21,971	109,454	19,973	11,984	10,226
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>16,647</b>	<b>-2,725</b>	<b>92,757</b>	<b>9328</b>	<b>4,098</b>	<b>-4,060</b>
2025	Projected Need	23,128	23,556	117,353	21,415	12,849	10,964
	Existing Space (IST)	4,924	24,696	16,697	10,645	7,886	14,286
	Net Need	<b>18,204</b>	<b>-1,140</b>	<b>100,656</b>	<b>10,770</b>	<b>4,963</b>	<b>-3,322</b>

\*Note: All numbers represent NASF (net assignable square feet)

Source: Florida Polytechnic University Office of Institutional Research & Effectiveness (OIRE), December 2015

## **Revenue Sources Available for Capital Improvement Funding**

### ***Public Education Capital Outlay and Debt Service Trust Fund (PECO)***

PECO is Florida's financing program for capital improvements at the state's public schools, community and state colleges and universities. PECO funds are used for construction, as well as the remodeling, renovation and repair of existing educational facilities.

### ***Capital Improvement Trust Fund (CITF)***

This source of funds is provided by student fees that each SUS university collects.

### ***Revenue Bonds***

Revenue bonds can be used by universities to fund capital improvement projects that are approved by the Board of Governors and, if required by Florida Statute, the state legislature. The bonds are backed by revenue authorized for such purposes such as student fees, revenues from sales and services of auxiliary enterprises or component units of a university, royalties and licensing fees, assets of university foundations or other university direct support organizations, or any other revenues permitted by law. Revenue bonds are used to fund facilities functionally related to the university operation or direct-support organization financing the capital outlay project.

### ***Facilities Enhancement Challenge***

This is a program that encourages gifts from private sources to specific projects that the University can justify as instructional or research-related. The State provides matching funds from general revenue or lottery funds.

### ***Grants and Donations***

The University may receive grants or private donations from third-party sources.

### ***Auxiliary Enterprises***

Auxiliary enterprises include activities that directly or indirectly provide a product or a service, or both, to the campus community and for which a charge is made. These are self-supporting enterprises and include activities such as housing, bookstores, student health services, continuing education programs, food services, college stores, operation of vending machines, specialty shops, day care centers, golf courses, student activities programs, data center operations, and intercollegiate athletics programs.

### ***General Revenue and Lottery Funds***

These funds must be appropriated by the state legislature for a specific project.

### ***Public-Private Partnerships***

The University will pursue collaborative public and private partnerships that enhance funding opportunities, including leveraging state and federal funding.

### ***Revolving Loan Fund (RLF)***

An RLF establishes a fund that can be used to finance projects that have a cost-savings component, often tied to energy efficiency. The money saved as a result of the project is then

paid back into the fund to be made available for future projects. A revolving loan fund is an effective “paid from savings” approach that would allow the University to implement repairs and upgrades necessary to reduce energy and water use and associated costs.

## **Appendix 3**

### **Evaluation and Appraisal Report**

# **Florida Polytechnic University Campus Master Plan 2015-2025**

**Adopted  
September 7, 2016**

**Prepared by:**



**Amec Foster Wheeler  
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Appendix 3 includes the Evaluation and Appraisal Report<sup>1</sup> component of the 2015-2025 Campus Master Plan Update. The report provides a summary evaluation of the goals, objectives, and policies of the 2010-2020 Campus Master Plan (dated October, 2011). It is organized by the numbering system assigned to the plan elements in the 2010-2020 Campus Master Plan (Section 1 of that plan is the introduction section, thus numbering of goals, objectives and policies starts with Section 2). The Evaluation and Appraisal Report lists (in italics) the goals from the 2010-2020 Campus Master Plan and discusses the extent to which the goals, objectives and policies have been implemented and identifies needs for new or modified items.

The basis for the evaluation is a detailed assessment table that lists each goal, objective, and policy in the 2010-2020 Campus Master Plan and provides a status for each item. The assessment table also includes proposed modifications and deletions due to changes in conditions since 2011. Generally, modifications and deletions are recommended either for the purpose of streamlining, or because an item has been fully implemented and is no longer needed.

The Evaluation and Appraisal Report provides a basis for the updated Goals, Objectives and Policies of the 2015-2025 Campus Master Plan.

## **2.1 Vision Statement: Academic Mission<sup>2</sup>**

*Goal 2A: Recruit, develop, and retain world-class practitioner scholars with capacity to deliver the polytechnic vision in teaching, research, and community engagement.*

*Goal 2B: Recruit students locally, nationally and internationally who are prepared for a polytechnic learning environment, and provide programs and opportunities that enhance student retention and academic personal and professional success.*

The status of the goals and associated objectives and policies is “ongoing.” Accomplishments in progress include faculty hires in the Colleges of Engineering and Innovation & Technology, collaboration with industry partners to augment classroom experience, and academic and career support services. Recruitment efforts include an application for certification to allow admittance of international students. These ongoing efforts will contribute to the University’s ability to establish itself as a leader in STEM education.

## **2.2 Vision Statement: Academic Program**

*Goal 2C: Expand and create academic programs that focus on applied learning, applied research, applied technology, and interdisciplinary approaches in a polytechnic model. Develop and implement new degree programs in five areas of distinction: applied health sciences; mathematics and science education; business and entrepreneurship; manufacturing and technology; and information technology.*

The status of the goal and associated objectives and policies is “ongoing” and several items are “complete.” Undergraduate and graduate degree programs and specialized areas of

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<sup>1</sup> Required under the Board of Governor’s Regulations for Campus Master Plans, Chapter 21.202

<sup>2</sup> Plan element headings and goal statements are from the 2010-2020 Campus Master Plan for the purpose of the Evaluation and Appraisal Report

concentration have been developed in the areas of mathematics and science education, manufacturing and technology, and information technology. The University's polytechnic model includes immersion of freshman students in their chosen field of study with the complement of general education courses (in accordance with Florida statutes) to balance students' academic development. The University plans to apply for regional accreditation at the earliest opportunity.

### **3.1 Future Land Use**

*Goal 3A: The Land Use Goal of the Florida Polytechnic Campus Master Plan is to clarify and strengthen a campus land use pattern and create a relationship between land uses on and off the campus.*

The status of the goal and associated objectives and policies is "ongoing." As campus development progresses, the University will continue to ensure building functions and designs are consistent with the land uses and policies described in this master plan. A report of completed development and planned activity is provided by the University to the City of Lakeland on an annual basis. The University will also continue to protect natural resources and features as the campus develops. Historic and archaeological resources have not been found on properties under University control; as such, objectives and policies related to identification and protection of such resources will be modified to address only the potential applicability to properties that may be controlled by the University in the future.

### **3.2 Future Land Use: Campus Design**

*Goal 3B: The Florida Polytechnic Campus Master Plan Update will establish an integrated and coherent order of campus open spaces defined by a unified architectural framework.*

The status of the goal and associated objectives and policies is "ongoing" and "complete." Campus development will continue to adhere to the open space framework that was established in the 2010-2020 Campus Master Plan and is represented in the illustrative maps in this master plan. The envisioned circulation (vehicular, pedestrian, and bicycle) and service/emergency access network has been completed. Land use and design review processes have also been established to ensure master plan compliance. A policy not yet implemented is the option of building a parking structure (or structures) in lieu of surface parking. Options to develop structured parking facilities will be explored, including evaluation of potential benefits of a multi-use parking structure.

### **3.3 Future Land Use: Academic Facilities**

*Goal 3C: The Academic Facilities goal of the Florida Polytechnic campus plan is to develop academic facilities required to meet the needs of the projected student enrollment and to consolidate and link the zones of academic activity on the campus in an interdisciplinary fashion.*

The status of the goal and associated objectives and policies is "ongoing." The state-of-the-art Innovation, Science & Technology (IST) building is the University's first academic building. It houses classrooms, teaching and research labs, administrative offices, meeting rooms, and common areas. Additional academic facilities will be sited in general accordance with this

master plan's Future Land Use Map. The planned Applied Research Center building is a priority, based on current projections for student enrollment as well as faculty and industry partnered research. The Applied Research Center is needed to provide new research capacity, including laboratories and an entrepreneurship center.<sup>3</sup> It will be located adjacent to the IST building. Future building sites are generally oriented on the west side of campus opposite existing and planned student housing, and are easily accessible by foot or bicycle.

### 3.4 Future Land Use: Support Facilities

*Goal 3D: The Support Facilities goal of the Florida Polytechnic Campus Master Plan is to provide a full, diverse complement of support functions in close proximity to the academic core.*

The status of the goal and associated objectives and policies is "ongoing." The Wellness Center (fitness center, dining hall, and bookstore) has been constructed on the east side of campus in close proximity to the first residence hall and in general accordance with the 2010-2020 Campus Master Plan. Future support facilities will be oriented in the same area, as well on the northern end of campus near the IST building and as "anchors" on the south end. Based on enrollment growth projections and the level of student demand for admittance to the University, short-term building needs include a Student Achievement Center.<sup>4</sup> This facility will house an honors college, an industry job center, an international liaison office, a faculty and industry mentorship program, tutoring programs, and programs that provide support for the psychological and social well-being of students. In addition, a Faculty/Staff Office Building is needed to house student services (Registrar, Admissions, Enrollment Services, Financial Aid, meeting spaces and administrative offices).<sup>5</sup> Currently, personnel are housed in the IST building, the Admissions Center (located in a temporary building), the Wellness Center, and on the Polk State College campus. The University's facilities are anticipated to exceed capacity within three years, and state law requires the University to turn over space on the Polk State College campus once space is available on the University campus. Based on these factors, the Faculty/Staff Office Building is a high-priority need.

### 4.1 Transportation: Transit, Circulation and Parking

*Goal 4A: The Transit, Circulation, and Parking goal of the Florida Polytechnic Campus Master Plan is to encourage options for flexible transit and vehicular access to the campus and to array parking in accessible concentrations around the perimeter of the campus core.*

The status of the goal and associated objectives and policies is "complete," "ongoing," and "not implemented." Bus transit service has been established through Polk Transit's *Citrus Connection* system, and, as established in the Campus Development Agreement (CDA), the University has paid over \$5 million to the City of Lakeland to fund off-campus transportation modifications to mitigate impacts on the surrounding transportation network. The University has also prioritized the construction of a new residence hall that will reduce internal and external traffic generation by reducing student commuting. And it has been determined that

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<sup>3</sup> 2015-16 Fixed Capital Outlay Budget Request

<sup>4</sup> 2015-16 Fixed Capital Outlay Budget Request

<sup>5</sup> 2015-16 Fixed Capital Outlay Budget Request

construction of a multi-level parking structure may be a future means of adding parking capacity. While the University will continue to evaluate transportation demand management (TDM) strategies and the potential for 'Park and Ride' lots, it has been determined that one TDM strategy, telecommuting, is not currently compatible with the polytechnic model. In addition, facilities tied to high speed rail (e.g. bus transfer stations) will not be pursued due to the fact that the previously envisioned rail system is a long-term and uncertain possibility.

## **4.2 Transportation: Pedestrian and Non-Vehicular Circulation**

*Goal 4B: The Pedestrian and Non-Vehicular Circulation goal of the Florida Polytechnic Campus Master Plan is to strengthen the functional and aesthetic nature of pedestrian movement between and among the various areas of the campus.*

The status of the goal and associated objectives and policies is "complete" and "ongoing." A comprehensive sidewalk and bike lane network has been constructed on campus, and bike racks will be provided for existing buildings and as new buildings are constructed. A campus-wide blue light emergency system has been initiated, and safety was a key consideration when determining lighting along pedestrian/bicycle routes. As the south end of campus develops, additional and/or enhanced sidewalks and linkages to new facilities will be made, consistent with this master plan.

## **5.0 Housing**

*Goal 5: The Housing goal of the Florida Polytechnic Campus Master Plan is to provide diverse, safe, housing opportunities for students on campus, and to encourage the development of affordable housing in the vicinity of the campus.*

The status of the goal and associated objectives and policies is "ongoing." The University plans, in the near term, to construct one new residence hall to accommodate approximately 250 students. The existing residence hall has 326 beds, and a second residence hall under construction will accommodate a total of 540 beds. Once the beds in the second residence hall come on-line, the existing residence hall will be returned to its design capacity of 219 beds, for a total of just over 1,000 beds in three buildings. This number is less than projected enrollment figures; however, the University's primary focus is on first year (undergraduate) student housing, and discussions regarding expanded off-campus housing opportunities are on-going.

## **6.1 General Infrastructure: Stormwater Management**

*Goal 6A: The Stormwater Management goal for the Florida Polytechnic campus plan is to provide an adequate stormwater management system that accommodates the future University stormwater needs and meets the requirements of the applicable approval authorities.*

The status of the goal and associated objectives and policies is "complete" and "ongoing." The stormwater system has been designed to accommodate the full build-out of the campus in accordance with the 2010-2020 Campus Master Plan. The system will require regular maintenance, including the use of non-structural Best Management Practices (BMPs), to protect water quality.

## 6.2 General Infrastructure: Potable Water

*Goal 6B: The Potable Water goal for the Florida Polytechnic campus plan is to provide an adequate potable water system that accommodates the future University potable water needs and meets the requirements of the applicable approval authorities.*

The status of the goal and associated objectives and policies is “complete” and “ongoing.” The University has implemented a water conservation program and will continue to provide and expand water lines and fire hydrants to serve future development on campus.

## 6.3 General Infrastructure: Sanitary Sewer

*Goal 6C: The Sanitary Sewer goal for the Florida Polytechnic campus plan is to provide an adequate sanitary sewer system that accommodates the future University sanitary sewer needs and meets the requirements of the applicable approval authorities.*

The status of the goal and associated objectives and policies is “complete” and “ongoing.” The University has implemented techniques to reduce the impacts of sewage generation (e.g. leak detection and repair program) and will continue to ensure that capacity is available to serve future growth. The University did not implement the level of service standard for the design of the sanitary sewer system that was prescribed in the 2010-20202 Campus Master Plan because it was based on University of South Florida historical data not directly applicable to the Florida Polytechnic campus development.

## 6.4 General Infrastructure: Solid Waste

*Goal 6D: The Solid Waste goal for the Florida Polytechnic campus plan is to provide for future University solid waste collection and disposal requirements in a safe, cost-effective, environmentally sound and an aesthetically satisfactory manner.*

The status of the goal and associated objectives and policies is “complete” and “ongoing.” The University has established a level of service standard for solid waste collection and has contracted with Republic Waste to provide collection services, disposal and recycling. It also contracted with a private entity to dispose of any hazardous waste. As part of its recycling program, the University will install a compactor to receive cardboard and will increase the number of recycling containers as the campus develops.

## 6.5 General Infrastructure: Steam and Hot Water

*Goal 6E: The Steam/Hot Water sub-element goal of the Florida Polytechnic Campus Master Plan is to provide adequate heating in the most cost effective manner providing for flexibility in the growth of the campus.*

The status of the goal and associated objectives and policies is “complete” and “ongoing.” The University has established energy conservation measures to reduce the hot water load demand and will continue to implement these measures in each new building that is added to campus. The University will also provide sufficient steam and hot water to meet future needs.

## 6.6 General Infrastructure: Chilled Water

*Goal 6F: The Chilled Water sub-element goal of the Florida Polytechnic Campus Master Plan is to provide an adequate chilled water service to the campus facilities in the most cost efficient manner that will support future expansion.*

The status of the goal and associated objectives and policies is “complete” and “ongoing.” The University has constructed a chilled water plant and will make plant improvements as necessary to accommodate future buildings.

## 6.7 General Infrastructure: Electrical Power and Other Fuels

*Goal 6G: The Electrical Power and Other Fuels sub-element goal is to provide adequate, reliable, and cost effective electrical service to support campus operations and expansions through the 10-year planning period.*

The status of the goal and associated objectives and policies is “ongoing.” The University will maintain and expand its electrical system improvements, including energy efficient measures (e.g. lighting fixtures) to serve existing and future facilities on campus.

## 6.6 General Infrastructure: Telecommunications

*Goal 6H: The Telecommunications sub-element goal is to provide each building on the Florida Polytechnic campus with communications connectivity for telephone, data, and video networks.*

The status of the goal and associated objectives and policies is “ongoing.” The University will maintain and expand its telecommunications system to ensure each building on campus has communications connectivity, consistent with the educational mission.

## 7.0 Conservation

*Goal 7A: The Conservation Goal of the Florida Polytechnic Campus Master Plan is to be a model for conservation policies to improve the environment and to improve air, water and open space quality in the vicinity of the campus.*

The status of the goal and associated objectives and policies is “ongoing.” The University will continue to implement its conservation policies on campus grounds, in existing buildings, and with future development. Solar energy options will be explored and building-specific energy use and management techniques will be integrated with new construction. The University maintains environmentally sensitive lands in a managed natural state and restricts campus activities that may threaten protected animal and plant species.

## 8.0 Recreation and Open Space

*Goal 8A: The Recreation and Open Space goal of the Florida Polytechnic Campus Master Plan is to provide adequate recreational options for the campus community in a diverse open space environment that links the campus and the larger community.*

The status of the goal and associated objectives and policies is “ongoing.” New development will adhere to the open space framework in this Campus Master Plan and will incorporate open spaces on a site-specific basis (e.g. exterior courtyards). The Wellness Center houses recreation

and athletic facilities, and the recently constructed multi-purpose athletic field, basketball courts and volleyball court provide dedicated outdoor recreation areas; indoor and outdoor recreation opportunities will continue to grow to meet campus demand. The Campus Development Agreement stipulates that any shared recreational uses on campus or involving University-controlled property will be addressed under a separate agreement.

## 9.0 Intergovernmental Coordination

*Goal 9A: To achieve the goals, objectives and policies of the Florida Polytechnic Campus Master Plan through the use of joint processes for collaborative planning, decision making and coordinating growth and development with local agencies and governmental entities.*

*Goal 9B: Develop collaborative public and private partnerships that enhance research and funding opportunities, including leveraging state and federal funding.*

The status of the goals and associated objectives and policies is “ongoing.” The University will continue to follow the mandated reciprocal review processes for plan amendments and proposed development and will continue to coordinate with public entities to provide adequate infrastructure to serve campus growth. Collaborative partnerships for research and funding will continue to be sought. To date, over 60 companies have entered into partnership arrangements with the University to work with students and faculty on applied research.

## 10.0 Capital Improvement

*Goal 10A: Provide educational and support facilities to all enrolled students in a manner that protects the investment and maximizes the use of facilities and promotes orderly, planned campus development.*

The status of the goal and associated objectives and policies is “complete” and “ongoing.” The University entered into a Campus Development Agreement (CDA) with the City of Lakeland in December 2007. The CDA established financial arrangements for the provision of potable water, wastewater, and roads and vehicular circulation necessary to support the continued growth and development of the campus. The University continues to adopt a Capital Improvement Plan and annual capital budget as part of its annual budgeting process, which identify building needs to implement the Campus Master Plan and accommodate students and academic programs.

## 11.1 Architectural Design Guidelines

*Goal 11A: The Architectural Design Guidelines goal of the Florida Polytechnic Campus Master Plan is to create an iconic image for the university, as well as a unified and coherent architectural environment.*

The status of the goal and associated objectives and policies is “ongoing.” The architectural design guidelines chapter is an optional element according to Florida Statute. It will be removed as a stand-alone plan element and architectural design factors will be addressed under Chapter 3.0 Land Use. The University will continue to follow design policies described in this master plan.

## **11.2 Landscape Architectural Design Guidelines**

*Goal 11B: The Landscape Architectural Design Guidelines goal of the Florida Polytechnic Campus Plan is to create a spatial order and landscape vocabulary that enhances the architectural design of the Master Plan and unifies the campus in a manner that is inviting, safe, and that allows the natural and formal landscapes to complement one another.*

The status of the goal and associated objectives and policies is “ongoing.” The landscape architectural design guidelines chapter is an optional element according to Florida Statute. It will be removed as a stand-alone plan element and landscape design factors will be addressed under Chapter 3.0 Land Use. The University will continue to adhere to design policies described in this master plan.